

Melbourne's West Destination Management Visitor Plan

Destination Melbourne
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Funding Partners



melbourne's west



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The Plan

Setting the Scene

A Destination Management Visitor Plan (DMVP) is a shared statement of intent to develop a destination over a stated period of time, articulating the possible roles of the different stakeholders and identifying opportunities to enhance the destination's appeal to visitors. This DMVP is a guide for all stakeholders involved in Melbourne's West tourism industry and for organisations and individuals who may wish to work together with others to maximise the benefits that Melbourne's West receives from its visitors.

The overarching purpose of this DMVP for Melbourne's West (MWDMP) therefore is to provide a platform for collaboration between industry and the government to expand the tourism focus of Melbourne's West beyond council boundaries. By placing focus on the visitor journey, and highlighting the unique tourism offerings of the West, visitors will be encouraged to explore beyond the boundaries of the CBD and be encouraged to stay longer and spend more in the region to the point that **by 2027, the annual visitor expenditure in Melbourne's West will have increased by almost 70% over current levels**. This plan outlines how to achieve this target.

Melbourne's West Today

Melbourne's West¹ has a large number of unique attractions including (and not limited to) major tourism destinations like Werribee Open Range Zoo, Werribee Park Mansion, Scienceworks in Spotswood; significant environmental assets including Point Cook Park and Cheetham Wetlands, Maribyrnong River, Brimbank Park and Organ Pipes National Park, major cycling trails; coastal experiences including Wyndham Harbour and Werribee South Beach, Altona Beach, Williamstown Beach, Seaworks, Melbourne Seaplanes, several sailing clubs and boating facilities. The region has a range of major sporting assets including four race courses (Flemington, Moonee Valley, Werribee and Tabcorp Park), Melbourne Ball Park, and is home to the Western Bulldogs AFL Club. A focus on the arts includes The

Substation, Incinerator Gallery, Bowery Theatre at STACC and other significant galleries and a host of public artworks. Food and hospitality offering includes 'Little Vietnam' in Sunshine, wineries, craft breweries, and several food precincts, and retail outlets including Essendon Fields DFO, and Pacific Werribee.

The contrasts and diversity offered by Melbourne's West has potential to:

- + increase dispersal across council boundaries and thereby create integration;
- + draw visitors from the central city and expand the marketplace to attract more interstate and international visitors;
- + lift existing council and sub-regional visions and development plans;
- + develop deeper and coherent stories about the region;
- + strengthen the sense of belonging to the region;
- + create better experiences and tourism products for all visitors sourced locally or further beyond; and
- + cement legitimacy as a recognized destination in its own right.

Viewing Greater Melbourne as one tourism region (of which Melbourne's West is an integral part) is not without challenges due to the highly varied roles of stakeholders involved and diversity of the tourism landscape. This DMVP recognises these challenges and has identified potential opportunities which will strengthen connections across Melbourne's West. This DMVP also identifies opportunities to connect with other sub-regional areas across Greater Melbourne which have potential to strengthen, facilitate and deepen connections and elevate visitor experiences across the entire metropolitan region.

¹ Melbourne's West includes the local government areas of Brimbank, Hobsons Bay, Melton, Maribyrnong, Moonee Valley and Wyndham. However, for the purpose of this project Maribyrnong is aligned with the Inner Melbourne sub-region.

Melbourne's West Destination Management Visitor Plan

Purpose of this Destination Management Visitor Plan

This DMVP is a document for everyone engaged and connected with tourism in Melbourne's West and provides direction on how the visitor economy in Melbourne's West will be developed, managed and promoted in the period over the next ten years. It provides a strategic framework to encourage regional collaboration to guide future development opportunities. The MWDMVP has been prepared to dovetail into, and support the DMVP for Greater Melbourne, and as such, the key tools required to drive success including collaborative partnerships, sub-regional and precinct branding and marketing and product development are all considered to be important elements of success. Equally, the Greater Melbourne DMVP forms an essential part of this plan and the two must be used, effectively, together.

Guiding Principles

Collaboration: The plan outlines an intraregional approach to collaboration with stakeholders, departments and agencies that play a role in tourism product development and marketing in Greater Melbourne. Maximum benefit will be achieved through a collaborative approach with private sector and not-for-profit partners.

Greater efficiency: The strategic opportunities identified in this DMVP provide a framework which have potential to improve Melbourne's West efficiency and use of resources to help grow a sustainable and regionally-connected visitor economy.

Improved service delivery: The MWDMVP suggests proposals for service improvement and offers the means to collaborate to deliver economic growth. These suggestions provide a platform which allow all tourism partners to engage in strategic tourism product development to achieve specific outcomes.

Better outcomes: The overarching goal of this DMVP is to increase the quality of visitor experiences and increase dispersal which in turn, will increase visitor spending, create memorable experiences and encourage repeat visitation. The achievement of these goals will result in improved economic outcomes for all tourism and community stakeholders.

Measuring Success

Each of the recommended opportunities identified includes suggested stakeholders/partners who could potentially work collaboratively to develop a focused and

measurable implementation plan. Different actions and outcomes will require the leadership of varying stakeholders – this plan does not seek to assign responsibility or leadership for any particular action or desired outcome – rather the stakeholders collectively should engage with each other to determine the leadership and participation on a case by case basis. In order to achieve maximum outcomes with maximum efficiencies, Western Melbourne Tourism will collaborate with Destination Melbourne in the delivery of proposals identified in the MWDMVP.

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OUTCOMES BY 2027	<ul style="list-style-type: none"> • 21% growth in visitors (to 4.3 million) • 90% growth in visitor nights (12.4 million) • 69% growth in visitor economy (\$2.4 billion) 	RESULTS
STRATEGIC THEMES	<ol style="list-style-type: none"> 1. Positioning & Branding 2. Tourism Product 3. Event Development 4. Capacity & Capability 5. Information 6. Supporting Infrastructure 	STRATEGY
WHO'S RESPONSIBLE	Western Melbourne Tourism Inc (WMT) comprising a cross section of stakeholders involved in the tourism industry, supported by Destination Melbourne and relevant Government organisations.	
VISION	By 2027, Melbourne's West will have significantly increased the value of the visitor economy by embracing it's urban edge, the vibrancy of its artistic and multicultural community as well rich heritage and natural assets. It will be a compelling destination, offering distinct experiences as part of Greater Melbourne.	
RECOMMENDED SUGGESTIONS	<ul style="list-style-type: none"> • Increased investment in internationally branded accommodation. • Investigate activation of all rivers and waterways traversing Melbourne's West. • More investment to develop full potential of Seaworks and Scienceworks. • Support Sunshine's opportunity to become a regional rail hub. • Enhance maritime history associated with Williamstown. • Develop industrial tourism potential of the West. • Expand Werribee Open Range Zoo according to its masterplan • Develop Melton Botanic Garden as a premier tourist attraction. • Continued growth of Wyndham Harbour. • Reinforce creative hubs including in Newport and Footscray. • Package and link together biodiversity / outdoor experiences. • Develop / promote Brimbank Park including Keilor Man. • Leverage the development of a new Melbourne Airport Rail Link. 	OPPORTUNITIES
<div> <div>ENHANCE EXISTING CAPABILITIES</div> <div>CONSIDER VISITOR PERCEPTIONS</div> <div>BUILD ON CURRENT STRENGTHS</div> <div>FOUNDATION</div> </div>		

Strategic Themes & Recommended Opportunities

STRATEGIC THEME 1	POSITIONING & BRANDING
Recommended Opportunities	1.1 Use WMT to drive a collaborative working partnership approach to developing and promoting tourism in Melbourne's West
	1.2 Ensure that Melbourne's West and its tourism precincts are integrated and aligned with Visit Victoria's Melbourne marketing brand
	1.3 Develop digital content to enhance digital marketing of Melbourne's West as a destination
	1.4 Support and promote enhancements to digital assets to deliver personalised experiences in Melbourne's West
STRATEGIC THEME 2	TOURISM PRODUCT
Recommended Opportunities	2.1 Enhance parks, gardens, nature and outdoor brand and offering in Melbourne's West
	2.2 Increase activation of the bay coastline, Maribyrnong, Yarra and Werribee Rivers and associated waterways in Melbourne's West
	2.3 Investigate the industrial tourism potential of Melbourne's West
	2.4 Develop the indigenous tourism offering in Melbourne's West
	2.5 Strengthen the maritime heritage offering in Melbourne's West
	2.6 Identify existing and new precincts in Melbourne's West which require investment or development to maximise their tourism potential
	2.7 Develop Melbourne's West music scene
	2.8 Elevate tourism focus within regeneration initiatives to benefit local businesses and visitors in Melbourne's West
	2.9 Further strengthen arts, culture and food offering in Melbourne's West
	2.10 Curate experiences for key markets and package day experiences
STRATEGIC THEME 3	EVENT DEVELOPMENT
Recommended Opportunities	3.1 Expand and refine current events strategies to encourage dispersal of events across Greater Melbourne to include Melbourne's West
	3.2 Identify and activate under-utilised spaces to create new and intimate venues to host events in Melbourne's West
	3.3 Identify Melbourne's West sport hosting capacity and develop a sport tourism strategy to attract increased share of sporting events
	3.4 Develop and bid for new festival and events across Melbourne's West with a vision for dispersal and growth

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STRATEGIC THEME 4	CAPACITY & CAPABILITY
Recommended Opportunities	<p>4.1 Further develop an industry-wide collaborative working group(s) to deliver on the actions recommended</p> <p>4.2 Improve product knowledge and principles of visitability across Melbourne's West visitor economy</p> <p>4.3 Explore and improve opportunities for joint promotions and joint marketing across Melbourne's West</p> <p>4.4 Investigate the impact of the student market on the Melbourne's West visitor economy and implement strategies to take advantage of insights gained</p> <p>4.5 Play an active role in improving delivery of customer service across Melbourne's West</p> <p>4.6 Support the establishment of a Greater Melburnian Ambassador Program to promote individual places/regions in Melbourne's West</p> <p>4.7 Develop an employers' forum and employer-led approach to tourism, hospitality & leisure education and careers, including a new School of the Visitor Economy based at Victoria University</p>
STRATEGIC THEME 5	INFORMATION
Recommended Opportunities	<p>5.1 Use digital technology, platforms and systems to create marketing innovation across all tourism businesses in Melbourne's West</p> <p>5.2 Make informed decisions using data, research, intelligence and insights underpinning the future of Melbourne's West visitor economy</p> <p>5.3 Implement VTIC's industry standards for visitor information dissemination across Melbourne's West (including relevant accreditation)</p> <p>5.4 Encourage new business starts in Melbourne's West by providing a toolbox for best practice</p> <p>5.5 Roll-out Melbourne Wayfinding Signage Master Style Guide across Melbourne's West</p>
STRATEGIC THEME 6	SUPPORTING INFRASTRUCTURE
Recommended Opportunities	<p>6.1 Work with Transport for Victoria to promote increased utilisation of public transport throughout Melbourne's West and ensure positive visitor experiences whilst doing so</p> <p>6.2 Identify red-tape reduction and mitigation strategies to encourage increased entrepreneurship in Melbourne's West</p> <p>6.3 Increase diversity of visitor accommodation across Melbourne's West</p> <p>6.4 Advocate for the implementation of environmentally sustainable practices to all new tourism developments in Melbourne's West</p> <p>6.5 Work with Avalon Airport as a domestic and international air gateway to Melbourne's West</p> <p>6.6 Leverage the development of a new Melbourne Airport Rail Link</p>

Investment Opportunities

Based on a culmination of primary and secondary research undertaken in developing this DMVP, a range of infrastructure and strategic opportunities have been identified which, if realised would both complement and diversify Melbourne's West tourism industry. These opportunities play to the strengths of Melbourne's West, reinforce the region's unique product and experience offering, and complement the visitor journey of discovery throughout Greater Melbourne.

To drive action on the strategy the Western Melbourne Tourism Board has identified areas of immediate priority and advocacy:

INFRASTRUCTURE OPPORTUNITIES

- + Supporting masterplan development of new visitor attractions including:
 - o Werribee Open Range Zoo
 - o Scienceworks Museum of the Future
 - o Seaworks Maritime precinct
- + The development of cycling trails and infrastructure and the promotion of visitor experience across the region by bike
- + Participating in the development of the Victorian Government's business case for the development of the new Melbourne Airport Rail link (Sunshine Hub)

STRATEGIC OPPORTUNITIES

- + Strengthen representation of Melbourne's West in the branding, marketing and promotion of Melbourne as a visitor destination
- + Activate our bay, rivers and waterways and enhanced linkages with the CBD
- + Leverage the role of Avalon Airport as Melbourne's new second international airport
- + Leverage local residents as ambassadors for the region and improve awareness of local attractions for the visiting friends and relatives' market

- + Increase focus on nature-based experiences of the region, including the biodiversity assets, wetlands, walking trails, birdwatching and other outdoor experiences
- + Leverage our existing visitor information networks and improve the positioning and distribution of digital information and 'packaging' of experiences to relevant market segments
- + Promote the profile of Melbourne's West food and hospitality culture
- + Support the profile and development of arts and cultural venues across the region
- + Support the development of a new school for Visitor Economy at Victoria University

EVENT OPPORTUNITIES

- + Support the participation of Melbourne's west in Melbourne wide festivals (e.g. such as Melbourne Food & Wine Festival, Melbourne International Comedy Festival, Melbourne Jazz Festival, Chinese New Year celebrations)
- + Leverage venues in the region in the upgrade of existing events, or development of new events themed across food, cultural celebration, industrial heritage, nature and wildlife, arts and sport
- + Support the development of a new What's On platform for the region, to better aggregate and communicate events across the region

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Collectively, the strategic priorities laid out in this DMVP have the potential to increase dispersal across Melbourne's West thereby improving its competitiveness and encouraging visitors to stay longer and spend more. It is anticipated that the end result will engender civic pride, attract new generations of visitors and improve Melbourne's status as a nationally and globally competitive destination. The strategic priorities may be challenging and aspirational, but entirely achievable.

Melbourne's West Destination Management Visitor Plan

This Destination Management Visitor Plan for Melbourne's West (MWDMVP) is designed as a strategic framework to encourage regional collaboration and to guide future development opportunities.

Success will be measured by the extent to which Melbourne's West is able to develop as an important visitor destination in its own right, and its ability to contribute to the strengthening of Greater Melbourne as a globally competitive destination. Instigated and managed by Destination Melbourne in partnership with Western Melbourne Tourism Inc., this DMVP sets out how Melbourne's West can improve its competitive positioning as a global tourism destination over the next ten years. The MWDMVP has the needs of all investors and visitors at its heart and seeks to improve the region for everyone.

WHAT IS A DESTINATION MANAGEMENT VISITOR PLAN?

Destination management is a process that seeks to coordinate all aspects of a destination that contribute to a visitor's experience, taking into account the needs of visitors, local businesses, residents and the environment. Destination Management Visitor Plans (DMVPs) seek to create high-quality visitor experiences and are a tried and tested means to maximise the benefits of tourism to the destination.

As a comprehensive framework, DMVPs identify the competitive advantages of the destination, the target markets potentially interested in visiting; how the destination could be enhanced to take full advantage of its unique competitive advantages, and how the destination could reach out to and compel its target markets to visit.

DMVPs are not prescriptive plans for tourism development, nor are they tourism strategies for individual councils; they are also not a guarantee for funding and are not a quick-fix solution. Rather, DMVPs focus on identifying the unique competitive advantages of a destination through a visitor lens (gained through extensive consultation) and provide recommendations on how these unique elements can be translated into tangible opportunities to enhance the visitor experience and visitor economy. Visitors do not make travel decisions based on council or State boundaries; their decisions are guided by their personal interests and desire for discovery. This in turn, calls on governments and the visitor industry to work collaboratively to provide the best possible all-rounded experience for visitors. The collective benefits of increased visitor spend, increased profile, increased investment in tourism infrastructure and direct and indirect economic benefits at a regional level are too significant to ignore.

WHO IS THIS DMVP FOR?

This DMVP is relevant for tourism organisations, associations and working groups, local governments, state governments, industry and all tourism stakeholders with an interest in growing their visitor economy and individuals who are interested or engaged in the process of destination management at different levels.

WHAT VALUE DOES THIS PLAN SEEK TO DELIVER?

It is envisaged that this DMVP will be of value to a wide audience of organisations whether as a reminder of the region's unique competitive positioning as a tourism destination, or as a source of ideas and inspiration to develop, deepen and strengthen its visitor economy. It is relevant to destinations which already have a DMVP, a tourism strategy or equivalent document and who want to strengthen or renew it, as well as to those who are at the beginning of planning together.

WHAT IS THE AIM OF THIS PLAN?

The aim of the MWDMVP is to provide a strategic framework which encourages regional collaboration by multiple stakeholders to guide future tourism development opportunities in Melbourne's West to 2027. A key feature of the MWDMVP is that it is directly linked to the State (and National) targets of growing the diversity of the visitor offering as a means to increase the economic contribution of tourism. The MWDMVP also links inextricably with the DMVP developed for Greater Melbourne. Based on available research, consultation and stakeholder feedback, and a review of existing planning, reviews and reports, this MWDMVP also builds on grass roots support for key initiatives from local tourism organisations, local government, and tourism operators. This plan should be considered in conjunction with the Greater Melbourne DMVP to maximise success and streamline efficiencies.

This MWDMVP is not intended to replace the tourism work already taking place across Melbourne's West. It is essential that this work continues in a cohesive manner to deliver well-managed tourism precincts with a strong sense of place that invest in their visitor experiences. Work undertaken at a council level is the foundation which will enable Melbourne's West to benefit from the suggested activity in this MWDMVP.

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WHO IS INVOLVED?

Indicative of the importance of the visitor economy, all levels of government from national through to local councils are involved and have all published strategic industry documents which are focused on creating and stimulating further growth in the sector.

- + **Tourism Australia** is the Australian government agency responsible for attracting international visitors to Australia, both for leisure and business events. Tourism Australia is responsible for implementing *Tourism 2020* – a whole of government and industry long-term strategy to build the resilience and competitiveness of Australia's tourism industry and grow its economic contribution. Tourism Australia shares this goal with Commonwealth, State and Territory governments in an effort to maximise tourism's economic contribution to all Australians.
- + **Visit Victoria** brings together the functions of Tourism Victoria's marketing division, the Victorian Major Events Company and the Melbourne Convention Bureau to form a single, unified organisation dedicated to growing Victoria's visitor economy through tourism marketing and event acquisition. The organisation is spearheading a cohesive, new approach to marketing Melbourne and Victoria to attract more visitors and world-class events to the state and consolidate Melbourne and Victoria's position as a leading global tourism and events destination.
- + The **Department of Economic Development, Jobs, Transport and Resources** is responsible for investment facilitation and attraction to Victoria, including all tourism related investments. The Victorian Government's objectives for supporting the growth and sustainability of the tourism, events and visitor economy sector are outlined in the *Victorian Visitor Economy Strategy* and are implemented through the *Victorian Visitor Economy Action Plan*.
- + **Victoria's 11 regional tourism boards** plus Destination Melbourne are each tasked with the strategic marketing and promotion of their tourism assets.
- + Melbourne is further divided into **five sub-regions**, with each sub-region comprising representation from their respective local councils. Some sub-regions are more structured and collectively active than others, but all aspire to develop and strengthen their competitive tourism positioning.

Viewing Melbourne's West as one cohesive tourism region will be most successful when undertaken in collaboration across council boundaries.

EXISTING PLANS & STRATEGIES DRIVING TOURISM

There are a number of key plans and strategies that have a relationship with the MWDMVP.

- + From a State perspective, the ***Victorian Visitor Economy Strategy (2016–2019)*** (which supersedes Victoria's 2020 Tourism Strategy) plays a pivotal role in shaping the delivery of the GMDMVP from an overarching State level.
- + From a local-perspective, **the tourism plans and strategies of individual councils** (including cultural heritage and economic development strategies) have been considered as these play a critical role in shaping and delivery the MWDMVP.



Melbourne's West Today



PLACE

For the purposes of this DMVP Melbourne's West includes the following city councils: Brimbank, Hobsons Bay, Melton, Moonee Valley and Wyndham². Visitor gateways and hubs are associated with Melbourne Airport, Avalon Airport, Essendon Airport (charter services) and Station Pier cruise terminal at Port Melbourne. Melbourne's West connects with the CBD and regional Victoria via freeway and train networks, the trams in some locations, and to Geelong, Ballarat, Bendigo and western Victoria via regional coach and train networks. There are no direct public transport connections between Melbourne Airport and Melbourne's West; connection is via Skybus direct to the CBD and then out again. Connections between Avalon Airport via Werribee City Centre are also operated by Skybus.

Daily ferries run between Melbourne's CBD from Southgate to Gem Pier at Williamstown. There is a river crossing via punt for cyclists linking Port Melbourne to Spotswood. Port Phillip Ferries has previously undertaken trials of a new passenger ferry service running between Wyndham Harbour and Docklands. The service is currently running to Portarlington on the Bellarine Peninsula from Docklands. Melbourne Seaplanes operate from a pontoon at Gem Pier in Williamstown.

SUPPORTING INFRASTRUCTURE

Modern, efficient infrastructure that connects people and places is at the heart of any thriving economy and society. Melbourne's ranking as the world's most liveable city in part reflects the significant benefits that stem from well thought out, long term infrastructure planning. Several major 'once in a generation' transport and precinct infrastructure projects are currently planned or are underway. Those which have particular relevance in Melbourne's West include:

- + **Economic & community development clusters:**
 - o 2 national Employment & Innovation clusters (Sunshine & Werribee)
 - o 2 Metropolitan Activity Centres (Sunshine & Toolern)
 - o 2 Health, Wellbeing & Education Precincts (Sunshine (national) & East Werribee)
 - o Essendon Airport

- o 26 Activity Centres
- o 1 Health Precinct (Melton)
- o 3 regional parks (Toolern, Kororoit, Werribee River)
- o Western Interstate Freight Terminal
- + **Major transport initiatives:**
 - o Outer Metropolitan Ring (Road & Rail)
 - o Regional Rail Link
 - o M80 upgrade & Westgate Tunnel
 - o Airport Rail Link
 - o Melbourne Metro Tunnel
 - o Ballarat Rail Upgrade
 - o Ferry links between Williamstown & Southgate
 - o Potential ferry to Docklands
 - o Avalon Airport

MELBOURNE'S WEST TOURISM PRECINCTS

Tourism Precincts

For the purposes of this plan, a tourism precinct is defined as: *a distinctive geographic area within a larger urban area, characterised by a concentration of tourist-related land uses, activities and visitation, with fairly definable boundaries.* (Griffin, 2009)

In common with other international cities, tourism in Greater Melbourne (particularly in the CBD and immediate surrounds) is concentrated into discrete tourism precincts, each with its own unique character. Some of these precincts are more developed than others; some have great potential but have not yet established their positioning, whilst others are well-established and may require rejuvenation in future years.

Regardless of their stage of development, tourism precincts in Melbourne's West are not evenly dispersed. Instead, they are concentrated into relatively small, quite distinctive geographic areas- with tourists moving between these precincts to experience the region's highlights. This has significant positive impacts for the future development and promotion of Melbourne's West insofar as it connects various places and spaces based on individual travel preferences, encourages dispersal, fosters strategic event planning, and encourages visitors to look beyond current hotspots and go off the beaten track more often.

² From a location perspective, Maribyrnong City forms part of Melbourne's West, however, Maribyrnong City Council has aligned with the Melbourne Inner sub-region for the purposes of this plan. Notwithstanding WMT works and co-

ordinates with Maribyrnong to promote its experiences and destinations as part of Melbourne's West when appropriate.



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WHY DO PEOPLE VISIT MELBOURNE'S WEST?

Melbourne's West is unique and evolving, a dynamic part of the city that people continue to discover and be intrigued by: it is **industrial edginess juxtaposed with diverse open space and ecosystem**. It is **biodiversity** of its coastline, rivers, grasslands, gardens, parkland, creek systems, maritime, wetlands and bird habitats. It is **multiculturalism**, famed for its memorable and authentic food (and wine) experiences. It is rich in **arts and culture** venues, galleries and performing arts spaces, all of which are creatively woven into the fabric of everyday encounters. It is a **horseracing** mecca, with both thoroughbred and harness racing being showcased to international audiences. It has an enviable **events and festivals** calendar underpinned by major attractions, (such as Werribee Open Range Zoo & Mansion, Scienceworks, Tabcorp Park Melton Harness Racing), **important heritage** and a **creative community** that spills into everyday life. **Melbourne's West – is a welcoming place of urban discovery, a destination of and in itself.**

MELBOURNE'S WEST CONTRIBUTION TO TOURISM

In this MWDMVP, tourism is a strategic asset for economic growth and development. In other words, tourism creates more than hotel nights and turnover within the core of the tourism industry. It creates jobs, international awareness, networks and a basis for strategic infrastructure such as airports, sports arenas and convention centres. Within the context of this MWDMVP it is important that tourism is understood as a value chain product linking numerous business sectors together in order to deliver a comprehensive tourism product to the visitor. Tourism is the only completely destination bound industry, since it can't be outsourced or moved elsewhere. It's also an industry returning GST and other taxes directly to the tourism destination.

The visitor economy is a significant contributor to the economy of Melbourne's West, attracting over 3.6 million visitors and generating over \$1.4 billion of expenditure (accounting for around 8% of the total economic contribution to Greater Melbourne's visitor economy). To put this in perspective, Greater Melbourne's visitor economy is a significant contributor to the economy, attracting 30.9 million visitors in 2017-18 and generating \$17.4 billion of expenditure (DEDJTR, 2017). When tourism is perceived this way, the importance and the effect of the industry is better more properly.

EXISTING VISITOR INFRASTRUCTURE & EXPERIENCES: KEY HIGHLIGHTS

2 Airports	Metro & VLine rail stations	4 horseracing tracks	Cycling trails
50 kms of coast offering sailing, fishing, water sports, marina, boat launch	Diverse tertiary and TAFE sector offering	Major waterways & linkages to city by ferry	RAMSAR internationally recognised wetland site
Largest diversity of migratory birdlife outside Kakadu National Park	3 accredited visitor information centres	Diverse open space, parks & gardens and grasslands	Network of 14 high quality public golf courses
Modern network of libraries	Major State level sport complexes	A range of accommodation from 3 to 5 star (1,015 total rooms)	5 wineries
1 open range zoo	Only dingo sanctuary in Australia	Extensive public art across the region	Swimming beaches (Altona, Williamstown accessible for wheelchairs)

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MELBOURNE'S WEST TOURISM PRODUCT PILLARS

Food & Beverage	Museums, Art & Attractions	Sport	Events & Festivals	Nature, Parks & Gardens	Shopping & Markets
<ul style="list-style-type: none"> • Craft beers and brewers • Wineries include: Shadowfax Winery, Galli Estate, Witchmount Estate and Russo Estate • African, Vietnamese and Burmese food enclaves. • "Little Vietnam" in Sunshine • Boathouse Restaurant • Heritage pubs in Williamstown 	<ul style="list-style-type: none"> • Scienceworks • Seaworks and Maritime Museums • Incinerator Gallery • Footscray Community Arts Centre • Moonee Valley Gallery • The Substation • Black Powder Mill • Bowery Theatre at STACC • CS Gallery Caroline Springs • Heritage Precinct, Nelson Place • HMAS Castlemaine • RAAF Museum, Point Cook • Newport Railway Museum • Public Art Trails (region-wide) • Clock Tower Centre, Moonee Ponds • Wyndham Cultural Centre • Sun Theatre, Yarraville 	<ul style="list-style-type: none"> • Flemington Racecourse • Moonee Valley Racecourse • Tabcorp Park Melton • National Equestrian Centre, Werribee Park • Victorian Polo Association • Melbourne Ballpark Altona • Sailing including international events at Williamstown • Kitesurfing at Altona Beach • Golf Courses • Altona Badminton centre • Eagle Stadium Werribee • Western Oval • Calder Park Raceway 	<ul style="list-style-type: none"> • Royal Melbourne Show • Melbourne Cup Carnival / Cox Plate (MVRC) • Oktoberfest • St Alban's Lunar Festival • Sunshine Food Fever • Sunshine Short Film Festival • Sunshine Lantern Festival • Moonee Valley Festival • Avalon Airshow • Art and Industry Festival • Art in Public Places • Williamstown Literary Festival • Newport Folk Festival • Out on the Weekend • Lost Lands Festival (2018) • Werribee Park Annual Events • Childrens Week Picnic week • State Rose & Garden Festival • One Electric Day • Let them Eat Cake • So Frenchy So Chic • Cadbury Easter Egg Hunt 	<ul style="list-style-type: none"> • Werribee Open Range Zoo • Victorian State Rose Garden, Werribee Park • Heritage Orchard, Werribee Park • Dingo Discovery Sanctuary & Research Centre • Point Cook Coastal Park • Cheetham Wetlands – RAMSAR site • Jawbone Marine Park • Point Gellibrand Coastal Park • Maribyrnong River • Organ Pipes National Park • Brimbank Park • Horseshoe Bend Farm • Derrimut Grassland Reserve • Beaches & urban waterways • Altona & Williamstown beaches • Williamstown Botanic Gardens • Gem Pier • Walking & cycling trails • Newport Lakes • Grey Box Forest, Eynesbury • Melton Botanic Garden • Queens Park Moonee Ponds • 100 Steps to Federation, Truganina 	<ul style="list-style-type: none"> • Footscray Market • Regional Farmers Markets • Heritage Precinct, Williamstown • Highpoint Shopping Centre • Essendon Fields/DFO • CS Square • Woodgrove • Pacific Werribee • Werribee City Centre • Melton Town Centre • Watergardens • Westfield Airport West • Puckle Street • Union Road, Ascot Vale • Racecourse Road, Flemington • Yarraville Village • Keilor Road, Niddrie • Big Sam's Market – St Albans • Sunshine street market • Villages (Newport, Spotswood, Yarraville, Seddon, Williamstown, Altona, Footscray, Union Rd Ascot Vale, Essendon Nth)

Melbourne's West Destination Management Visitor Plan

VISITOR ACCOMMODATION

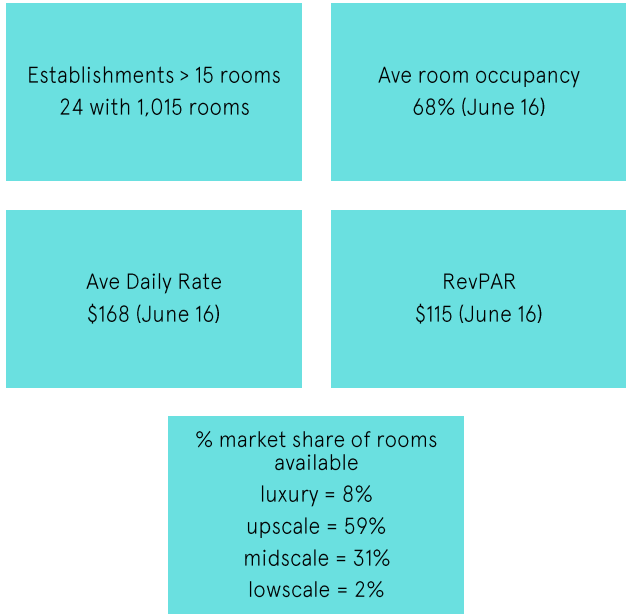
An audit of serviced accommodation establishments in Melbourne's West revealed almost 1,105 rooms across 33 properties (including hotels, motels, serviced apartments, B&Bs and cabins in caravan parks).

Hotel brands represented in Melbourne's West include: Quest, Quality, Mercure, Comfort Inn, Best Western, Punt Hill, Mansion Hotel and Spa (Lancemore Group) and the new Hyatt Place Hotel at Essendon Fields. A new Holiday Inn property is also under construction in Werribee.

Furthermore, the sharing economy through Airbnb lists 1,030 properties in Melbourne's West of which 39% are entire homes/apartments, 60% single rooms and 1% shared rooms.

There are 1,015 serviced rooms in 24 establishments of 15+ rooms located in Melbourne's West. Given the number of visitor nights generated by visitors to Melbourne's West (5.9 million nights), it is estimated that significantly more accommodation is available on a private rental agreement basis. The majority of serviced accommodation is concentrated in Hobsons Bay and Moonee Valley with a diverse range of star ratings and accommodation types represented. There appears to be a shortage of midscale (3-star) quality internationally branded hotel accommodation in the region, which is a constraint, especially in the family and sports group markets. Another constraining factor (especially room occupancy performance) is the limited supply of residential conference hotels in the region. Whilst the Mansion Hotel and Spa and the Refectory at Werribee Park also caters to the residential conference market as well as wedding receptions, there is additional scope in the market (especially in light of the proposed employment clusters proposed for the region) for more internationally branded conference hotels.

Given the importance of hotel loyalty programs and the trust and reliance consumers have on international brands, there is a high probability that business and other travellers visit the West (and other regions) and then travel back to Inner Melbourne to stay in trusted accommodation which are associated with loyalty program recognition and benefits.

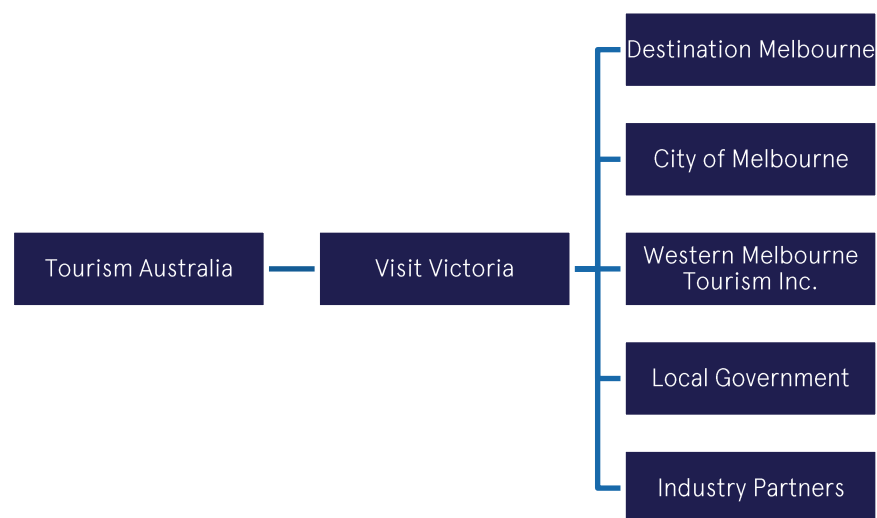


Source: ABS (2016)

Melbourne's West Destination Management Visitor Plan

MARKETING MELBOURNE

Marketing Melbourne as a tourism destination is influenced at several levels: at a national level by Tourism Australia, at a State level by Visit Victoria and at a regional level by Destination Melbourne. These entities are supported by local governments through their own websites and visitor information centres and industry partners including Melbourne Convention Bureau, Melbourne Airport, Tourism Accommodation Australia (VIC), and individual visitor attractions.



Visit Victoria has a core role in marketing Melbourne to visitors from within the State, across Australia and around the world. It seeks to increase visitation, yield and ensure the future growth of Victoria's visitor economy.

Destination Melbourne (an independent not-for-profit tourism organisation) works with Melbourne's visitor industry to promote tourism products and experiences in Melbourne. Destination Melbourne produces a quarterly *Official Visitor Guide* (English & Chinese) and annual *Official Melbourne Visitor Map* which encourage visitors to explore and disperse across Melbourne. The organisation is also focused on inspiring Regional Victorians to travel to Melbourne on a frequent basis via its integrated *Melbourne Now* marketing campaign and it has developed the unique local engagement campaign *Discover your own Backyard* to reach the visiting friends and relatives market. The City of Melbourne is also

very influential as it also makes significant investments in visitor promotion and visitor servicing.

Within Melbourne's West regional coordination is undertaken by Western Melbourne Tourism Inc. Marketing and promotion and visitor servicing is undertaken at an individual council level, either on council websites and/or through one of three accredited visitor information centres (located in Melton, Werribee and Williamstown). This is supplemented by information at key attractions across Melbourne's West.

Need for a Collaborative Marketing Partnership Effort

In addition to the marketing and branding undertaken by Visit Victoria, City of Melbourne and Destination Melbourne, several industry organisations and local councils undertake their own branding to promote Melbourne.

This has created a somewhat fragmented and geographically (rather than visitor) focused approach, to the point where a more collaborative and coordinated, visitor centric approach with much improved communications between State, private, not-for-profit and local council entities is required. As it stands, not only is there the potential for confusion over roles and responsibilities amongst the industry but there is an inevitable duplication of effort and sub-optimal use of limited resources and funding.

There are concerns amongst key industry stakeholders that current marketing efforts for Melbourne are city-centric and fall short of marketing the tourism assets and experiences of the outer metropolitan areas. There are also concerns regarding the disparities in funding for Melbourne City and Regional Victoria, with outer Melbourne being somewhat "left out"; colloquially referred to as the "donut effect".

A partnership approach to marketing Greater Melbourne could therefore serve to mitigate these issues, and would enable a more inclusive, proactive and dynamic approach to be undertaken.

Melbourne's West Destination Management Visitor Plan

DESTINATION PERFORMANCE 2017-18⁵

Insights

- + Since 2004 there has been an upward trend in the number of day visitors who travel more than a 50km round trip to engage in the tourism offering available in Melbourne's West. Domestic overnight (both interstate and intrastate) and international visitors have been relatively stable over time with a recent small upward trend in all three over the last five years.
- + Domestic visitor nights have shown an upward trend over time with a significant increase in the last year for intrastate. International visitor nights have seen a more strong upward trend topping 5 million in two of the last three years.
- + The average length of stay for international visitors varies depending on the time of year with recent average stays between 30 and 45 nights recently after peaking in 2009-10 with 45.7 nights. The continued limited supply of serviced accommodation in Melbourne's West is likely to constrain any future growth in visitor nights.
- + Nearly 28% of all domestic overnight visitors to Melbourne's West were from NSW, with a further 27% from Queensland. Neighbouring South Australia accounted for 20% and Western Australia accounted for 14%.
- + Visitors from New Zealand comprise the largest proportion of international visitors to Melbourne's West, at 21% and represents an increase from 19% recorded last year. Other key international source markets include India (13%) and China (9%) and other Asian countries, which are largely fuelled by VFR visitation.



Total visitors
3.6 million

76% day visitors
11% intrastate domestic
9% interstate domestic
4% international



Average length of stay
7.5 nights

2.3 nights intrastate domestic
3.4 nights interstate domestic
31.2 nights international



Number of Nights
6.5 million

14% intrastate domestic
17% interstate domestic
69% international



Purpose of visit

34% holiday
46% VFR
13% business
7% other



Top International Visitors

1. 21% New Zealand
2. 13% India
3. 10% Other Asia
4. 9% China
5. 8% UK



Top Activities

1. 58% social
2. 13% outdoor/nature
3. 8% Arts/heritage

Source: TRA (2018a & 2018b, 2017-18 data)

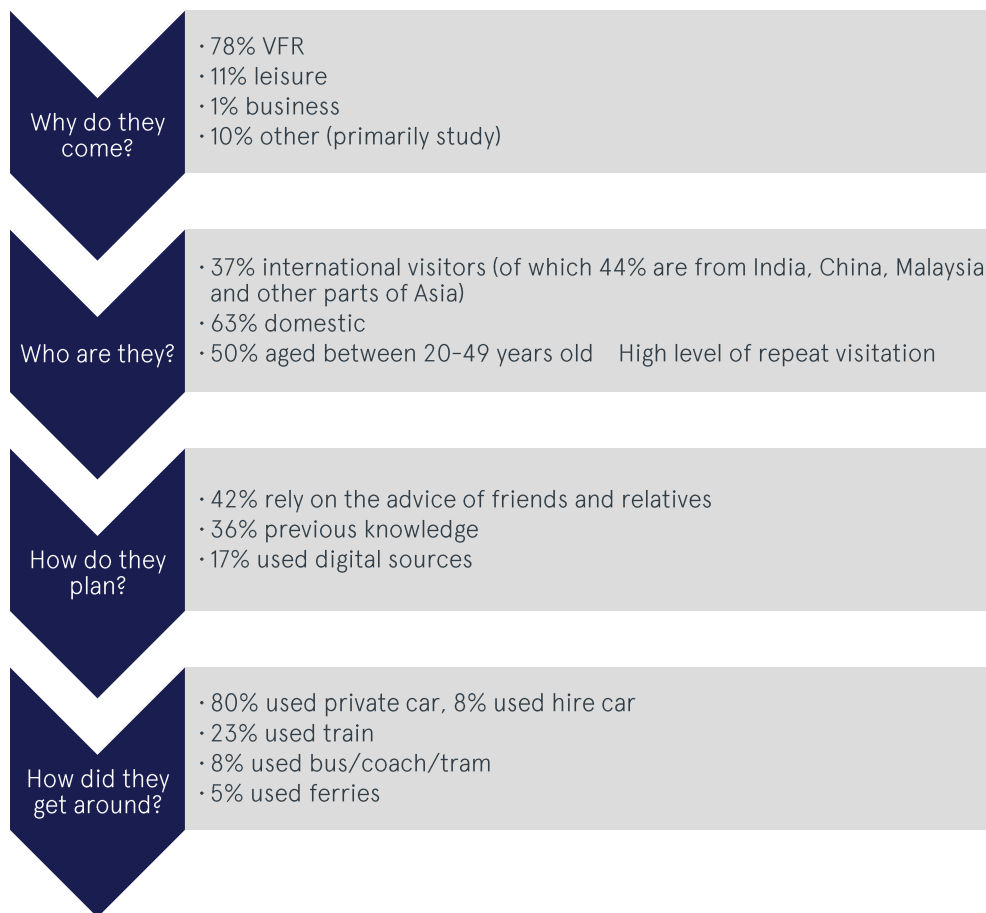
⁵ Source: TRA year ending June 2018 National and International Visitor Surveys.

Melbourne's West Destination Management Visitor Plan

VISITOR PERCEPTIONS

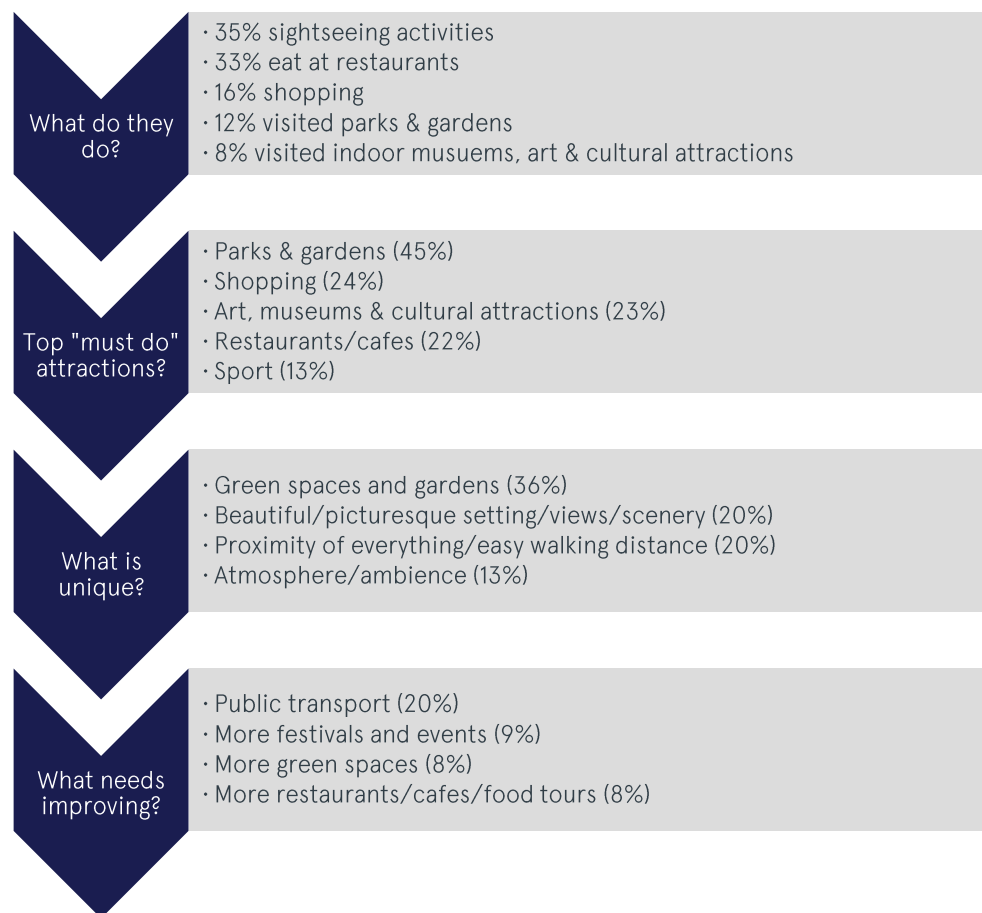
A total of 2,572 visitor perception intercept surveys were undertaken with domestic and international leisure and business visitors at five locations in Central Melbourne and several locations in the sub-regions during May and June 2017. Key results and implications for the future direction of Melbourne's West visitor economy are presented below.

PRE-TRIP & ARRIVAL



Source: AEC

DURING TRIP & PRE-DEPARTURE



Source: AEC

Melbourne's West Destination Management Visitor Plan

Pre-trip & Arrival - Implications for the future

- + The visiting friends and relatives (VFR) segment is extremely important. Growth opportunities in the business market will be underpinned by increasing hotel supply.
- + New products & experiences should take account of multigenerational travel demands.
- + Digital marketing and local ambassadorial programs are essential for knowledge sharing.
- + Local residents play an important role in the social fabric of Melbourne's West and play a key role in creating a "global village feel" within the region

During Trip & Pre Departure Perceptions - Implications for the future

- + Development of international brand operated hotels may assist to grow corporate-related visitation and other non-VFR leisure segments.
- + Developing a clear understanding of and access to the public transport system and MyKi card may make Melbourne's West and its attractions more accessible to a wider audience.
- + Packaging (and pricing) of attractions, transport and food options into 'tours' may also improve penetration of both existing (VFR) and new markets.
- + With VFR being the common driver for visitation and with personal/word-of-mouth being the main information source it would suggest that there is scope to develop a program which will build strong awareness of, appreciation and advocacy for, Melbourne's West regional attractors, amongst the local resident population.
- + Promoting the specific, unique and individual Melbourne's West attractions to other areas of Melbourne may attract other visitors.
- + Diversification of visitor information services including digital servicing will assist building awareness and attracting other market segments from other sources

CHALLENGES & OPPORTUNITIES

Looking to the future, like many regions in Greater Melbourne, Melbourne's West faces its own set of challenges which will need to be addressed if it is to improve its competitive positioning as a visitor destination and add to the milieu of experiences that encapsulate the essence of Greater Melbourne.

Overall, Melbourne's West has many strengths and opportunities available to support future growth; however, there are some infrastructural challenges that need to be addressed in order to realise this growth. Common to all regions outside the CBD is the risk of visitors passing through en route to regional Victoria (predominately Phillip Island, Great Ocean Road, Mornington Peninsula and Yarra Valley). A major challenge is to develop the potential for overnight visitation and to create more reasons to explore outside the CBD and immediately surrounding areas. A fragmented approach to tourism (with each council largely developing and promoting its own tourism assets in isolation) further challenges the potential for growth. The motivation for dispersal between the CBD and regional Victoria seems low and is further challenged by the limited connectivity between different modes of transport, and the use of the Myki travelcard to explore with confidence and ease.

In addition, the metropolitan regions outside the CBD and before regional Victoria (colloquially referred to as the "donut") generally has a weak intrastate and international image as a tourist destination with few well-known landmarks or iconic attractions. Improving the overall image and "internationalising" the visitor portfolio will require an improvement of the quality of the tourism product. Focus for future product developments in Melbourne's West should be on tourism experiences, products and precincts which possess unique competitive offerings and/or where there are obvious linkages between complementary tourism partners in the region. This could be (in no order of priority) in the areas of: nature/green spaces, culinary tourism, history, creative arts, mainstream arts and culture, fashion and design, sports, technical visits focusing on sustainability, film and literature, trails (walking and cycling) tourism, and events and festivals (using existing blockbuster events to create joined-up regional events).

Based on the consultation with stakeholders representing Melbourne's West, the following challenges and opportunities were identified:

CHALLENGES

- + Transport connectivity is weak.
- + Road infrastructure poor and overcrowded.
- + Marketing of the region is undertaken in silos rather than collaboratively.
- + Perception that Melbourne's West is located quite some distance from the CBD, thereby restricting visitor dispersal.
- + Presentation of streetscapes.
- + As for all Melbourne digital/mobile connectivity needs to remain a priority.
- + Major shortage of accommodation.
- + Media /historical perception of the region needs to change.

OPPORTUNITIES

- + Increased investment in internationally branded accommodation to meet demand.
- + Investigate activation of all rivers and waterways traversing Melbourne's West.
- + More investment required to develop full potential of Seaworks and Scienceworks.
- + Support Sunshine's opportunity to become a regional rail hub.
- + Develop/promote/enhance maritime history associated with Williamstown.
- + Develop industrial tourism potential of the area.
- + Expand Werribee Open Range Zoo according to its masterplan.
- + Develop and position Melton Botanic Garden and Williamstown Botanic Gardens as premier tourist attractions.
- + Continued development and investment at Wyndham Harbour.
- + Reinforce creative hubs including in Newport and Footscray.
- + Package and link together biodiversity / outdoor experiences.
- + Develop / promote Brimbank Park including Keilor Man to promote indigenous culture incorporating Horseshoe Bend Farm.
- + Leverage the gateway entry points to the region including, Westgate Tunnel, Avalon Airport, Essendon Fields, Regional Rail and water based transfers.
- + Warrensbrook Faire precinct at Plumpton (near Melton).

Melbourne's West Destination Management Visitor Plan

SNAPSHOT: WHERE ARE WE? WHERE ARE WE GOING?

Melbourne's West: Products, Performance & Challenges	Key Visitor Markets				Triggers for Visitation			Key Tourism Assets include			
	<ul style="list-style-type: none">3.6 million visitors76% day visitors20% domestic overnight4% international		<ul style="list-style-type: none">34% holiday46% VFR13% business7% other		<ul style="list-style-type: none">VFRStudyHigh level of repeat visits		<ul style="list-style-type: none">Food enclaves (e.g. Little Vietnam in Sunshine)Werribee Park Tourism PrecinctFlemington, Moonee Valley Racecourses and Tabcorp Park		<ul style="list-style-type: none">Dingo Discovery Sanctuary & Research CentrePoint Cook Coastal ParkCheetham Wetlands – RAMSAR siteOrgan Pipes National ParkBrimbank ParkBrimbank & Derrimut Grassland Reserves		
	<ul style="list-style-type: none">6.5 million nights		<ul style="list-style-type: none">New Zealand (21%)India (13%)China (9%)		<ul style="list-style-type: none">Social activities (58%)Visit outdoor/nature (12%)Arts/heritage (8%)Visit local attractions (7%)Active Outdoor/Sports (6%)		<ul style="list-style-type: none">ScienceworksSeaworks and Nelson PlaceIncinerator GalleryThe SubstationWerribee Open Range ZooMelton and Williamstown Botanic Gardens		<ul style="list-style-type: none">Beaches and urban waterwaysFootscray Market and Urban VillagesFerries from CBD to regionWest Trails network		
	<ul style="list-style-type: none">Ave length of stay = 7.5<ul style="list-style-type: none">3.4 nights (interstate)2.3 nights (intrastate)31.2 nights (int)		Source: TRA (2018a & 2018b, 2017-17)								
	Industry & Visitor Perceptions of Tourism Offering*										
		Industry			Visitor			Comments & Challenges			
		Poor	Avg	Excel	Poor	Avg	Excel				
	Visitor Journey	✓				✓		<ul style="list-style-type: none">Currently limited opportunities to become fully immersed in the destination and discover by oneself.			
	Sense of welcome			✓			✓	<ul style="list-style-type: none">Warm, friendly welcoming. Cultural diversity creates pockets of authenticity.			
	Digital connectivity	✓				✓		<ul style="list-style-type: none">Internet connectivity & cell phone coverage is poor with insufficient free wi-fi spots to meet visitor expectations.			
Accessibility & dispersal		✓			✓		<ul style="list-style-type: none">Perception that the West is further from the CBD than in reality.				
Integrated messaging	✓				✓		<ul style="list-style-type: none">Marketing is undertaken in silos rather than collaboratively.				
Public transport	✓				✓		<ul style="list-style-type: none">Low take-up of public transport by visitors intra-regionally, but stronger in and out of CBD. Connectivity is poor.				
Branding & marketing	✓				✓		<ul style="list-style-type: none">Limited due to lack of funding. Disjointed and fragmented. Subject to "donut effect"				
Diversity of tourism product		✓				✓	<ul style="list-style-type: none">Good diversity of products. Authenticity of products is strong. High level of untapped potential (industrial, music).				
Accommodation	✓				✓		<ul style="list-style-type: none">Limited in terms of scale and international branding. Limited residential conference hotels.				
Delivery of product		✓				✓	<ul style="list-style-type: none">Limited packaging of products and experiences.				
Customer service		✓				✓	<ul style="list-style-type: none">Inconsistent across the region. Cultural diversity adds positively to the experience.				

Melbourne's West Destination Management Visitor Plan

Melbourne's West Future: Market, Product & Infrastructure Opportunities	General Opportunities	
	Visitor Journey	<ul style="list-style-type: none"> Development of a highly personalised digital platform would enable creation of tailored immersive experiences with long-lasting memories.
	Sense of welcome	<ul style="list-style-type: none"> Capitalise on friendly and welcoming Melburnians by encouraging them to become ambassadors for tourism in the West.
	Digital connectivity	<ul style="list-style-type: none"> Advocate for the upgrade of internet connectivity and cellular service to support visitors and tourism businesses.
	Accessibility & dispersal	<ul style="list-style-type: none"> Work with TfV to identify pain points and suggest solutions to decrease travel time between tourist precincts and attractions.
	Integrated messaging	<ul style="list-style-type: none"> Use a better resourced Western Melbourne Tourism Inc. as a platform to undertake collaborative marketing in accordance with sub-regional brand strategies.
	Public transport	<ul style="list-style-type: none"> Encourage visitors to use public transport where possible by highlighting what there is to see along transport routes.
	Diversity of tourism product	<ul style="list-style-type: none"> Focus on developing industrial heritage and Aboriginal archaeological themes and strengthen natural assets of the region.
	Accommodation	<ul style="list-style-type: none"> Encourage development of diverse accommodation including internationally branded hotels (particularly in employment cluster areas) where appropriate.
	Delivery of product	<ul style="list-style-type: none"> Strengthen depth of existing products to increase dwell-time. Create time-based itineraries to tap into air layover and cruise passenger market.
	Customer service	<ul style="list-style-type: none"> Develop (in accordance with other regions) a visitor-friendly accreditation system to help standardize (and elevate) customer service delivery.
	Target Markets	Product Opportunities
	<ul style="list-style-type: none"> VFR Students Multigenerational groups Air passenger overlays Niche tourists: <ul style="list-style-type: none"> Environmental groups (birdwatchers) Cultural heritage groups Industrial heritage enthusiasts Maritime enthusiasts 	Industrial Heritage <ul style="list-style-type: none"> Develop a clear industrial tourism strategy for Melbourne's West to showcase the industrial heritage including Newport, Sunshine, Spotswood, Yarraville, Coode Island, Altona, Black Powder Mill, Orica (Deer Park) and Darling Flour Mill. Consider a Melbourne Industrial Heritage Week which celebrates the industrial heritage offering in Melbourne's West (and other regions, notably Melbourne's East and Inner Melbourne).
		Arts, Culture & Heritage, Food <ul style="list-style-type: none"> In consultation with appropriate authorities, investigate the potential of creating a visitor attraction and interpretation centre in Brimbank Park which showcases the Aboriginal archaeological importance of the area. Work with other regions (most notably Melbourne's North) to connect with complementary Aboriginal tourism products such as the Spiritual and Healing Trail, Merri Creek, and the Koori Mural. Draw on Melbourne's West rich multi-cultural heritage to further develop the region's food and beverage offering. Active promotion and collaboration on a regional events and festivals calendar. Develop a cohesive wayfinding strategy for the West Trails network including noting heritage stories and public art markers.
		Maritime Heritage <ul style="list-style-type: none"> Support further improvements at Seaworks and Nelson Place under a Tourism Precinct approach. Strengthen links with the Royal Australian Navy to enhance storytelling, increase dwell-time and strengthen heritage profile of Williamstown as an important historical maritime asset.

Melbourne's West Destination Management Visitor Plan

			<ul style="list-style-type: none"> Investigate ways to align and link regional (particularly Melbourne's South East) and national events further to both cross-sell events and capture the wider economic and community impact and benefits associated with maritime tourism.
		Nature-based tourism	<ul style="list-style-type: none"> Work with Parks Victoria to elevate the unique biodiversity status of the region by promoting the importance of Derrimut Grassland Reserve, Iramoo Wildflower Grassland Reserve (Cairnlea), Cheetham RAMSAR Wetlands and Point Cook Coastal Park and Marine Sanctuary to nature and geomorphological enthusiasts. Melbourne Water's Western Treatment Plant Organ Pipes National Park/ Brimbank Park/ Green Wedges. K Road Cliffs at Werribee Regional Park. Truganina Park – 100 Steps of Federation vantage point. Williamstown Botanic Gardens. Melton Botanic Garden.
	Infrastructure Opportunities		Barriers to Development
	<ul style="list-style-type: none"> Further investigate the development of full-service international hotels (e.g. Williamstown and Werribee) as well as key growth and employment cluster areas including Sunshine and East Werribee. Investigate the potential of developing ecotourism accommodation in areas with high biodiversity appeal, especially those close to RAMSAR sites and coastal areas of significance. 		<ul style="list-style-type: none"> Limited funding to invest in product development. Red tape restrictions hindering time to get products to market. Limited funding to promote and market the region.

Melbourne's West - Vision for the Future



Melbourne's West Destination Management Visitor Plan

OVERVIEW

VISION

By 2027, Melbourne's West will have significantly increased the value of the visitor economy by embracing it's urban edge, the vibrancy of its artistic and multicultural community as well rich heritage and natural assets. It will be a compelling destination, offering distinct experiences as part of Greater Melbourne..

KEY OBJECTIVES

Increase quality of tourism offerings across Greater Melbourne | Increase Greater Melbourne share of Victoria's visitor markets | Offer visitors compelling destinations of distinction | Champion increased engagement between industry, visitors and the experience

STRATEGIC PLAN

Strategic themes aim to have impact that transcends the region, setting it up for success by providing the springboard for destination development, job creation and visitation.

STRATEGIC THEMES

1. Positioning & Brand
2. Tourism Product
3. Event Development
4. Capacity & Capability
5. Information
6. Supporting Infrastructure

MELBOURNE'S WEST REGION⁴ OUTCOMES BY 2026/27

4.3 million visitors | 21% growth over next 10 years
12.4 million visitor nights room nights | 90% growth over next 10 years
\$2.4 billion visitor expenditure | 69% growth in visitor expenditure over next 10 years

⁴ Excluding Maribyrnong.

Melbourne's West Destination Management Visitor Plan

CRITICAL SUCCESS FACTORS

Achievement of the vision will be dependent on a range of factors, including:

- + Vigorously promoting Melbourne's West as a must-see destination with a strong sub-brand underpinned by tourism precinct brands with high visitor appeal to all potential audience groups and target markets.
- + Providing clear reasons to visit Melbourne's West and delivering compelling, unique, memorable and high-quality visitor experiences.
- + Identifying and responding to opportunities that will enhance, extend, animate and promote the tourism landscape for visitors.
- + Working with DM and VV to leverage existing mobile-first digital assets need to include the ability to create personalised travel itineraries based on personal preferences and which take account of the diversity of the products and experiences in Melbourne's West and which connects with other information sharing platforms.
- + Prioritising investment to deliver the promise and to improve the overall quality and visitability of the visitor experience.
- + Delivering enhancements to the physical environment that are mutually beneficial to both visitors and residents.
- + Ensuring the highest standards of customer service by fostering a culture of continuous improvement, value for money, best practice learning and sustainability.
- + Identifying measures of success and monitoring performance.

PARTNER ORGANISATIONS

The following organisations have been identified as being a stakeholder in Melbourne's West visitor economy with the potential to assist or support the delivery of recommended opportunities in this MWDMVP.

Acronym	Organisation
AA	Avalon Airport
AHA	Australian Hotels Association
AV	Aboriginal Victoria
BEV	Business Events Victoria
CV	Creative Victoria
DM	Destination Melbourne
DEDJTR	Department of Economic Development, Jobs, Transport & Resources
DELWP	Department of Environment, Land Water & Planning
HRV	Harness Racing Victoria
HV	Heritage Victoria
IMAP	Inner Melbourne Action Plan
LG	Local Government
LW	LeadWest
MCB	Melbourne Convention Bureau
MV	Museums Victoria
MUV	Music Victoria
MW	Melbourne Water
PMA	Port of Melbourne Authority
PTV	Public Transport Victoria
PV	Parks Victoria
RV	Racing Victoria
SM	Study Melbourne
SRA	Sport & Recreation Victoria
SRW	Southern Rural Water
TAA	Tourism Accommodation Australia
TEVE	Tourism, Events & Visitor Economy Branch, DEDJTR
TfV	Transport for Victoria
VPA	Victorian Planning Authority
VTIC	Victorian Tourism Industry Council
VV	Visit Victoria
WMT	West Melbourne Tourism Inc.

Melbourne's West Destination Management Visitor Plan

STRATEGIC THEME 1: POSITIONING & BRAND

Aim: Develop and position Melbourne's West competitively relative to national and international competitors

This theme focuses on the need for Melbourne's West to better communicate its distinctive and authentic experiences, location and value proposition, pinpointing its position in Greater Melbourne and distinct from regional Victoria, and its profile as a destination of national and international importance. It provides opportunities for closer joint working on digital platforms and focused, joined up branding. The priorities detailed below outline how to decide what markets provide the best opportunities to increase volume and value of visitors as well as yield. Melbourne's West has a broad appeal and attracts a wide range of visitors, across a wide range of markets. It will be crucial to develop new markets which provide opportunities for the best growth and yield, to assess the offer of the destination in terms of its product market fit, its appeal to new markets, and the process of how the West can develop the product to appeal to their needs.

1.1: Use WMT to drive a collaborative working partnership approach to developing and promoting tourism in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Use the Western Melbourne Tourism Inc. (WMT) to ensure key channels (websites, brochures, apps, etc.) are "on brand", timely, reinforce and are effective in ensuring that tourism businesses fully utilise the technology available. Work collaboratively with Visit Victoria to deliver a coordinated approach to marketing across Melbourne's West (in line with GMDMVP 1.1). This will involve collaboration and consistency at key gateways (airports, stations, road). 	<p>WMT (lead) VV DM</p>

1.2: Ensure that Melbourne's West and its tourism precincts are integrated and aligned with the Visit Victoria's marketing brand and key brand pillars

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Provide content and insights to the development of a sub-brand for Melbourne's West and individual tourism precincts (In line with GMDMVP 1.2) that is consistent with Visit Victoria's brand umbrella Melbourne marketing campaigns. Link local attractions and events within Melbourne's West (and to Greater Melbourne where applicable), to disperse visitors across the region and to showcase Melbourne's West in its own right. Use refined market research (refer to GMDMVP 5.2) to ensure the development of the right market positioning and investment in attracting the consumers with the greatest propensity to visit the region. Streamline marketing clarity to minimise duplication of effort across stakeholders and agencies. 	<p>WMT (lead) DM VV</p>

Melbourne's West Destination Management Visitor Plan

1.3: Develop digital content to enhance digital marketing of Melbourne's West as a destination

Recommended Opportunities

Stakeholders/Partners

- Develop/use existing digital content which can be distributed through key Greater Melbourne destination sites such as: Visit Victoria, Melbourne Now, Discover Your Own Backyard and transport sites – PTV, Skybus, hotels etc. Content should be focused on relevant, bold and creative marketing that inspires and delivers results (in line with GMDMVP 1.3). Suggested actions include:
 - Undertake a digital audit to identify gaps and ensure WMT is represented appropriately
 - Modernising the image of the offer (linked to market development).
 - Develop messages which provide clarity in terms of sense of place, identity and location.
 - Create agreed key messages that can be used by every stakeholder (and create set of guidelines for the use of these messages). Disseminate for businesses to use/follow.
 - Identify icons/unique selling propositions, experiences and events throughout Melbourne's West (in the form of attractions or tourism precincts) that, in combination with hero experiences, can build competitive advantage, create points of difference, connect with visitors and provide the impetus to encourage visitation.
- Share any market and segmentation research which provides appropriate insights into the pulling power of destination icons or other key experiences.
- Curate experiences for key markets and package day experiences.

WMT (lead)
DM

1.4: Support and promote enhancements to digital assets to deliver personalised experiences in Melbourne's West

Recommended Opportunities

Stakeholders/Partners

- Support and promote enhanced digital capabilities developed by DM to enable visitors to Melbourne's West to generate a highly personalised travel itinerary which will maximise their experience and deliver a unique path of discovery and exploration during their stay.
- Leverage and further develop product inventory listed on the Australian Tourism Data Warehouse

WMT (lead)
DM

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STRATEGIC THEME 2: TOURISM PRODUCT

Aim: Maintain and develop the tourism product required to sustain and grow the destination

This theme identifies opportunities for product development and outlines the recommended opportunities needed to develop new products and offers to attract new markets and extend the dwell time/return propensity of existing visitors in Melbourne's West. The region has a diversity of attractions which could be better linked with the Victorian Essential Learning Standards (VELS) curriculum; not only will this deliver educational value in its own right, but it will also create greater awareness of the product offering in the West by local residents.

2.1: Enhance parks, gardens, nature and outdoor brand and offering in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Contribute to the development of a Parks, Gardens & Nature Visitor Strategy for Greater Melbourne (GMDMVP 2.1) which will capitalise on the natural environmental assets (including Maribyrnong and Yarra Rivers, Werribee River, Kororoit Creek, Toolern Creek, Stony Creek, Cherry Creek, Skeleton Creek and others, green spaces and reserves (such as Cherry Lake Reserve, Jawbone Reserve, Newport Lakes, Derrimut Grassland Reserve and Iramoo Wildflower Reserve), trails network and national parks) in Melbourne's West. Promote the protection of Melbourne's West biodiversity and natural environment by investigating and enhancing the visitor appeal of: <ul style="list-style-type: none"> Werribee Park Green Wedges Derrimut Grasslands Reserve Brimbank Park Organ Pipes National Park Horseshoe Bend Farm Iramoo Wildflower Grassland Reserve (Cairnlea) Cheetham RAMSAR Wetlands Point Cook Coastal Park and Point Cooke Marine Sanctuary Williamstown Botanic Gardens and Melton Botanic Garden (through linkages with other botanic gardens across Greater Melbourne) Point Gellibrand Enhance access to green spaces through the implementation of a connected trails networks (walking, cycling and horse riding), supported by appropriate information and good interpretation of the physical and cultural context, including guided trips that add value to the visitor who is unfamiliar with the area. The recent West Trails Plan highlights several development priorities for creating a fully connected network of trails in the region. The flat topography of the West is a strength in targeting wide audience groups. Additionally, the proximity and connectivity of the West to the CBD provides opportunities to create layers of experience by combining cycles routes with Arts trails, Food and Wine Trails, Nature Trails etc Support the masterplan for Werribee Open Range Zoo. Continue to work with Melbourne Water to create bird watching/interpretative centres at keys sites throughout the region. Create a wildlife & safari festival to promote the zoological assets of Werribee Open Range Zoo and RAMSAR Wetlands/Western Treatment Plant and the Dingo Discovery Sanctuary and Research Centre. 	<p>WMT (lead) PV LG* VV DELWP TEVE MW Transurban</p>

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2.2: Increase activation of the bay coastline, Maribyrnong, Yarra and Werribee Rivers and associated waterways in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Investigate opportunities (and supporting infrastructure required) to activate the bay coastline, Maribyrnong, Werribee and Yarra rivers and associated waterways to enhance visitor appeal. In line with GMDVMP 2.2, provide input into a riverside enhancement strategy for all rivers to identify potential tourism nodes/precincts for development. 	WMT (lead) PV TEVE SRW DELWP LG* MW PMA

2.3: Investigate the industrial tourism potential of Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Develop a clear industrial tourism strategy for Melbourne's West to showcase its industrial heritage. Suggested actions include: <ul style="list-style-type: none"> Audit of industrial opportunities and 'edu-tour' experiences in Newport, Spotswood, Sunshine and Deer Park (Orica site) Investigate collaborative opportunities to develop industrial tourism potential. Advocate for the retention of buildings that speak to the Industrial heritage of Victoria this could involve piloting a Melbourne Industrial Heritage Week which celebrates the industrial heritage offering in Melbourne's West (and other regions, notably Melbourne South East and Inner Melbourne). 	LG (lead)* WMT VV TEVE

2.4: Develop the indigenous cultural tourism offering in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> In collaboration with Indigenous groups, Land, Compensation and Cultural Heritage Council, and Brimbank City Council, investigate the potential of creating a visitor attraction and interpretation centre in Brimbank Park which showcases the Aboriginal archaeological importance of the area. Work with other regions (most notably Melbourne's North and Inner Melbourne) to connect with complementary Aboriginal tourism products such as the Spiritual and Healing Trail, Merri Creek, and the Koori Mural. Leverage any opportunities to highlight the West's cultural and indigenous heritage through the execution of 2.4 in the GMDMVP (Develop the indigenous cultural offering in Greater Melbourne). 	WMT LG PV/AV TEVE VV DM

2.5: Strengthen the maritime heritage offering in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Support further developments at Seaworks and Nelson Place under a Tourism Precinct approach. Strengthen links with naval, port and other relevant stakeholders to enhance storytelling, increase dwell-time and strengthen heritage profile of Williamstown as a historical maritime town. Investigate ways to align and link regional (particularly Melbourne's South East) and national events further to both cross-sell events and capture the wider economic and community impact and benefits associated with maritime tourism. Work with Melbourne's South East to segment the marine tourism market and identify the priority market opportunities and effective routes to these international markets and customers with a clear and consistent approach. 	LG (lead)* WMT HV TEVE

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2.6: Identify existing and new precincts in Melbourne's West which require investment or development to maximise their tourism potential

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Work in an integrated manner with government and statutory authority partners to improve the tourism experience for visitors at key tourist precincts in Melbourne's West including: <ul style="list-style-type: none"> Werribee Park Precinct Wyndham Harbour VRC Flemington (already underway) Moonee Valley Racing Club Williamstown Maritime precinct Essendon Fields Warrensbrook Faire (Melton) Scienceworks Sunshine 	LG (lead)* PV WMT LG* MV VPA CV HV TEVE MV

2.7: Develop Melbourne's West music scene

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Work with Music Victoria to provide input to develop a Music Tourism Strategy for Greater Melbourne (which includes Melbourne's West) (in line with GMDMVP 2.4) in developing the night time economy Extend the events and activities of Melbourne Music Week to include Melbourne's West. Develop and support initiatives which encourage greater collaboration between hospitality, tourism business and local musicians. 	DM (lead) LG* MUV PTV

2.8: Elevate tourism focus within regeneration initiatives to benefit local businesses and visitors in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> A new focus on tourism within regeneration initiatives would be beneficial for local businesses and visitors. This new focus does not mean a new, added responsibility; it is simply a broadening of existing town centre initiatives to 're-imagine' town centres as destinations for visitors. For example, more visitors would be attracted by: <ul style="list-style-type: none"> Enhancing accessibility with better public transport facilities, easier parking and reduced congestion. Enhancing the public realm; street furniture, capitalising on heritage buildings, parks and open spaces, water features. Improving security by managing the night-time economy and reducing crime. Reviewing signage and information around town centres to ensure that visitors are made welcome and can navigate easily Interpreting the local story e.g. guided walks and access to other information. 	LG (lead) WMT

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2.9: Further strengthen arts, culture and food offering in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> • Undertake a detailed audit of the arts, culture and food offerings in Melbourne's West including arts, culture and food events. • Identify offerings that are unique and where there are gaps. • Work with local governments to further promote unique offerings and the attraction of investments to fill offering gaps. • Consider development of arts, culture and food trails and promotional material to attract visitors. • Differentiate the Melbourne's West food offering from other Greater Melbourne precincts by highlighting the prevalence of authentic African, Vietnamese, Indian and Italian influences. • Recommended opportunities for Melbourne's West include: <ul style="list-style-type: none"> ○ B2B promotion to encourage use of local produce in the hospitality and attractions sectors, working with local distributors. ○ B2C promotion of local food; producer-outlets, restaurants, shops, markets, festivals, cooking courses, recipes – including a food discovery self-guided trail or map. ○ Work with local producers and food influencers to elevate the food & beverage offering of Melbourne's West, including coordination of higher profile events/festivals and award schemes. • Strengthen connections with Melbourne Food & Wine Festival (and other such events) to raise the food & beverage profile of the West. 	<p>LG (lead)* WMT</p>

2.10: Curate experiences for key markets and package day experiences

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> • Review existing material that packages experience using tourism product • Compile new material on experiences and tourism product for selected target markets 	<p>WMT (lead) DM</p>

Note: * Local government will require assistance from Destination Melbourne to kick-start Recommended Opportunities and maintain momentum throughout the process.

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STRATEGIC THEME 3: EVENT DEVELOPMENT

Aim: Evolve and develop major events

This theme identifies opportunities which will help develop new and evolve existing events in Melbourne's West as a means to promote and showcase the unique character and identity of the region, distinct from other regions in Greater Melbourne. By their very nature, events provide an opportunity to target and attract additional visitors and related expenditure which might otherwise not have visited Melbourne's West and once in the area, there is a better chance to convince them to return. The creation of a year-round events calendar will attract day and overnight visitors and expenditure at different times of the year, helping to manage visitor flows and making the West an all year attraction.

3.1: Expand and refine current events strategies to encourage dispersal of events across Greater Melbourne to include Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Work with Visit Victoria, Melbourne Convention Bureau and others to expand and refine Melbourne's event strategy (refer to GMDMVP 3.1) to encourage greater dispersal of events across Greater Melbourne to include Melbourne's West. Suggested inputs could include a compilation of a comprehensive events calendar for the region and identification of opportunities for enhanced, collaborative marketing of 'Melbourne's West branded' events. Enable collaboration with major event organisers to ensure cross regional collaboration to ensure maximum impact on enhancing the regional visitor economy. 	WMT (lead) DM VV BEV RV/HRV

3.2: Identify and activate under-utilised spaces to create new and intimate venues to host events in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Create an inventory and classification of current and under-utilised venues and spaces to host intimate events (e.g. music, performing arts). Identify partnership opportunities to increase awareness and encourage greater utilization of event spaces. Create an intimate events calendar and communicate this. 	LG (lead)* CV MCB

3.3: Identify Melbourne's West sport hosting capacity and provide input develop a sport tourism strategy to attract increased share of sporting events

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Work with Sport & Recreation Victoria to provide input into a central (shareable) sport hosting calendar for Greater Melbourne so that all major sporting events can be identified. (in line with GMDMVP 3.3). Identify the usage capacity of major sporting venues in relation to events. Provide input into the Sports Tourism Strategy for Greater Melbourne to strengthen the sporting profile of Melbourne's West (in line with GMDMVP 3.3). Develop complementary packages (sports and arts) to extend length of stay. Investigate opportunities to grow the golf tourism markets in Melbourne's West and dovetail this with other strategies in other sub-regions (including the North and South East) 	LG (lead)* SRV TEVE

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3.4: Develop and bid for new festivals and events across Melbourne's West with a vision for dispersal and growth

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> • Work with local councils in Melbourne's West to identify gaps and overlaps of events and festivals in the region. • Identify and prioritise new growth markets and growth segments taking account of the sector strengths in Melbourne's West (e.g. health, education, equine, innovation & technology, research & development, etc.) to drive more conference, incentives and business events to Melbourne's West. • Encourage collaboration between event organisers and accommodation providers to create overnight packages. • Encourage event organisers to work with existing attractions and dining precincts to increase activation during high crowd-volume generating events. • As part of Melbourne's refined Events Strategy (refer to GMDMVP 3.1), create a calendar of annual events throughout the year for the West including: <ul style="list-style-type: none"> ◦ Walking, cycling and other outdoor events that capitalise on the natural offering of the region. ◦ Aviation and maritime assets of the region. ◦ Industrial heritage of the region. ◦ Cultural events including food and local produce, music, the visual, literary and performance arts. ◦ Special events tailored for international cruise passengers. • Increase participation with arts and cultural organisations to deliver annual sub-events and festivals in Melbourne's West which are associated with well-established and internationally recognised festivals and events (e.g. Melbourne Food & Wine Festival, Melbourne International Comedy Festival, Melbourne International Film Festival). • Promote regional strengths through coordinated multicultural celebrations such as Chinese New Year and Diwali 	<p>WMT (lead) LG* MCB BEV DM CV TEVE VV</p>

Note: * Local government will require assistance from Destination Melbourne to kick-start recommended opportunities and maintain momentum throughout the process.

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STRATEGIC THEME 4: CAPACITY & CAPABILITY

Aim: Build capacity and capability to manage and develop the destination from a united regional perspective

This strategic theme is focused on building human capital involved in delivering quality visitor experiences in Melbourne's West. The development of the visitor economy depends on growing the number of successful businesses. Successful businesses are sustained by skilled human resources. The key areas and opportunities are to: encourage new business starts; support the performance of local businesses through the development of skills; and encourage the young and unemployed to consider tourism careers.

4.1: Further develop an industry-wide collaborative working group to deliver on the action recommended

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Use WMT to continue to develop innovative, place-based efforts to increase visitor dispersal and provide implementation accountability. Build, maintain and leverage relationships with local, state and federal government agencies to protect and enhance the visitor experience in Melbourne's West Focus on creating and fostering strategic alliance partnerships and seek new ways to increase the relevance and effectiveness of the partnerships for all parties. Work with all relevant stakeholders to ensure that Melbourne's West continues to be viewed as a welcoming destination to travelers. 	<p>WMT (lead) DM LG* HV TEVE</p>

4.2: Improve product knowledge and principles of visitability across Melbourne's West visitor economy

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Develop a program of familiarisation opportunities to visit key attractions and events for front of house staff at key hotels and conference venues in Melbourne's West. Create a top 20 "must do" list for all hotels/front of house staff to refer to. Develop and implement a local resident's weekend or promotion which will encourage local people to visit local attractions and increase their awareness of what is on offer (for VFR development) in collaboration with Melbourne Tourism Week Develop new, or leverage off existing, visitor information volunteer programs to encourage local resident involvement in the visitor economy. Investigate opportunities for pop up/ co-located / outreach services to promote for Melbourne's West at large-scale events and drawcard attractions. Continue to develop a platform to create a "What's On" of events in Melbourne's West. 	<p>DM (lead) WMT LG* VV</p>

4.3: Explore and improve opportunities for joint promotions and marketing across Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Improve ticketing options between attractions – investigate a joint ticket or pass to the main attractions in the area. Develop clear itineraries to explore the region, particularly itineraries for target groups – families, young people, and VFR (eg half day/ full day modules). Review needs and wants of key market segments and develop packages and promotions with appeal to that segment. 	<p>WMT (lead) LG* DM VV TfV</p>

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4.4: Investigate the impact of the student market on the Melbourne's West visitor economy and implement strategies to take advantage of insights gained

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Nominate a representative from WMT to work with Study Melbourne to compile a profile of international students (nationality, country of origin, age, campus location, course of study, length of course, etc.) (in line with GMDMVP 4.3). Support implementation of a proactive program of on-ground support (Study Melbourne) and targeted international student engagement programs to drive ongoing engagement post arrival (in line with GMDMVP 4.3). Support, make introductions and encourage partnerships with local media to engage international students in Melbourne's West to support GMDMVP 4.3. 	DM (lead) SM WMT/Partners LG* VV TEVE

4.5: Play an active role in improving delivery of customer service across Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Implement a customer service training framework (using best practice learnings) that brings together all existing partners of the tourism value chain, identifies gaps in information/skills development and outlines priorities for what customer service should look like in the future (in line with GMDMVP 4.4) Implement the customer service training program for all those involved in visitor-facing tourism and hospitality positions. This also includes volunteers at event, festivals and attractions. 	DM (lead) LG* TAA PTV VTIC WMT

4.6: Support the establishment of a Greater Melburnian Ambassador Program to promote individual places/regions in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Engage in the proposed ambassadorial program which encourages more Melburnians to enjoy the destinations on their doorstep and encourage local residents to recognise and perform ambassadorial roles for Melbourne's West (in line with GMDMVP 4.5) Implement recommended opportunities proposed in the communications strategy (refer to GMDMVP 4.5) which highlights the positive contribution of tourism to society, including socio-economic benefits, job creation, skills development and contribution to creativity and innovation. Leverage people of influence in Melbourne's West to generate awareness and expand marketing reach e.g. international students studying in Melbourne, ethnic associations in Melbourne's West, influential businessmen, sports stars and/or celebrity chefs. 	DM (lead) LG* WMT

4.7: Develop an employers' forum and employer-led approach to tourism, hospitality & leisure education and careers, including a new School of the Visitor Economy based at Victoria University

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Encourage the creation of links between employers and schools/colleges in Melbourne's West about needs – placement and apprenticeship and future employment. Profile career/employment/skills opportunities in Melbourne's West – from universities to apprenticeships. Ensure a better understanding of how education connects to the product and to servicing the product. Work with the new School of the Visitor Economy based at Victoria University. 	DM / WMT LG* SM TEVE LW

Note: * Local government will require assistance from Destination Melbourne to kick-start recommended opportunities and maintain momentum throughout the process.

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STRATEGIC THEME 5: INFORMATION

Aim: Develop and maintain consistent visitor information for dissemination through key visitor mediums

Research and intelligence must be consistent and collected across the region, turning this intelligence into the evidence will be crucial to underpin and give a rationale to identified development opportunities and potential funding bids. Similarly, this intelligence will be fundamental in focusing future work, in understanding and identifying growth potential, target markets and inward investment.

5.1: Use digital technology, platforms and systems to create marketing innovation across all tourism businesses in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Work with DM to host workshops which highlight key learnings from best practice Digital Ready programs used elsewhere (e.g. Queensland and Tasmania) to improve tourism operator digital and social media presence. Encourage tourism operators in Melbourne's West to use information to 'push' additional experiences at decision-making stages of the visitor journey, as an opportunity to extend the value of the visitor trip. Revamp marketing strategies to convey an "always on" approach in the domestic market to ensure that Melbourne's West is considered throughout the visitor planning journey. 	DM (lead) WMT LG*

5.2: Make informed decisions using data, research, intelligence and insights underpinning the future of Melbourne's West visitor economy

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Collaborate with DM and VV to create more robust and insightful customer segment profiles combining digital data with existing data sources to achieve a greater understanding of market profiles, identify high points and pain points in the visitor journey and apply results to drive higher return on product investment across all key leisure and business markets. Collaborate with DM and VV to obtain insights regarding the student, millennial, family and cruise segments and create tailored strategies for Melbourne's West (in line with other sub-regions) to provide experiential travel experiences to these markets. Conduct regular West Melburnian sentiment surveys to informed on local sentiment towards visitors and the need for adaptive changes. Communicate and promote data insights to tourism operators in Melbourne's West to assist in better-informed business decisions. 	DM (lead) WMT VV LG*

5.3: Implement VTIC's industry standards for visitor information dissemination across Melbourne's West (including relevant accreditation)

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Use VTIC industry standards to deliver a consistent visitor information experience across a variety of channels, methods and locations (as per the GMDMVP 5.3). Use existing accredited visitor information centres to harness this opportunity where possible. 	DM (lead) LG* VTIC

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5.4: Encourage new business starts in Melbourne's West by providing a toolbox for best practice

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> • Create a toolbox to encourage residents in Melbourne's West to become actively involved in tourism. For some this might be a lifestyle choice but for others it could be a new business or career opportunity e.g. establishing a B&B or creating a business out of an activity interest. Support and advice should be provided to help people pursue these ambitions. Related initiatives should include: <ul style="list-style-type: none"> ◦ Development workshops for aspiring – and existing – local B&Bs and guesthouses and other facilities focusing on good practice in the development and operation of visitor accommodation. ◦ Providing up-to-date information on available business support assistance. ◦ Promotion of national quality assurance schemes. • Providing networking and product familiarisation opportunities. 	DM (lead) LG* VV TEVE

5.5: Roll-out Melbourne Wayfinding Sign Master Style Guide across Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> • Promote and encourage the roll-out of the Melbourne Wayfinding Signing Master Style Guide (as developed as an outcome of the Melbourne Visitor Signage Project) across Melbourne's West to build consistency between existing wayfinding signage systems in Melbourne. • Note: This recommended opportunity is only expected to be encouraged for roll-out to Melbourne's West following successful implementation in the IMAP region (or in Wyndham in the first instance). 	IMAP (lead) LG/Wyndham CC PTV VicRoads TEVE

Note: * Local government will require assistance from Destination Melbourne to kick-start recommended opportunities and maintain momentum throughout the process.

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STRATEGIC THEME 6: SUPPORTING INFRASTRUCTURE

Aim: Identify and progress city-wide, regional and local infrastructure that will support the destination

In terms of physical destination development, this priority provides the focus for key infrastructure development opportunities (from signage to scoping new developments) and the strategic direction and connectivity required to implement the identified needs. There is an identified need to improve the welcome provided to visitors, the information they receive and the overall experience they have in the region from businesses and local residents alike to the offer, from joint-tickets, packages and special promotions.

6.1 Work with TfV and PTV to promote increased utilisation of public transport throughout Melbourne's West and ensure positive visitor experiences whilst doing so

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> • Provide input and recommendations to deliver improved, integrated transport infrastructure services using a visitor lens to improve travelling times between key points of interest (in line with GMDMVP 6.1). • Provide input in, and support for, a series of campaigns and initiatives that highlight what is available for visitors to see and do at key stops along railway and tram routes. • Continue to work with PTV to plan for, and mitigate, transport bottlenecks during peak visitation times, key events and festivals. 	<p>TfV & PTV (lead) LG* TEVE LW WMT</p>

6.2: Identify red-tape reduction and mitigation strategies to encourage increased entrepreneurship in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> • Undertake a regional-wide audit of pain points caused by red-tape and develop mitigation strategies to shorten "time-to-market". Submit findings to DM (under GMDMVP 6.4) to advocate for changes which will encourage extension of existing products and inspire entrepreneurial creativity in Melbourne's West. • Continue to work with Victorian Planning Authority, PTV and others to highlight impediments and suggest improvements for a stronger policy framework that provides greater support to the tourism industry throughout Melbourne's West. 	<p>TEVE (lead) LG*</p>

6.3: Increase diversity of visitor accommodation across Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> • Undertake a detailed visitor accommodation audit and gap analysis to identify gaps in the diversity of accommodation provision, international brand presence, quality and facility provision. • Develop an options model and accommodation strategy to meet current and future anticipated demand drivers. • Facilitate and support opportunities to develop hotels at strategic sites eg Flemington Racecourse, MVRC, Werribee Precinct. • Investigate ecotourism accommodation development opportunities in areas with high biodiversity appeal, especially those close to RAMSAR sites and coastal areas of significance. • Develop investment prospectus to attract international hotel operator interest to meet demand gaps. • Priority should be given to: <ul style="list-style-type: none"> ○ High quality, internationally branded hotel developments with ancillary leisure amenities to encourage more business, overseas, short break and locally generated tourism. ○ Refurbishment/redevelopment of outdated hotels in strategic locations. ○ Innovative proposals that enable the environmental enhancement of existing caravan park sites. ○ Schemes that espouse quality and distinctiveness in design and environmental sustainability. 	<p>DM (lead) DEDJTR AHA TAA LG* WMT</p>

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6.4: Advocate for the implementation of environmentally sustainable practices to all new tourism developments in Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Engage with the tourism and hospitality sector on environmental aspects and investigate the opportunity for Melbourne's West's participation in a Green Tourism Working Group if this created (in line with GMDMVP 6.5). 	WMT (lead) LG* VPA TAA

6.5: Work with Avalon Airport as a domestic and international air gateway to Melbourne's West

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Following the announcement of Air Asia's commitment to Avalon Airport there is an opportunity for Melbourne's West to work with relevant stakeholders to develop: <ul style="list-style-type: none"> A second Melbourne gateway profile. Information to distribute to inbound passengers including packaging of attractions and accommodation. 	WMT (lead) DM AA

6.6: Leverage the development of a new Melbourne Airport Rail Link

Recommended Opportunities	Stakeholders/Partners
<ul style="list-style-type: none"> Following the Selection of the Sunshine Route as the Victorian Government's preferred Melbourne Airport Rail link there is an opportunity for Melbourne's West to have input into the Business Case and work with relevant stakeholders to develop: <ul style="list-style-type: none"> A Sunshine gateway profile for Western Melbourne. Developing accommodation and attractions in and around Sunshine as a major interchange for rail links to regional Victoria Information to distribute to inbound passengers including packaging of attractions and accommodation. 	WMT (lead) DM TfV & PTV

Note: * Local government will require assistance from Destination Melbourne to kick-start recommended opportunities and maintain momentum throughout the process.

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