

Melbourne's West **DESTINATION MANAGEMENT VISITOR PLAN**

EXECUTIVE SUMMARY
NOVEMBER 2018

melbourne's **west**

**DESTINATION
MELBOURNE**



A message from the Chair & Executive Officer

The contribution of the visitor economy to Melbourne's West is growing year on year, in parallel with the significant growth in the economic value of tourism to Melbourne and Victoria.

It is important to capture more of this growth because it is linked to local jobs and the economic prosperity of our region.

And the opportunities are exciting; to expand the tourism focus beyond the boundaries of the CBD; to emphasise the authentic experiences available in Melbourne's West; to encourage visitor dispersal from the CBD; and to entice visitors to stay longer and spend more in our region. Ultimately, we want more visitors choosing Melbourne's West as a destination in its own right.

At its core, a Destination Management Visitor Plan (DMVP) is a collective vision of what is possible as a destination. The plan for Melbourne's West provides a framework for increasing the size and contribution of the visitor economy and articulating the opportunities our region offers visitors now and into the future.

The regional plan has a ten-year time frame and sits within the context of the Destination Management Visitor Plan for Greater Melbourne, the first plan of its type. We are pleased

to have worked cooperatively with Destination Melbourne, the Victorian State Government and many councils across Melbourne in developing the overarching plan for Greater Melbourne. It has been an ambitious project involving intensive consultation and primary research.

This Executive Summary provides an overview of the plan for Melbourne's West with a summary of the vision, visitor profile and recommended opportunities. It also identifies some immediate priorities for action and advocacy by Western Melbourne Tourism.

A copy of the plan can be downloaded from the Western Melbourne Tourism website www.melbourneswest.com.au

This plan is an important step in building a prosperous visitor economy for our region and we invite you to be part of this journey.

Jan Jacklin
Chair, Western Melbourne Tourism Inc

Richard Ponsford
Executive Officer

FUNDING PARTNERS



The Australian Government through the Tourism Demand-Driver Program, administered by the Victoria State Government



Western Melbourne Tourism has facilitated the development of Melbourne's West sub regional Destination Visitor Management Plan. The Board the comprises representation from 5 of the 6 western metropolitan Councils (including the cities of Brimbank, Hobsons Bay, Melton, Moonee Valley and Wyndham), LeadWest, Victoria University, Parks Victoria, Quest Apartments, Zoos Victoria and the arts sector. The Board is committed to working to increase recognition of the value of visitors to the regional economy and its direct links to local employment and prosperity.



We acknowledge and are grateful for the work of the AEC group in undertaking the research and developing the Greater Melbourne DMVP and subregional plan for Melbourne's West

What is a Destination Management Visitor Plan?

A Destination Management Visitor Plan (DMVP) is a document that:

- is a shared statement of intent to develop a destination over a stated period of time
- articulates the possible roles of the different stakeholders
- identifies opportunities to enhance the destination's appeal to visitors.

The overarching purpose of this DMVP is to collaborate with industry and government, focusing on the visitor journey to:

- expand the tourism focus of Melbourne beyond council boundaries
- emphasise the uniqueness of different neighbourhoods, encouraging dispersal
- encourage visitors to stay longer and spend more and
- ensure visitors are able to experience all that Melbourne's West has to offer.

The DMVP is structured in a way that will:

- support and integrate with Greater Melbourne's plans
- coordinate effort and reduce duplication
- maximise investment in the right areas
- bring independent partners together in partnership to benefit and develop the entire visitor economy.

What will the outcomes of the DMVP be?

A desired outcome of this DMVP for Melbourne's West is 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
- cement legitimacy as a recognised destination in its own right.

How will we succeed?

There are four guiding principles to the DMVP that will lead to success. They are:

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 Melbourne's West. Maximum benefit will be achieved through a collaborative approach with private sector and not-for-profit partners.

Greater efficiency: The recommended 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 MWD MVP 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.

Visitors to Melbourne's West

HOW MANY VISITORS DO WE HAVE?

3.6m

MELBOURNE'S WEST ATTRACTED 3.6 MILLION VISITORS IN 2017-18 (10.8% of Greater Melbourne's visitation).



76%
DAY VISITORS



20%
DOMESTIC OVERNIGHT



4%
INTERNATIONAL

WHAT IS THEIR REASON FOR VISITING?

JUST UNDER HALF OF VISITORS ARE VISITING FRIENDS & RELATIVES (VFR).



46%
VFR



34%
HOLIDAY



13%
BUSINESS



7%
OTHER

HOW LONG DO THEY STAY?

6.5m nights



OVERNIGHT VISITORS TO MELBOURNE'S WEST STAYED FOR 6.5 MILLION NIGHTS (7.3% of Greater Melbourne's visitor nights).

AVERAGE NIGHTS STAYED:

3.4 NIGHTS
INTERSTATE VISITORS

2.3 NIGHTS
VICTORIAN VISITORS

31.2 NIGHTS
INTERNATIONAL VISITORS
(including those here for educational purposes).

WHAT VALUE DO VISITORS BRING?

\$1.45b

THE VISITOR ECONOMY WAS ESTIMATED TO BE VALUED AT \$1.45 BILLION.

Note: Melbourne's West includes the local government areas of Brimbank, Hobsons Bay, Melton, Moonee Valley and Wyndham. 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. The figures above exclude the City of Maribyrnong.

Source: Tourism Research Australia year ending June 2018.

Visitors to Melbourne's West (continued)

WHAT DO VISITORS DO IN MELBOURNE'S WEST?



35%
SIGHTSEEING
ACTIVITIES



33%
EAT AT
RESTAURANTS



16%
SHOPPING



12%
VISITED PARKS
& GARDENS



8%
VISITED INDOOR
MUSEUMS,
ART & CULTURAL
ATTRACTIONS

WHAT ARE THE TOP "MUST DO" ATTRACTION THEMES?



45%
PARKS &
GARDENS



24%
SHOPPING



23%
ART, MUSEUMS
& CULTURAL
ATTRACTIONS



22%
RESTAURANTS
/CAFES



13%
SPORT

HOW DO VISITORS PLAN BEFORE VISITING AND ON ARRIVAL?



42%
RELY ON THE
ADVICE OF
FRIENDS AND
RELATIVES



36%
PREVIOUS
KNOWLEDGE



17%
USED DIGITAL
SOURCES



Source: AEC - Melbourne's West Visitor Survey

A Vision for Melbourne's West Visitor Economy

By 2027, Melbourne's West will have significantly increased the value of the visitor economy by embracing its 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

By 2026-27

4.3 million visitors 21% growth

12.4 million visitor nights 90% growth

\$2.4 billion*visitor expenditure 69% growth

*expressed in 2017-18 or real dollar terms



Recommended Opportunities – Themes for Action

Recommended opportunities identified through the development of the DMVP have been categorised into six strategic themes. It is up to industry and government to collectively pursue these opportunities to deliver on the vision for Melbourne's West.

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



CAPACITY & CAPABILITY	INFORMATION	SUPPORTING INFRASTRUCTURE
<p>The aim of this recommendation is to build capacity to manage and develop the destination from a united regional perspective</p>	<p>The aim of this theme is to develop and maintain consistent visitor information for dissemination through key visitor mediums</p>	<p>The aim of this theme is to identify and progress city-wide, regional and local infrastructure that will support the destination</p>
<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>	<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>	<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>



WMT Strategic Priorities

The Destination Management Visitor Plan sets out a comprehensive list of actions over a ten year plus time frame.

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

Infrastructure

- Supporting masterplan development of new visitor attractions including: Werribee Open Range Zoo, Scienceworks Museum of the Future and 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 Development

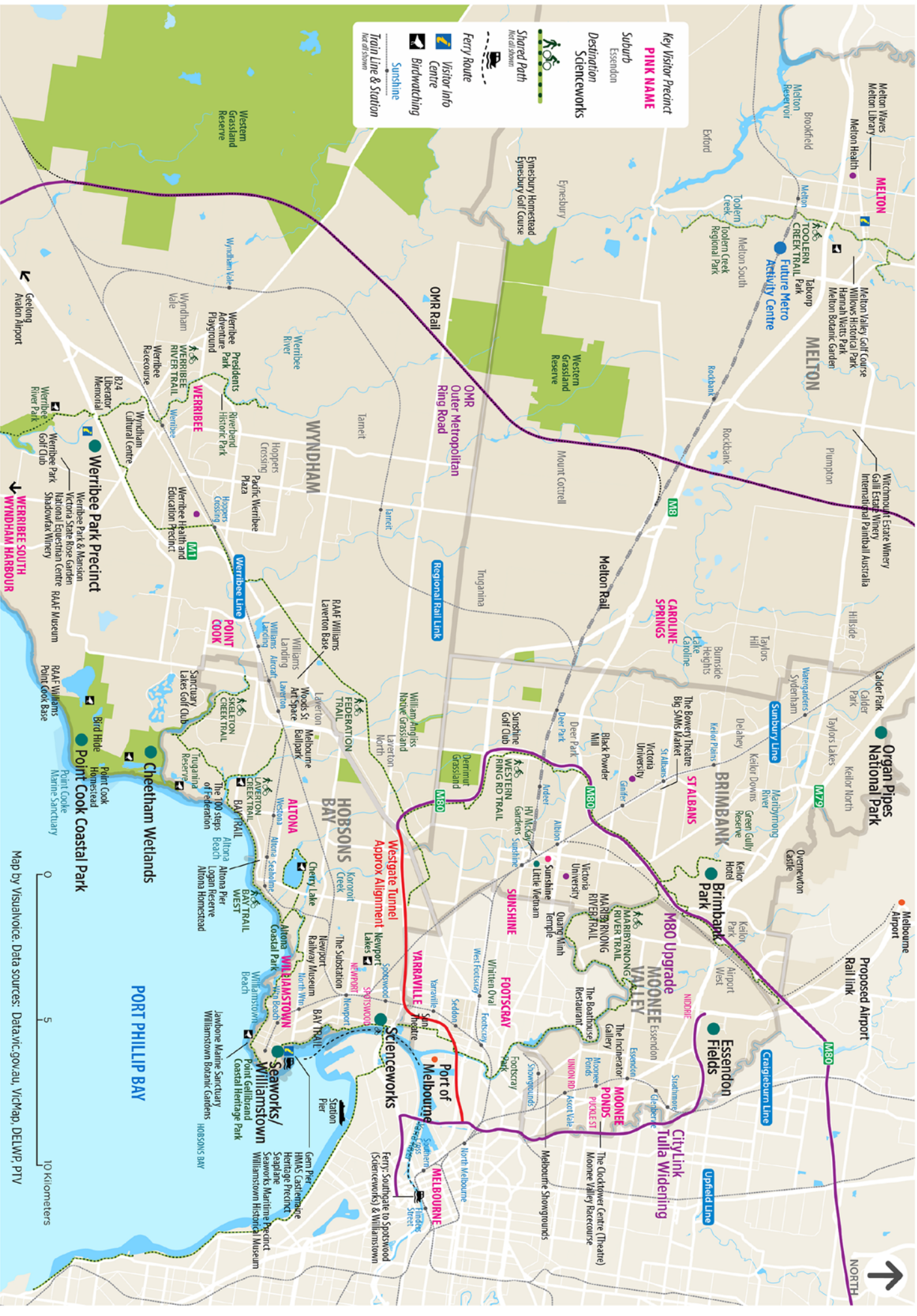
- Strengthen representation of Melbourne's West in the branding, marketing and promotion of Melbourne as a visitor destination
- Activate our bay, rivers and waterways and enhanced linkages with the CBD
- Leverage the role of Avalon Airport as Melbourne's new second international airport
- Leverage local 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 the Visitor Economy at Victoria University

Event Development

- Support the participation of Melbourne's West in Melbourne wide festival (eg. 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





A man and a child are fishing by a river. The child is standing on the grassy bank, holding a fishing rod. The man is sitting in a blue folding chair on the grass, also holding a fishing rod. They are positioned under the large, leafy branches of a willow tree that hangs over the water. The water is calm and reflects the surrounding greenery.

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