



Bayside Tourism Strategy

2013

Bayside Tourism Network 2011 – 2013



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See Appendix 1 for profiles of each individual member.

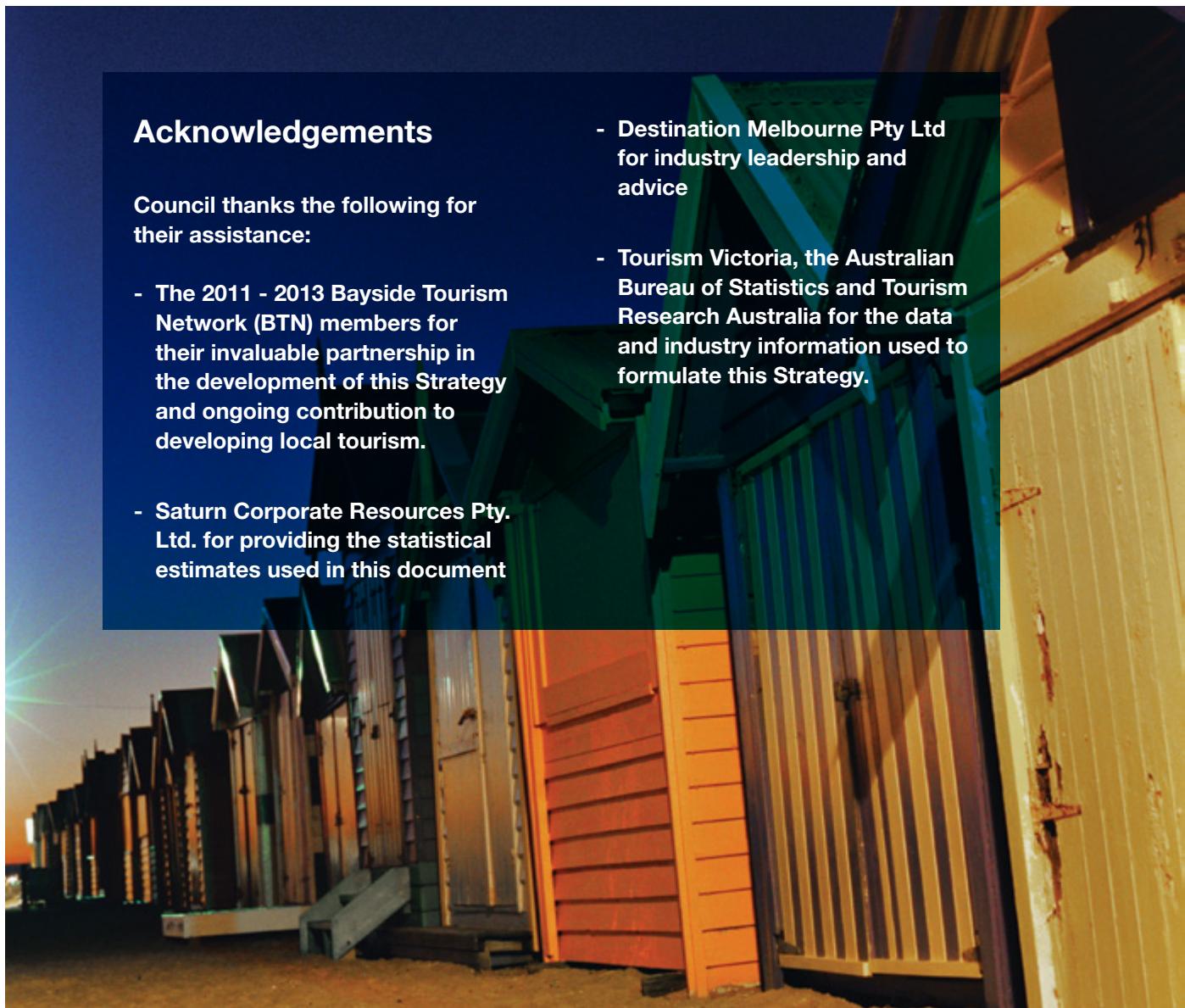
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Executive Summary

The purpose of this Strategy is to consolidate Bayside's existing tourism strengths and successes, for Council to identify new opportunities for leadership in the sector, and to identify suitable partnerships with industry and the community.

Council recognises the significant economic and social benefits tourism contributes to Bayside, including its positive contribution to local employment and prosperity.

Tourism activities can enrich a community by providing focal points and opportunities for local socialising and recreation. Visitors to Bayside also bring with them new ideas, perspectives and inspirations, adding to the local community's connectedness to its region and indeed, globally.

Tourists and visitors to Bayside can be classified into three key groups – visiting friends and relatives of residents, independent short stayers and day trippers, and those visiting the area for the purpose of business.

The 2013 Tourism Strategy sets an overall direction for local tourism and outlines a framework to manage the visitor experience in Bayside. It is designed to complement existing strategies and policies by identifying opportunities for Council to foster, develop and lead a vibrant local tourism industry while protecting and strengthening local social, cultural and environmental assets.

Council's objective is to balance further tourism sector growth and innovation with preserving the character, environment and amenity of Bayside. Council will undertake a *leadership in partnership* role with the Bayside Tourism Network (BTN), the local community, and tourism businesses to deliver strategic actions that seek to:

- Consolidate and build on the successful projects of the 2001 Tourism Strategy and the 2009 - 2013 Plan.
- Protect local amenity and environment through policy which facilitates business development opportunities that do not excessively disrupt the community's access to and enjoyment of the area.
- Develop, maintain and manage physical and social infrastructure that supports the visitor experience
- Provide industry leadership by encouraging and empowering industry and the community to drive visitation, and in turn receive feedback to continuously improve the overall management of Bayside as a visitor destination.

- Promote and foster best practice tourism by working with the local business sector on visitor experience and inclusive tourism principles.

- Effectively market and promote Bayside as a quality destination with an exciting variety of possible visitor experiences.

- Develop tourism products that showcase the area's physical, recreational and cultural attractions.

This focus on systematic engagement of the community itself to take a leadership role in tourism represents a new direction for Council's approach to developing the sector. The BTN volunteer advisory forum will continue to guide and inform the delivery of this Strategy's actions and initiatives in partnership with Council, community groups and business.

The key operational parameter for this Strategy is to deliver projects and actions that can be achieved within the realm of Council's responsibilities and resources, and to provide business and the community with further opportunities to take action

1. Introduction

1.1 BACKGROUND AND CONTEXT

1.1.1 Background

The City of Bayside is located eight kilometres from Melbourne's Central Business District (CBD), covers an area of approximately 37 km² and has a population of approximately 96,000 residents (ABS Census of Population and Housing 2011). As the municipality's name suggests, Bayside sits adjacent to 17 km of Port Phillip Bay's coastline and foreshore.

Since the emergence of coastal villages and hotels in the area in the mid nineteenth century, tourism has been an important part of Bayside's identity and local economy. The municipality has many tourism icons and assets, including the famous Brighton Bathing Boxes, internationally renowned golf courses and yacht clubs, vibrant coastal shopping villages, thriving arts and cultural heritage, popular local sports (particularly cycling) and intriguing modern and heritage architecture.

1.1.2 Progress to date: the achievements of the 2001 Tourism Strategy and Strategic Action Plan 2009 – 2013

Considerable progress has been achieved in developing the tourism sector in Bayside since Council adopted the inaugural Bayside Tourism Strategy in 2001. The Strategy sought to develop and promote Bayside as an attractive and desirable destination for tourists (visitors) in order to generate employment, business and community benefits, whilst protecting the essential assets of the area – including the culture, character, environment and services of the municipality.

In 2009, Council adopted the Tourism Strategic Action Plan 2009-2013 which maintained the rationale and strategic direction set by the 2001 Strategy and updated the project workflow for Council and its project partners. The direction set by these strategic plans positioned Council as a leader and coordinator in the local sector, and as the body responsible for overall tourism destination management of the municipality.

The success of the 2001 Strategy and the 2009 Plan can be judged by the considerable number of major initiatives that have been delivered.

KEY INITIATIVES SINCE 2009

Bayside Farmers Market

The Bayside Farmers Market (managed by the Rotary Club of Hampton) was a flagship initiative of the Tourism Strategic Action Plan. The market commenced a monthly operation in May 2011 and a review conducted of the market found that it was successful: the market consistently attracts 1,500-2,000 visitors each month and as of May 2013 has raised approximately \$73,500 for Rotary projects relating to community development in Bayside.

Tourism E-Newsletter

Sent seasonally since November 2010 to a total of 13,000 recipients, this free email blast outlines upcoming tourism-related events in Bayside and new attractions.

Bright N Sandy Food & Wine Festival

The number of exhibitors has increased from 17 in 2005 to 31 in 2013. Event attendance over the same period has increased 65% from 10,000 attendees

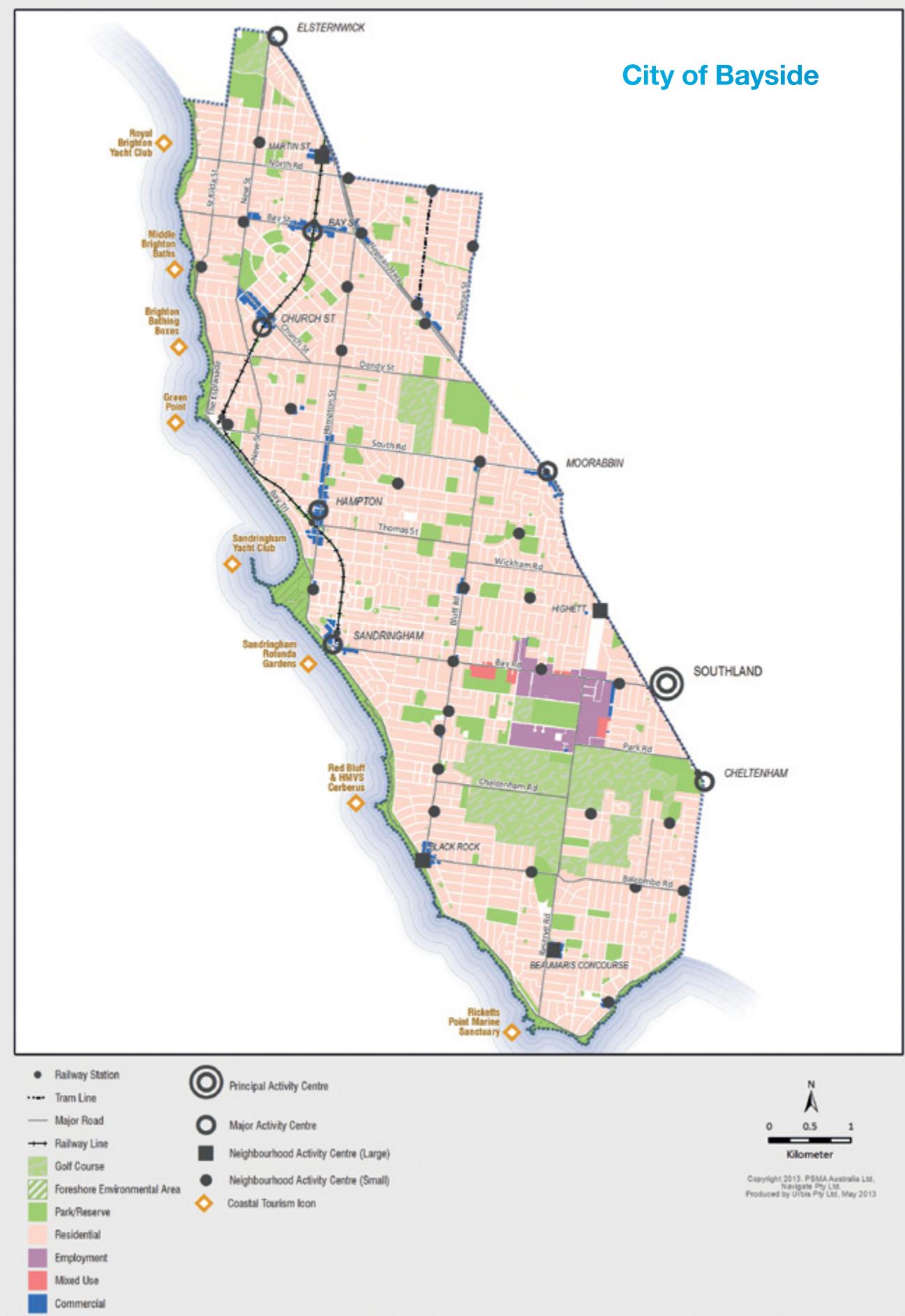
in 2005 to 16,500 attending in 2013 (approximately one third of whom live outside Bayside). Surveying of attendees indicates that average expenditure per group of attendees has risen from \$74 in 2008 to \$103 in 2012.

Coastal Trail interpretive signage network and multi-platform supporting media

The Coastal Trail was an expansion and upgrade of the existing 45 signs of the Coastal Art Trail that celebrated paintings of the Bayside coast and foreshore by many of Australia's most celebrated artists. The Coastal Trail was expanded to 90 high quality interpretive signs in 2010 and now includes three new trail elements – History, Environment and Indigenous. The Coastal Trail now has supporting media that is part of the Bayside Walks and Trails suite, and includes a detailed brochure, a dedicated section on Council's website and the recently launched Coastal Trail smartphone app.

Guide to Bayside

The Guide is Bayside's flagship promotional publication of the municipality and is available at local hospitality and accommodation venues, as well as at key metropolitan tourism centres such as Federation Square. The Guide offers visitors an up to date overview of Bayside's attractions, recreation and accommodation highlights, and basic travel advice such as transport connections to the municipality. The Guide also provides local tourist industry operators with a quality advertising platform. Tens of thousands of copies of the Guide are distributed annually both within Bayside and beyond.



Bayside Walks and Trails suite

These self-guided walking tours have been improved and offer insights into Bayside's unique features. The Walks and Trails suite promotes active recreation by both residents and visitors. Council distributes thousands of these publications annually through local recreation businesses, at major events and by direct requests. The approximate number of each product distributed (as at May 2013) is:

- Bayside Walks – 5,000
- Coastal Trails – 20,000
- Architectural Trails – 5,000
- Bayside Wedding Guide – 2,000
- Bayside Cycling Map – 5,000
- Walking your dog in Bayside – 2,000
- Guides to Bayside – 120,000

Distribution of these products by Council and Bayside Tourism Network volunteers includes the following channels:

- Major events including The Presidents Cup 2011 and the annual ISAF Sailing World Cup
- Street festivals (held by traders associations supported by grants provided under Councils Shopping Centre Event and Celebration Program)
- Federation Square Tourism Information Centre
- Cafes and restaurants throughout Bayside
- Melbourne Tourism Industry Exchange
- Bayside accommodation providers
- Local schools (excursion and curriculum programs)
- Bayside libraries
- Amateur walking groups throughout Melbourne
- Mailed to individuals through a request system on Council's

website to hundreds of recipients throughout Australian and internationally. The breakdown of these requests are: 17% to recipients within Bayside, 77% to recipients within Victoria and 6% to recipients in other states/other countries

- The Gallery @ Bayside Arts and Cultural Centre

Ongoing follow-up surveying of recipients of the Walks and Trails brochures is conducted by Council at regular intervals. This surveying found that between June 2011 and April 2013 recipients reported that:

- 33% increased their physical activity levels
- 42% used the brochures to show visitors or friends around Bayside
- 67% purchased a meal/drink or have been shopping while using their brochures

The findings of this research indicate that the Walks and Trails suite has positively contributed to promotion and expenditure of Bayside, and positively promotes healthy recreation to residents.

The Bayside Walks and Trails smartphone application

The smartphone application comprises the complete Walks and Trails suite with expanded information, GPS-navigation and audio narration for each of the Coastal Trail and Architectural Trail elements. An updated build of the app was launched in 2013 and is now available on the Apple, Android and Windows platforms. The app has been downloaded approximately 1,000 times as of May 2013.

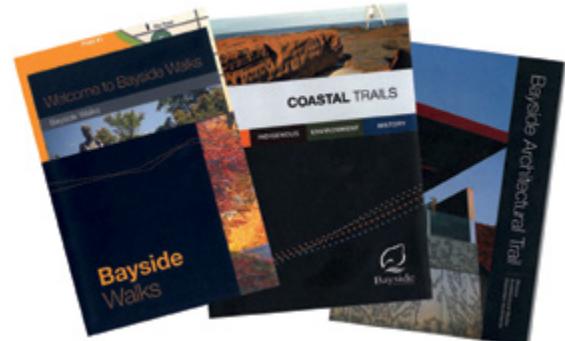
Sporting events of international significance

The Presidents Cup 2011 is estimated to have attracted over 175,000 attendees and was carefully managed in partnership with the event organisers to ensure a minimal level of disruption to local residents and businesses, and

local commercial opportunities were leveraged from the event. This included the participation of local businesses as event suppliers and a noticeable increase in occupancy rates at local accommodation businesses during the event.

The ISAF Sailing World Cup and other sailing championships have been delivered annually by Sail Melbourne – Yachting Victoria at the Sandringham Yacht Club. These events have brought thousands of competitors, associates, visitors and sponsors to Bayside. The Department of Business and Innovation estimated that the Sailing World Cup generates approximately \$1 million in economic activity in Bayside each year.

Other major sporting events such as the JB Were Masters Golf, Dragon class World Sailing Championships and a number of endurance events such as triathlons and cycling races have been held.



Community events and festivals

Traders associations operating in all of Bayside's major shopping centres have successfully held street festivals and campaigns under Council's Shopping Centre Events and Celebration Program. These festivals are well-received by the local community and the largest event, held in Sandringham Village, has attracted tens of thousands of attendees.

The Rotary Club of Brighton attracts 2,000 competitors and visitors to the Great Australia Day Swim conducted annually since 2009 at the Middle Brighton Baths.

Destination marketing of Bayside

Through entering a strategic partnership package with Destination Melbourne, Bayside has accessed a marketing platform to regularly promote the area throughout greater Melbourne, interstate and internationally. Under this partnership, Bayside is promoted in a double-page spread each season in the Official Visitors Guide (OVG) to Melbourne, of which one million copies are distributed annually through the following outlets:

- International Terminal, Melbourne Airport
- Skybus – Tullamarine Airport and Southern Cross Station
- City Circle Tram
- Sunbus – Avalon Airport
- Melbourne Convention and Exhibition Centre
- Melbourne Visitor Information Centres – Federation Square and Bourke Street Mall
- Avalon Airport
- Direct distribution to conference delegates through Melbourne Convention Centre and Visitor Bureau

- City and metropolitan hotels and attractions
- Accredited Visitor Information Centres throughout Victoria
- Tourism Victoria offices nationally and internationally

Bayside's OVG content is also available online and listed in the OVG smartphone App. The partnership has been effective in engaging tourists from beyond the local area and in promoting Bayside within a broader destination marketing framework.

Accommodation industry growth

The 2001 Strategy commented that at the time "Bayside has a limited range of accommodation" and listed only two properties. The local industry has expanded since 2001 to 15 properties, many of which are premium market hotels and serviced apartments. The majority of Bayside accommodation businesses have also organised and formed the Stay Bayside industry association. This association promotes the local industry by liaising with Council, operates as a 'one stop shop' that takes bookings for prospective clients, and undertakes cooperative marketing campaigns. The generally high level of room occupancy in the properties (see Section 2.3.1) suggests that accommodation in Bayside is regarded favourably by business travellers and tourists staying in Melbourne. The new accommodation properties cater for the national and international-level sports events (particularly sailing and golf) which are now frequently held in Bayside. Enabling tourists to stay locally is a critical development in securing economic yield from major events.

Summary of progress in tourism since 2001

Since adoption of the original Tourism Strategy in 2001, millions of dollars of investment and expenditure¹ in Bayside can be attributed directly to tourism and

initiatives which encouraged hundreds of thousands of visitors to enjoy local events and attractions. Marketing and promotion of the area increased the visibility and reputation of Bayside as a vibrant, desirable cultural and sporting hub in Melbourne for both residents and visitors. Community groups such as Rotary clubs and traders associations have been involved in successful tourism projects including initiatives which have become regular fixtures, such as the monthly Bayside Farmers Market. The indications are that the local tourism sector has matured and new opportunities have emerged. Upon the expiration of the project timeframes for the 2009-13 Tourism Strategic Action Plan, it is appropriate to update Council's approach to tourism sector development.

1.1.3 Strategy purpose and alignment with Council Plan and Bayside 2020 Community Plan

This Strategy reaffirms Council's commitment to a leadership role in tourism sector development and to nurture suitable partnerships with local industry and the community. This Strategy will build on the success of previous strategic work in balancing fostering commercial investment, effective destination management with the need to maintain the environmental, lifestyle and cultural amenity of Bayside.

Community support for further development of local tourism was featured in the Bayside 2020 Community Plan. Extensive consultation revealed that residents supported Council's efforts to stimulate local tourism (Community Plan, page 19):

"Bayside is a desirable destination, particularly the beach and foreshore. Bayside's tourism industry could be grown through strategies that encourage better use of the foreshore and outdoor spaces, the unique shopping strips and art and recreation events. This would stimulate the local economy and create more jobs for local residents."

The Tourism Strategy addresses the draft Council Plan 2013 – 17² Goal Six – A thriving local economy. This Strategy outlines the measures to be undertaken to achieve the Council Plan's vision that Bayside will be recognised as a leading business hub and a prominent coastal tourist destination.

The draft Council Plan Strategy 6.1.1 - Enhancing and improving our foreshore, assets and attractions to strengthen tourism in Bayside and Strategy 6.1.3 - Promoting business and tourism features and opportunities outline Council's commitment to developing the sector. These strategies set the policy framework and direction for Council's approach to tourism development.

Building on the direction set in the draft Council Plan, this Strategy analyses the nature of tourism in Bayside, outlines Council's commitment to support the sector (and the parameters of this support), and details the approach to be taken over the next five year period.

Improving visitor experiences and the destination management of Bayside is a broad responsibility of Council, encompassing statutory responsibilities, strategies and policies; in particular those that articulate Council's management of Bayside's built and natural environment, events, public and social infrastructure, and transport. All of these elements affect the visitor experience in Bayside.

The 2013 Tourism Strategy sets an overall direction for local tourism and outlines a framework to manage the visitor experience in Bayside. It is designed to complement existing strategies and policies by identifying opportunities for Council to foster, develop and lead a vibrant local tourism industry while protecting and strengthening local social, cultural and environmental assets.

The specific nature of Council's economic and industry facilitation role in tourism development is

discussed in detail in Section 4.3.

1.1.4 Strategic Review and strategy development process

Relationships that Council has fostered with local industry and community leaders were critical to the success of the 2001 Strategy and 2009-2013 Tourism Action Plan. The 2013 Tourism Strategy seeks to build on this successful legacy by maintaining the collaborative approach that harnessed a wide range of industry experience and specialist knowledge to develop and refine Council's strategies and the delivery of projects and programs.

Central to this approach are the regular meetings of the Bayside Tourism Network (BTN) advisory forum which continues to guide and inform the development of this strategy and initiatives in partnership with Council officers.

A proactive engagement process was undertaken with key stakeholders to seek input and feedback as part of the development process of this Strategy. This included local businesses and associations, the Victorian Government (and public sector organisations such as Tourism Victoria and Destination Melbourne), community development groups such as Rotary as well as general feedback from members of Bayside community.

With the assistance of the BTN as a project control group, the development of this Strategy has involved the following sequential tasks:

1. Background industry research and literature review

- Background research and analysis of current and future trends in tourism with the BTN
- Review of national and state policies and plans relating to tourism development relevant to Bayside
- Stakeholder analysis undertaken with the BTN

2. Internal policy review

- Review of relevant existing Council policies, strategies and plans
- Evaluation and analysis of the success of the 2001 Tourism Strategy and 2009 Action Plan

3. Needs identification and Opportunity assessment

- Internal and external stakeholder consultation on current local tourism trends and issues
- Development of the Tourism Strategy and release of the for community engagement and feedback

4. Tourism Strategy community engagement program

Upon completion of community engagement and consideration of feedback, the Strategy will be reported to Council and appropriate modifications developed. Once adopted by Council, the Economic Development Unit will be responsible for leading implementation of the action areas.

¹ Estimate based on a variety of post-event evaluation reports of major events in Bayside received by Council which quantified known economic activity driven by the events, including the ISAF Sailing World Cup, golf tournaments such as The Presidents Cup 2011, and ongoing local initiatives such as the Bayside Farmers Market and the Great Australia Day Swim.

² At the time of writing this Strategy (May 2013), the Council Plan is currently in a draft. Any changes from the Draft Council Plan in the adopted version will be reflected in an update to this Strategy.

2. TOURISM IN BAYSIDE

2.1 TOURISM IN VICTORIA

Bayside is part of the broader metropolitan and state tourism market. This means that trends that emerge in these broader contexts will be reflected at a local level.

Visitation to Victoria

Tourism Victoria is the Victorian Government's statutory authority and lead agency established to grow local and global market potential for the state. Tourism Victoria's *11-12 Annual Report* outlines its current strategic priorities, which includes attracting high-yield international visitors, increasing the domestic market, attracting and leveraging events and investing in our workforce. These state-level priority areas set the policy context for Bayside, which is a component of the overall state market.

Tourism Victoria's Market Profile of the year ending June 2012 found that 64% of visitors staying overnight in Victoria were Victorians visiting another part of the state. 27% of overnight visitors were from other states and 9% were international visitors. The Market Profile states that intrastate visitors are the key market for Victoria.

46% of domestic (i.e. intrastate and interstate) overnight visitors were holiday or leisure visitors, 35% were visiting friends or relatives who live in Victoria and 16% were travellers for business-related purposes. Visitation to Victoria peaks during summer and spring is the lowest period of visitation to Victoria.

Of all domestic visitor nights in Victoria, 40% were spent with friends or relatives and 25% at a hotel, motel or serviced apartment. The remainder of the market stayed in caravan parks, rented properties, holiday houses or a bed and breakfast.

The most popular activities for domestic visitors to the state are as follows:

Eat out at restaurants	56%
Visit friends and relatives	49%
Go shopping (pleasure)	27%
General sight seeing	25%
Pubs clubs discos etc	18%
Go to the beach (including swimming)	16%
Bushwalking or rainforest walks	8%
Going to markets (street, weekend or art craft)	8%
Visit national parks or State parks	8%
Visit museums or art galleries	8%
Picnics or BBQs	6%
Attend an organised sporting event	6%
Go on a daytrip to another place	5%
Fishing	5%
Visit history, heritage buildings sites	4%

Bayside's proximity to the CBD suggests many of the state market characteristics are reflected locally. However, consideration of what local data is available is also necessary to accurately describe and analyse Bayside's tourism sector and its distinct features.

2.2 What is Tourism in Bayside?

A tourist or visitor is defined as any person travelling for business or leisure, but does not include people travelling as part of a permanent migration or regular commuting. The Australian Bureau of Statistics (ABS) and Tourism Research Australia define a domestic tourist as a person travelling at least 40 km each way overnight (i.e. 80 km or more in total) or at least 25 km on a day trip (50 km or more in total)³.

Tourism in Bayside differs from the more traditional concepts of visitation to inner-metropolitan areas in that international and interstate tourists, whilst a significant market locally, comprise a smaller market share than those travellers who are visiting friends and relatives (abbreviated as VFRs) of local residents, and business/conference attendees. (See Section 2.3 for further analysis of Bayside's key tourism markets).

The tourism sector of the local economy comprises businesses and industries that cater exclusively or largely for visitors, such as accommodation providers, leisure and recreation businesses, and event organisers. Many of the hospitality, service and retail industry businesses within Bayside can attribute a significant portion of their revenue to visitors. The tourism sector also includes indirect beneficiaries such as local firms which sell products and supplies to enterprises that directly service tourists.

2.3 THE BENEFITS OF TOURISM IN BAYSIDE - THE TRIPLE BOTTOM LINE

2.3.1 Economic benefits and sector snapshot

Economic activity attributable to tourism at a Local Government Area (LGA) level is difficult to precisely measure, given that Bayside is only one part of a broader economic region in South Eastern Melbourne⁴.

Nevertheless, research indicates that the tourism sector in Bayside accounts for approximately 6% of the employment of working residents in Bayside⁵. This figure is comparable to Tourism Victoria's (2011) estimate that directly and indirectly the tourism sector comprised 7.1% of total employment in the State in 2010-11 (equating to 204,000 jobs).

It is important to note that these employment share estimates are based on the ABS and Tourism Research Australia definition of a tourist, which, for a local economy such as Bayside, is a very conservative definition when key markets such as visiting friends and relatives from areas close to Bayside are considered. Given this, the share of local economic employment attributable to visitation from outside of Bayside may in reality be higher.

The economic benefit of tourism includes a positive contribution to local employment. ABS Census of Population and Housing 2011 data indicates that approximately 2,100 Bayside residents are employed in the Accommodation and Food Services industry (NB: this figure includes residents whose place of employment is outside of Bayside), and this represents an increase

of 6% since 2006. Furthermore, Accommodation and Food Services jobs within the Bayside LGA⁶ have grown 15% since 2006 to 1,985, which is consistent with the growth in the number of local accommodation properties and capacity.

This local growth accords with broader trends in tourism employment in Victoria, which has grown at an annual rate of nearly 4% since 2006-07. Employment growth at a State and Local level in the sector indicates a resilience to even major external economic shocks such that have occurred since 2006 such as the Global Financial Crisis and the unusually-high Australian Dollar (which erodes the competitiveness of Australian tourism by making it relatively more expensive). The sector's resilience in the face of these challenges suggests that Council and enterprises can invest in developing the local sector with continuing confidence.

Further benefits: economic multiplier effects

"The benefits of the tourism dollar are spread well beyond the hotel lobby, filtering through to the petrol pump, the corner store and even the local mechanic. This flow on is referred to as the indirect economic contribution of tourism."

Tourism Victoria, Economic Contribution of Tourism to Victoria 2010 – 11, (Released June 2012)

As well as providing goods and services and employment opportunities to local residents, tourism has a substantial multiplier effect on the local economy. To illustrate this, Tourism Victoria

estimates that tourism directly contributed \$6.7 billion of Gross Value Added (GVA)⁷ to the Victorian economy in 2010-11, and a further \$8.4 billion of GVA through indirect spending. This suggests that Bayside draws considerable economic benefit from its vibrant tourism industry.

Data availability

Local-level tourism data is scarce and State or Metropolitan-level data aggregates many disparate LGA areas with distinct features and dynamics. Therefore, relating State or metropolitan data may not accurately reflect local conditions and industry nuances. As such, more precise local-level data needs to be compiled to better inform Council, the Bayside Tourism Network, industry and investors about local strengths and weaknesses to inform planning and project development.

An example of such local level data is the annual Bayside Accommodation Survey that commenced in 2011 as an action in the 2009-13 Tourism Strategic Action Plan. This initiative is a Council survey of the Stay Bayside group which comprises the major local accommodation providers. The survey reports weekly room occupancy as a percentage of total room capacity in each business. The weekly data for each property is then averaged to derive an occupancy rate for all reporting accommodation businesses in Bayside, weighted by the number of rooms in each business. Figure 2.1 and 2.2 show the 2011 and 2012 rates, respectively:

³ ABS National Accounts – Tourism Satellite Account 2010-11, Explanatory Note

⁴ Reference: Bayside Economic Development Strategy, 2010

⁵ Estimate compiled by Saturn Corporate Resources Pty. Ltd. Estimate developed by applying Victorian Tourism Satellite Account data to LGA-level industry employment tables from the ABS. Note that this figure is distinct from tourism sector jobs available in Bayside, some of which are likely to be filled by non-residents.

⁶ Jobs available within Bayside includes employment of workers who live outside the LGA

⁷ Tourism gross value added (GVA): Considered the most accurate measure of the contribution of the industry to the economy. It includes the total labour income and capital revenue received by the industry and the net taxes that government receives from the production and is measured in basic prices. Direct and indirect flow-on GVA and provide an estimate of total tourism GVA

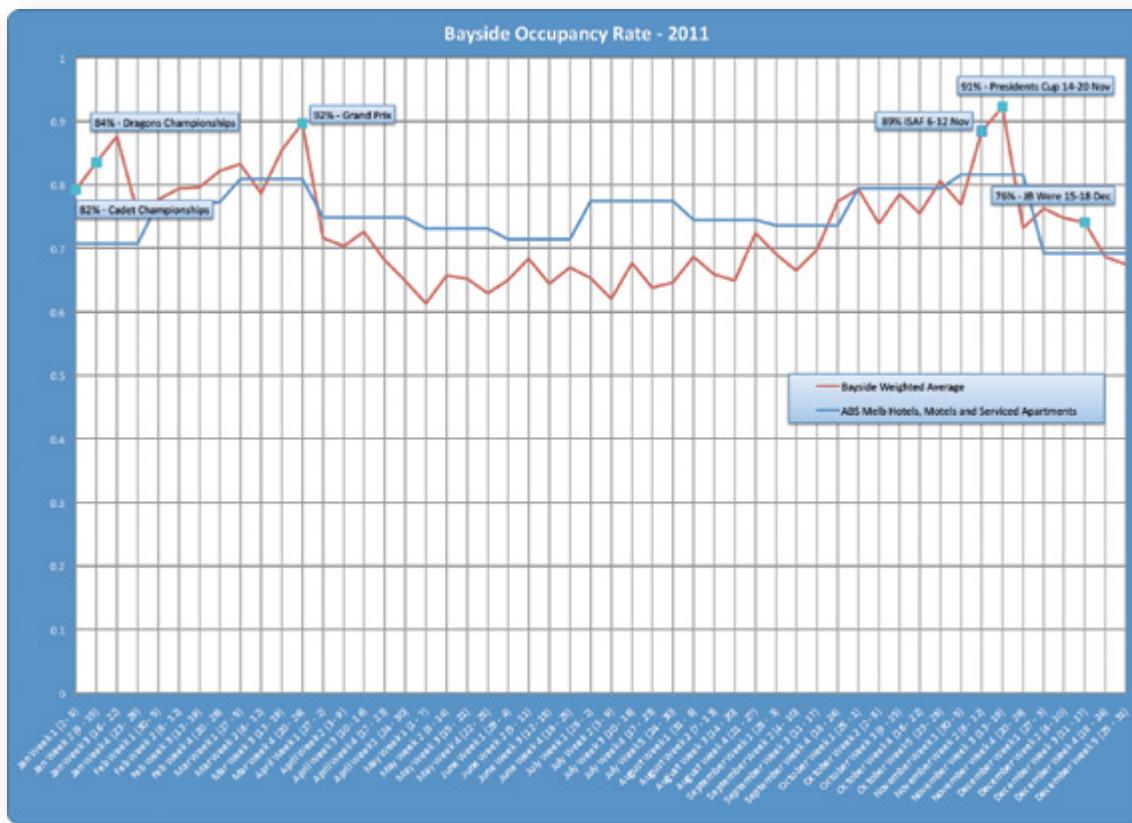


Figure 2.1 2011 Weekly Accommodation - room occupancy

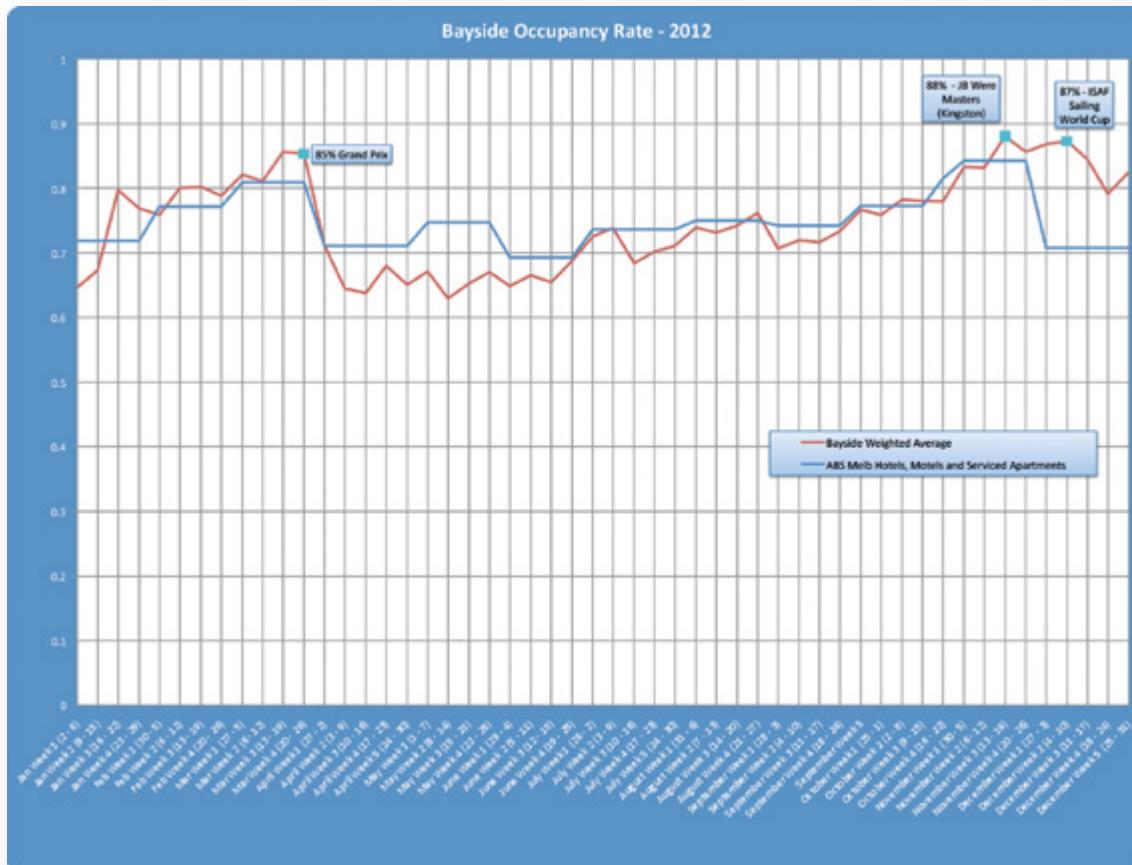


Figure 2.2 2012 Weekly Accommodation - room occupancy

ABS monthly occupancy data on the Melbourne accommodation occupancy rate in comparable properties is plotted on these graphs as a approximately⁸ proxy to compare with Bayside's performance. Overall, Bayside is generally more seasonal than metropolitan Melbourne and this is likely to reflect the popularity of the beach during warmer months. Opportunities exist for development of winter events and attractions to meet this underutilised capacity.

Major local events are indicated on the graphs and their correlation with increases in room occupancy suggests that they have a noticeable direct impact upon the local economy. Indirect economic activity is driven by purchases of products required to cater for these guests.

Overall, the demonstrable economic benefits of tourism to Bayside provide a key rationale for Council to further promote development of the local sector.

2.3.2 Social benefits

Tourism provides a range of social and cultural benefits to an area as well as additional economic activity.

A unique local identify in Bayside is reinforced by prominent attractions such as the iconic Brighton Bathing Boxes and sports such as the popular weekend cycling along the foreshore. Cultural highlights include the municipality's celebrated connection with prominent Australian artists and

diverse architecture. This cherished local identity is reinforced by the attraction of visitors who seek to explore and celebrate these distinct characteristics.

New tourism activities enrich a community by providing focal points and opportunities for local socialising and recreation. Visitors to Bayside also bring with them new ideas, perspectives and inspirations, adding to the local community's connectedness to its region and indeed, globally.

As well as improving the experience of living in Bayside through enhancing its social and cultural assets and connections, tourism can promote broader social goods such as inclusion and the promotion of healthy recreation. For instance, tourism products such as self-guided walking tours are relevant to both visitors and residents and promote exploration of local attractions through healthy recreation. A vibrant tourism sector increases the range of products, services and experiences that residents can enjoy locally.

Inclusive tourism or *accessible tourism* are industry terms that refer to the visitor experience for travellers with disabilities, non-English speakers and other special needs⁹. Tourism Victoria research indicates that best-practice inclusive tourism can represent an economic opportunity and implementation can be relatively straightforward given that much of the infrastructure needed is already a requirement of

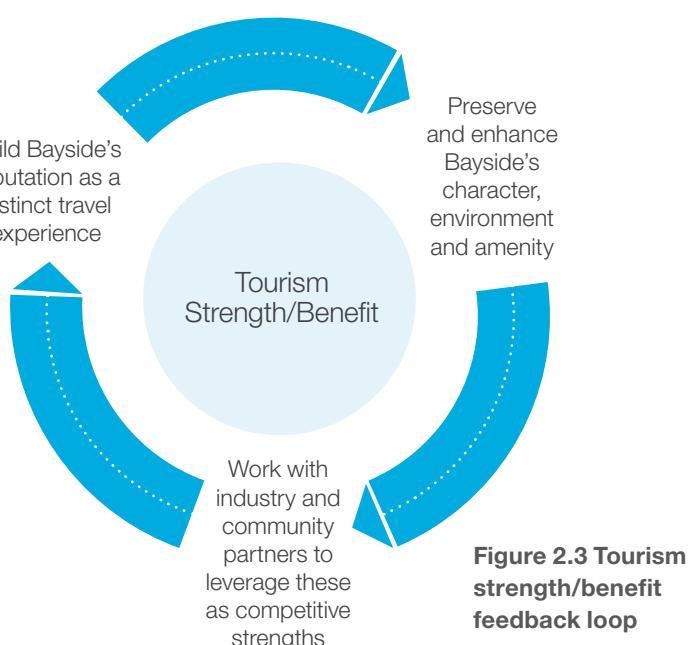
many existing accessibility building and planning regulations¹⁰. Inclusive tourism initiatives include very simple measures such as attracting special needs visitors by highlighting existing accessibility provisions in marketing campaigns. According to Tourism Victoria this practice is not yet widely adopted in tourism, and a business opportunity may exist for Bayside's tourism sector to cost-effectively cater for an under-served tourism market in Melbourne.

Comprehensive data on the availability of local accessibility infrastructure for visitor needs has not yet been compiled. With this information, Council can promote inclusive tourism with information in promotional material and encourage tourism businesses to strategically target this market.

2.3.3 Environmental benefits

The successful initiatives undertaken under the 2001 Strategy and 2009 Tourism Action Plan demonstrates that effective tourism development can sit harmoniously with the protection and maintenance of Bayside's local environment and residents' enjoyment of the amenity and character of the area. Indeed, the preservation of Bayside's environment and character preserves the competitive advantages of Bayside's tourism assets (particularly natural attractions such as the foreshore and parks). Tourism can thus contribute to a positive feedback loop as illustrated in Figure 2.3:

Previous strategies have noted that nature-based tourism is a significant local tourism activity. Greater awareness and appreciation of the sensitivity of Bayside's environmental assets (such as Ricketts Point Marine Sanctuary) can be achieved by promotion of their intricate local ecosystems as distinct and valuable local attractions for both the community and visitors.



⁸NB: the ABS metro Melbourne rate does not include accommodation properties with fewer than 15 rooms. This reduces its comparability with the Bayside rate, given that many Bayside properties are small but premium market operations.

⁹Tourism Victoria (2012), Australia : an integrative model of inclusive tourism for people with disabilities, in Best practice in accessible tourism : inclusion, disability, ageing population and tourism, Channel View Publications, Tonawanda, N.Y., pp.144-156

¹⁰Tourism Victoria – Accessible Tourism Action Plan 2010 – 2013

3. KEY TOURISM MARKETS AND DRIVERS



Industry contact and feedback indicates that Bayside has a target market portfolio of three key groups – visiting friends and relatives, independent short stayers and day trippers, and businesses

3.1 VISITING FRIENDS AND RELATIVES OF BAYSIDE RESIDENTS (VFR)

Both the 2001 Strategy and the 2009 – 13 Action Plan identified visiting friends and relatives (VFR) as a key tourism market for Bayside. The Bayside Business Monitor 2012 included a survey of more than 900 shoppers in Bayside's nine key retail centres, and found that shopping while visiting a friend or relative was one of the top six reasons respondents were present in the shopping centre.

Destination Melbourne commissioned metropolitan VFR market research in December 2011 which found that these travellers each spent approximately \$519 over their average stay of three nights in an area. This data accords with qualitative feedback received from local businesses indicating that the VFR market is of local economic significance, particularly in a municipality with high socio-economic characteristics and many residential dwellings suitable for hosting guests.

Engaging the VFR market

Bayside residents and businesses are the key drivers of the VFR market. Increasing local community awareness of exciting new events, attractions and products will be the primary means to realise the considerable ‘word of mouth’ potential of Bayside’s 96,000+ residents and encourage participation. Effective communications to residents through a variety of media (such as local newspapers, networks of local business and community groups, direct marketing and online communications) highlighting exciting local experiences will assist residents with ideas to entertain guests.

Council’s tourism initiatives will continue the success in promoting

exploration of Bayside and its attractions to visitors, residents and their guests. Information establishing the economic value and characteristics of VFR tourism is currently very scarce, therefore surveying and research needs to be undertaken to inform Council and business engagement of this market

3.2 MELBOURNE ‘DAY TRIPPERS’, INTERSTATE AND INTERNATIONAL VISITORS

These travellers are drawn to the municipality generally for special interest/purpose travel, and they seek accommodation in close proximity to the purpose of their visit. Major events and high-profile local attractions are key drivers of visits by this market, particularly when supported by the availability of high quality local accommodation. Destination Melbourne research in 2011 found that these visitors spent approximately \$440 over their average stay of 2.4 nights.

The significance to Bayside of this particular market segment was illustrated in Section 2.3.1 (Figures 2.1 and 2.2) where Bayside’s accommodation occupancy rate increases during major local events.

Engaging the day tripper/ interstate/international visitor market

Effective destination management (See Section 4.3 – Council’s Role for further information) is critical to the successful attraction of this market segment. Two key principles apply to this market:

- Council can facilitate appropriate commercial opportunities; in particular, infrastructure and events. This role represents Council’s relationship with the supply side of servicing this market.
- A municipality which is marketed effectively can showcase exciting activities and attractions and this drives the demand in the local tourism market.

Application of these principles will grow the number of visitors experiencing prominent Bayside attractions, local events, dining and purchasing goods in local shops and

staying at quality accommodation. These visitors become aware of this distinct and exciting travel experience by targeted marketing and communication campaigns beyond the borders of the municipality. Once they have arrived, visitors need to be able to conveniently access information and facilities for an enjoyable experience, which they may repeat or recommend to others.

3.3 BUSINESS AND CONFERENCE ATTENDANCE

The significance of the business and conference attendee market segment can be measured in part by the growth in the number of accommodation providers and suitable conference facilities in Bayside since 2001.

Business and conference attendees can provide local businesses with valuable commercial connections to areas outside the municipality. The Bayside Business Network (BBN) provides an ideal vehicle for fostering this by providing monthly business networking and liaison events. Business and conference attendees may be attracted to BBN events through promotional material and updates regularly distributed to local accommodation providers.

3.4 CONSTRAINTS TO TARGET MARKETS AND SECTOR DEVELOPMENT

Bayside’s local character and tourism assets are best suited to mature target markets. Disruptive tourism activity which impacts upon local lifestyles may undermine local support for developing the sector.

As well as Council’s priority to maintain and promote existing local environmental and social amenity, a number of other constraints on development of local tourism exist. Bayside does not have dedicated backpacker accommodation, attractions or a critical mass of local activities likely to attract this market in general.

The bulk of tourism investment will ultimately come from the private sector and will be subject to market trends beyond Council’s control such as consumer market changes, access to finance, etc.

4. POSITIONING AND BRANDING BAYSIDE



4.1 BAYSIDE'S KEY STRENGTHS AND POINTS OF DIFFERENCE

With good transport access and proximity to Melbourne's CBD, Bayside has a number of competitive advantages which can be further developed, summarised below:

Strengths	Opportunities	Areas for Council Action
Coast, Foreshore and Parks The main attraction of Bayside is the proximity of Port Phillip Bay and the visual, environmental and recreational advantage that it brings for tourism marketing. Bayside has unique features including the dramatically beautiful Red Bluff Cliffs and the colourful Brighton Bathing Boxes.	Local icons can be used to promote Bayside as a destination A 'sense of arrival' at key tourism precincts has yet to be developed Low impact foreshore activity should be encouraged.	Targeted promotional campaigns: use as recognised local icons Develop Brighton Beach Railway Station precinct as a 'Tourist Gateway' to Bayside Develop further opportunities from the Bayside Farmers Market
Major Events, Sport and Recreation Bayside forms part of the premier sand belt golf course region and has four public and two private golf courses. The Royal Melbourne and Victoria Golf Clubs are currently ranked No 1 and No 9 in Australia respectively ¹¹ The annual ISAF Sailing World Cup (Sail Melbourne) and an increasing number of major sailing events are held in Bayside, as the municipality offers a range of highly regarded sailing facilities and amenities such as Sandringham Yacht Club. Cycling, running and outdoor swimming events are common in Bayside. Significantly, the municipality hosts many triathlons including The Gatorade Triathlon Series and the Tri Series Challenge.	There are many opportunities to extend the reach of these events to interstate and international visitors, particularly golf and sailing events. Golf tourism is identified by Tourism Victoria as one of their key market segments, and as such Bayside stands in good stead to maximise these opportunities. Foreshore tourism projects and events with a low impact on the environment to be encouraged.	Continue leverage from established major events and tourism facilities Form partnerships with event organisers to encourage further investment Attract/develop new events which have a high yield/low impact Undertake an integrated destination marketing campaign for Bayside Develop appropriate opportunities for foreshore events and attractions, and enhance existing projects such as the Bayside Farmers Market.
Shopping Villages Given that Tourism Victoria (2009) found that 'shopping for pleasure' is the third most popular activity for domestic visitors to Melbourne after eating out and visiting friends and relatives, Bayside's shopping centres are important tourism assets.	To effectively market Bayside shopping villages against other Melbourne shopping destinations, it is important to have a point of difference. Specialty shopping in friendly seaside village settings could become a lynchpin for the tourism industry in Bayside	Foster strong shopping village Traders Associations and street activity Capitalise on high-quality residential dwellings for Bed and Breakfast operations
Arts, Heritage and Culture Bayside has a rich art and cultural heritage, notably its historic buildings, and has a significant local arts and entertainment scene. There is also a rich Indigenous heritage from the Boon wurrung Nation.	Products such as the Bayside suite of Walks and Trails can be distributed to visitors and residents alike to encourage exploration of new cultural assets such as multimedia and exhibitions at The Gallery @ Bayside Arts and Cultural Centre	Develop and distribute interpretive/promotional material and supporting infrastructure
Transport links Bayside is well connected to the CBD by major roads (Nepean Highway and Route 33 Beach Road Corridor) and the Sandringham and Frankston railway lines. The 64 Tram terminates in Brighton East and a number of bus routes connect the southern end of the municipality	Ease of connection for tourists from CBD to Bayside, particularly the coast and shopping centres. Key railway stations present an opportunity to foster a welcoming 'sense of arrival' for guests to Bayside.	Opportunity to distribute Walks and Trails, Guide to Bayside collateral to inspire local discovery by visitors. High quality signage to identify spatial links to key attractions and interpret significant points of interest
Community support for tourism and volunteering This potential for direct participation is indicated by the Bayside 2020 Community Plan and the ABS 2011 Census which showed a high level of volunteering among Bayside residents (21%, compared to the Melbourne LGA average of 16%)	Continue to attract a high level of local event attendance with friends and relatives. Undertake further projects with community groups such as Rotary Community participation in tourism promotion and as local guides	Enlist volunteer community ambassadors to welcome visitors at key attractions and assist with orientation and information. Can also promote and indirect ambassadorial role such as through encouraging walking groups. Investigate opportunities to assist interested residents in establishing short-term (e.g B&B) accommodation

¹¹Tourism Victoria, Victoria's Golf Tourism Action Plan 2009–12.

4.2 COMMUNITY AND INDUSTRY PARTICIPATION – THE NEXT STEP FOR BAYSIDE TOURISM

Since the 2001 Strategy, projects have been delivered by Council which directly promote the municipality to special interest travellers, such as walking groups enjoying the Coastal Trail, or attendees to major events such as the Bright N Sandy Food & Wine Festival.

While this leadership role is critical in developing local tourism industry momentum, Council can only ever contribute to increasing the number of visitors to the municipality. There has been significant local private sector tourism activity since 2001 such as the expansion of the local accommodation industry and an increase in the number of significant local events; however a number of further opportunities for businesses and the community to attract visitors to the area are apparent. For example, winter months remain relatively quiet periods with fewer local events and activities: the introduction of some local indoor activities or winter sports could rectify this.

Deriving additional benefits from tourism to Bayside does not simply involve attracting more people to the area, but by maximising the yield from those who have already arrived and encouraging them to stay longer. To achieve this, the community and local businesses must each play a role.

The community as tourism ambassadors for Bayside

VFR tourism is of considerable social and economic value to Bayside and presents a major opportunity for further yield and visitation. The challenge for tourism development is to enlist the civic pride of Bayside's 96,000+ residents by fostering a widespread appreciation and enthusiasm for bringing guests to the area to enjoy its distinct local character and attractions.

A focus on conscious and systematic engagement of the community itself to take a leadership role in tourism represents a new direction for Council's approach to tourism.

This Strategy's Action Plan seeks to empower the community with the inspiration, local knowledge and dedicated tourism guides and products that will encourage Bayside residents to entice friends and relatives to visit the area.

Individual volunteers and groups such as Rotary will form key project partners for tourism initiatives that Council undertakes. Developing a sense of community ownership over tourism in Bayside will be critical to the successful engagement of the VFR market targeted in this Strategy.

Business

Tourism sector businesses are central to leveraging tourism opportunities and are the primary beneficiaries of increased visitation and spending. The primary responsibility of businesses in driving tourism is providing Bayside residents and visitors with a diverse, quality, value for money and exciting range of visitor experiences.

Bayside has a strong cafe, bar and restaurant industry with more than 150 such businesses identified in the municipality's nine major shopping centres in the 2012 Business Monitor. There are also hundreds of retailers and specialist sport, recreation and travel businesses in these centres. This suggests that Bayside already has a good critical mass of diverse businesses to be strongly competitive and capture expenditure from visitors.

The Victoria Competition and Efficiency Commission report 'Unlocking Victorian Tourism' (Chapter 2, page 36) found that the increasing use of new technology (particularly great use of online platforms, smartphone and social media) provides tourists with "...more information, empowering them to purchase directly when selecting destinations and booking travel, making quality and value for money

more transparent and important for businesses."

The report also noted that the tourism industry "...will need to respond to fiercer competition with tourists being better informed and more mobile in switching to alternative destinations.

Sophisticated marketing will need to be backed by products and experiences that deliver on tourists' expectations".

These consumer changes suggest that tourism business models and techniques must evolve to meet new expectations. Whilst the responsibility for implementing change lies with individual tourism-related businesses, Council can assist with this transition through identifying business development information and opportunities and regularly communicating this to the local sector.

Industry collaborative associations, such as Stay Bayside and the Bayside Wedding Group, provide efficient mechanisms for joint marketing, product and event development by spreading the burden of organising these commercial opportunities to manageable levels for individual operators. Enhancement of these associations through regular industry information and product development/distribution assistance from Council is likely to add further value. An existing example of this is the regular distribution of the Bayside Wedding Guide which showcases local venues to the Bayside Wedding Group. This increases the likelihood of consumers selecting attractive local venues and using local suppliers.

The Action Plan of this Strategy includes support for new and existing business associations and groups to develop and participate in visitor experience initiatives. This includes programs such as the provision of visitor information and guides to the area, as well as further collaborative opportunities for staging events and marketing.

4.3 COUNCIL'S ROLE IN FOSTERING LOCAL TOURISM

"Community and business groups need opportunities to come together and identify new initiatives.... Collaboration between community, decision makers and business can enhance infrastructure, investment, employment opportunities, economic development and liveability."

- "Our Future Local Economy" – the community's vision in the Bayside 2020 Community Plan (page 18)

Council recognises the significant economic and social benefits tourism contributes to Bayside.

A guiding principle for determining the role of Council is to continuously balance realising the commercial benefits of more tourism activity in Bayside with sensitivity to local environmental needs, and community amenity.

Council's role, therefore is to balance its custodial role with effective destination management.

The essential characteristics of destination management as it relates to Council are to ensure that:

- Tourism and events policy sits in harmony with Council's economic, social and environmental policies.
 - Systematic coordination is to exist between Council and major stakeholders to capture the potential benefits of tourism and to ensure effective management of tourism infrastructure and investment.
 - The objectives of this Strategy are reflected in the operational processes of each relevant area of Council, including those without an obvious or primary focus on tourism and events (such as local laws policy, infrastructure maintenance, etc.).
- As a specific example to illustrate this approach, these principles were effectively applied in Council's response to The Presidents Cup 2011 international golf event, which has been the largest single tourism

event held in Bayside (175,000 attendees) and was successfully managed with minimal local disruption.

Reflecting the principles of destination management and the needs identified by business and the community that relate to tourism, Council's approach is therefore to:

- Consolidate and build on the successful projects of the 2001 Tourism Strategy and the 2009 - 2013 Plan.
- Develop new tourism sector initiatives and commercial opportunities with local businesses.
- Protect local amenity and environment through policy which facilitates business development opportunities that do not excessively disrupt the community's access to and enjoyment of the area.
- Develop, maintain and manage physical and social infrastructure that supports the visitor experience (particularly transport and trail routes, convenient access to information, orientation and interpretation devices, and public conveniences). This applies particularly at key 'arrival points' in the municipality such as shopping centres and railway stations such as Brighton Beach.
- Provide industry leadership by encouraging and empowering industry and the community to support and drive tourism, and in turn receive feedback to continuously improve the overall management of Bayside as a visitor destination.
- Promote and foster best practice tourism by educating the local business sector on visitor experience and inclusive tourism principles.
- Provide an effective interface with businesses, investors and event organisers to understand and manage regulatory processes through Council's Economic Development unit.

- Effectively market and promote Bayside as a quality destination with an exciting variety of possible visitor experiences. Further development and deployment of the 'Bayside Brand' is required.
- Develop tourism products that showcase the area's physical, sporting and cultural attractions. These products should be designed to promote the social and environmental benefits of tourism, where appropriate.

4.4 THE ROLE OF THE BAYSIDE TOURISM NETWORK

The Bayside Tourism Network (BTN) has successfully operated as Council's key tourism advisory group since its establishment in 2001. The BTN has consistently provided Council with a robust and creative sounding board on the development and implementation of tourism priorities.

BTN members have made an invaluable contribution to Council's efforts to promote the area, not just through assisting Council to set a strategic direction for the sector, but also as ambassadors for Bayside.

They have also played a direct 'front of house' role in developing and distributing promotional collateral and campaigns for Bayside at local events and tourism industry exchanges. By drawing on network members' wide variety of skills and experience in tourism, Council can significantly increase its efforts to better promote the sector and identify impediments to investment and a successful visitor experience.

The BTN can continue to play a growing role in advising industry, such as the assistance its members provided to local traders associations at the 2011 Trader Teamwork and Leadership Summit. Following this summit, all shopping centres in Bayside successfully held a street festival or celebration under Council's grant program.

Strategic partnerships supporting Bayside tourism

BAYSIDE TOURISM SECTOR

LOCAL BUSINESS AND INDUSTRY GROUPS

Tourism businesses,
accommodation providers
and major facility operators

Industry associations
Event organisers
Community groups
Sporting clubs

STATE-WIDE INDUSTRY DEVELOPMENT AND CAPACITY-BUILDING ORGANISATIONS

Tourism Victoria
Destination Melbourne
Victorian Tourism Industry Council
Educational and industry training institutions

BAYSIDE TOURISM NETWORK

Industry expertise

Bayside's local strengths,
opportunities and
constraints

BAYSIDE CITY COUNCIL

Tourism Strategy
Four priority action areas
for tourism development

Action Area 1.
Build on
Bayside's tourism
strengths

Action Area 2.
New tourism
products and
opportunities

Action Area 3.
Brand, market and
position Bayside

Action Area 4.
Foster community
and industry
ownership
of tourism
development

The Bayside
Visitor Experience

The background image shows a wide-angle view of a coastal scene at sunset. In the foreground, dark silhouettes of rocks and a small grassy island are visible in the water. The middle ground is filled with the deep blue and teal hues of the ocean. In the upper portion of the image, a vibrant sunset is visible, with the sun low on the horizon, casting a warm orange and yellow glow across the sky and reflecting off the water's surface.

5. STRATEGIC DEVELOPMENT OF TOURISM IN: BAYSIDE: 2013-2018

5.1. VISION FOR TOURISM IN BAYSIDE IN 2018

Bayside is a vibrant seaside community where residents enjoy showing its attractions to their guests. Community members are ‘in the know’ about exciting local events and exhibitions; new cafes and boutiques; and feel inspired to create something new and different.

Visitors recognise the Brighton Bathing Boxes, major local sporting events and Bayside’s beaches and know that nearby lies other exciting experiences including: premium public and private sand belt golf courses, shopping villages with boutique shops and lively restaurants and cafes, a bustling arts, architectural and creative scene, and a quality cycling and sporting culture. Many of these guests to Bayside often feel inspired to stay a little longer.

Bayside has a diverse and growing tourism business sector which has matured through industry cooperation and innovation. New businesses have been established to provide specialist sports or cultural experiences, and many of these employ Bayside residents for their detailed local knowledge and skills. Working in partnership with Council, tourism businesses take advantage of every major event held in Bayside, and now also regularly organise to

stage their own seasonal variety of special events that play to the strengths of the area.

This vision is consistent with the strategic direction set in Council's Economic Development Strategy 2010, namely that Bayside is to be:

“Victoria’s most attractive place to live and work, with new growth and investment in a local economy and business community increasingly structured around innovative, knowledge and service oriented enterprises.”

5.2 STRATEGY OBJECTIVE, MISSION AND STRATEGIC ACTION AREAS

To realise this vision, Council's objective is to balance further tourism sector growth and innovation, while preserving the character, environment and amenity of Bayside.

5.2.1 Strategy mission statement – Leadership in partnership

Leadership from Council in partnership with industry and the community is the principle by which the tourism vision is to be realised. Council will work consistently and proactively with local businesses and the community throughout the life of this Strategy to deliver projects that drive repeat visits, longer stays, increased local spending and positive word of mouth promotion

of Bayside. Council will foster an ongoing dialogue with businesses to effectively destination manage Bayside and develop a broad visitor experience celebrated and recommended by travellers, residents and their guests.

5.2.2 Strategic Action Areas

Many of the tourism investment decisions taken at a local level are made by the private sector and are subject to a variety of economic factors beyond the control of Council. The focus of this Strategy is to deliver projects and actions that can be achieved within the realm of Council's responsibilities and resources, and to provide business and the community with further opportunities to take action. Council will lead in driving tourism and partner with key businesses, industry and community groups, other levels of Government, and NGOs to deliver specific projects. The implementation of these projects is detailed in Section 6, where they are grouped into four Strategic Action Areas. Each Action Area articulates a key sub-objective that needs to be achieved to realise Council's vision.

The four Strategic Action Areas are each contextualised with specific goals and include project descriptions, key deliverables, outcomes and a date of completion.



6. FIVE YEAR STRATEGIC ACTION AREAS



6.1 STRATEGIC ACTION AREA 1 - BUILD ON EXISTING TOURISM STRENGTHS

6.1.1 Goals

- Strengthen and grow the established tourism sector in Bayside through active support
- Improve the commercial leverage of Bayside's competitive advantages

6.1.2 Strategies and Actions

Strategy	Action	Measure of Success	Date of Completion
Foster strong Shopping Village Traders Associations and street activity	<p>Establish further liaison and partnerships between centre associations and tourism operators</p> <p>Provide Council support for centre events through the annual Shopping Centre Event and Celebration</p> <p>Hold Bayside Christmas Window Decoration Competition</p> <p>Develop the annual Bayside Street Trading Excellence award program</p> <p>Develop thematic infrastructure in major shopping villages</p>	<p>Local businesses capitalising on tourism opportunities with event and marketing packages</p> <p>Street festivals and celebrations held regularly throughout Bayside</p> <p>Incentives for trader investment in festive decorations for shops</p> <p>Support and promotion of quality kerbside trading techniques and innovations to enhance streetscapes</p> <p>Establish a 'sense of place' and distinct character in major shopping villages</p>	<p>Ongoing activity annually</p> <p>One event held per quarter</p> <p>Annual Competition</p>
Develop further opportunities from the Bayside Farmers Market	Work with Rotary organisers to link monthly markets with other tourism strengths	<p>Cross promotional opportunities with other local events and attractions</p> <p>Launch new products and research (particularly relating to VFR tourists) at markets</p> <p>Additional active lifestyle promotions such as 'cycle to the market' campaigns undertaken</p>	Ongoing annual actions
Gain leverage from Council community and cultural initiatives	<p>Tourism notifications and research where appropriate, in the Tourism E-Newsletter and Council communication channels</p> <p>BTN participation in events and feedback reported</p>	<p>Identify appropriate communications channels, incorporate supportive tourism messages</p> <p>VFRs and tourist awareness and attendance at events</p> <p>BTN as tourism ambassadors at events</p>	Ongoing annual actions
Support tourism attractions and businesses	<p>One BTN meeting held locally per annum</p> <p>Ensure major facilities are accurately listed on Google Maps and other suitable navigation platforms</p> <p>Major local events promoted to visitors, local businesses and community</p> <p>Routine updates provided to accommodation operators on upcoming BBN events</p>	<p>Familiarisation for BTN ambassadorial role</p> <p>Awareness, legibility and accessibility of the municipality for visitors</p> <p>Timely awareness and additional attendance to events by visitors</p> <p>Business and conference visitors connect with local businesses at BBN events</p>	Ongoing annual actions
Attract and gain leverage from established major events	<p>Sponsor major events where appropriate</p> <p>Ensure sponsorship agreements are robust and managed</p> <p>Develop cross promotional links between local tourism sector and major events</p> <p>Event feedback on key metrics and outcomes reported by event organisers</p> <p>Economic impact evaluation undertaken of supported events (when of a sufficient scale to warrant)</p>	<p>Secure high yield, low impact events held locally</p> <p>Event support leveraged for further economic impact</p> <p>Benefits of each major event evaluated and continuous improvement</p>	Ongoing annual actions

6.2 STRATEGIC ACTION AREA 2 - DEVELOP NEW TOURISM OPPORTUNITIES

6.2.1 Goals

- Develop products which enhance existing and create new visitor experiences based on Bayside's strengths
- Develop new products to maximise visitation and/or yield, with minimal environment and amenity impacts

6.2.2 Strategies and Actions

Strategy	Action	Measure of Success	Date of Completion
Develop Brighton Beach Railway Station precinct as a 'Tourism Gateway' to Bayside	Orientation signs and devices for tourists to the Brighton Bathing Boxes Develop Precinct Masterplan and Landscaping treatments Tourism guides and products available at stations Complete stationprecinct plan to set a vision for its land-use and connections between the station, shopping centre and foreshore to guide planning.	Signs reflecting 'inclusive tourism' principles (such as language) installed Secure approval from Victrack Secure Metro/PTV approval, liaison with Station staff Develop long term vision for precinct to foster a 'sense of arrival' in Bayside. A holistic guide to land-use and infrastructure requirements in the precinct developed.	2 nd Quarter 2014 4 th Quarter 2014 1 st Quarter 2014 2 nd Quarter 2017
Develop one or more new major events held locally over the lifetime of the Tourism Strategy	Determine project partner/s, develop event concepts with BTN Assess sponsorship options, costs and benefits Review event/s to determine areas for growth/improvement	Event partner with feasible concept established Recommend sponsorship (if appropriate) Develop actionable steps for improvement See Action 6.4.3 on page 25	2 nd Quarter 2018
Develop and interpret tourism and orientation products over a variety of mediums to inspire exploration of Bayside's attractions	Develop supporting orientation/interpretation signage and material for Bayside's major tourism areas/attractions. Develop new trails and guides that highlight and interpret Bayside's distinct attractions	Materials and signs installed with a consistent theme and identity. Signs and devices to reflect "inclusive tourism" principles Trails and guides available on a variety of platforms	One new trail or product refresh per year
Investigate Public Access WiFi at key tourist locations such as Dendy Street Beach	Feasibility study undertaken to establish suitable business model and evaluate whether existing internet infrastructure (at the Green Point Scout Hall) can be used WiFi Public Access Policy and Project Plan developed and implemented	Study completed Plan developed, implemented and promoted to key visitor markets	3 rd Quarter 2015 1 st Quarter 2016
Establish an inclusive tourism market niche for Bayside	Undertake accessibility audit of local infrastructure and participating businesses Where existing infrastructure suitable for visitors to visit, ensure its inclusion in appropriate promotional material to visitors Economic Development Unit to work with Council departments and/or private operators to improve infrastructure where appropriate	Compile research and awareness of existing accessibility infrastructure and possible gaps throughout Bayside Accessibility infrastructure summarised to encourage visitors with special needs to visit locally Infrastructure gaps remedied where cost-effective in order to ensure a positive visitor experience	3rd Quarter 2014
Capitalise on regional tourism strengths	Establish cross promotional activities with neighbouring municipalities. Where effective, develop regional event or travel package opportunities based on common competitive advantages	Bayside to enhance the visitor experience of travellers by identifying a range of local activities (beyond what may be available in the municipality itself at given times)	Ongoing annual actions

6.3 STRATEGIC ACTION AREA 3 - BRAND, MARKET AND POSITION BAYSIDE

6.3.1 Goals

- Promote Bayside as a distinct and interesting visitor experience throughout the municipality, Melbourne and Victoria
- Foster steady growth in travellers to Bayside through strategic engagement of target markets

6.3.2 Strategies and Actions

Strategy	Action	Measure of Success	Date of Completion
Maintain cost-effective, up to date online promotion of Bayside	Develop online communications plan Ensure rich digital content available through Council's online presences	Bayside's online content continuously maintained, widely accessible, dynamic and appealing.	2 nd Quarter 2014 Ongoing annual actions
Undertake an integrated destination marketing campaign for Bayside	Destination Melbourne Partnership Develop appropriate on-selling advertising opportunities for local businesses Develop and distribute tourism products with points of difference reflecting Bayside's strengths that encourage visitation Visiting Friends and Relatives (VFR) marketing plan developed and implemented (See 6.4.2)	Bayside seasonal content in Destination Melbourne Official Visitors Guides Cost effective promotions of iconic local businesses undertaken Cost-recovery for Council publications Targeted dissemination of tourism products (particularly the Guide to Bayside) through channels both within and outside the municipality Participation by visitors and guests identifiable in initiatives and local event evaluations	Ongoing annual actions
Develop an effective media relations program to promote tourism	Facilitate positive local media editorial on local visitor experiences	Number of positive media articles with 'third party' encouragement of Bayside locals hosting VFRs	Ongoing annual actions
Further develop the 'Bayside brand' and motifs	Ensure style consistency of the 'trail dots' motif, look, feel and imagery throughout all tourism products	The distinct 'Bayside brand' recognisable by target markets over the long term	Ongoing annual actions



6.4 STRATEGIC ACTION AREA 4 - FOSTER COMMUNITY AND INDUSTRY OWNERSHIP OF TOURISM DEVELOPMENT

6.4.1 Goals

- Bayside's residents to host visiting friends and relatives with exciting products and experiences
- Tourism businesses in Bayside to adopt industry best practices and collaborate effectively to enhance the visitor experience

6.4.2 Strategies and Actions

Strategy	Action	Measure of Success	Date of Completion
Conduct market research to develop and conduct regular tourism industry information updates	<p>Undertake systematic surveying to identify 'tourism businesses' in Bayside</p> <p>Estimate the value and scale of the local visitor and VFR activity through research and surveying including at beaches, parks, Council-owned facilities and other key destinations.</p> <p>Disseminate tourism market research, business development opportunities and industry briefings to local tourism sector businesses</p>	<p>Identification of tourism-reliant businesses and completion of tourism business database</p> <p>Develop and disseminate visitor profiles to further develop industry understanding of local tourism value</p> <p>Introduce local tourism operators to best practice principles such as inclusive tourism, quality visitor experience</p>	1 st Quarter 2015 Ongoing annual actions
Build capacity in local tourism industry businesses through education on best practices and professionalism	<p>Enlist local business participation in Tourism Victoria/VTIC/VECCI tourism business development programs</p> <p>Encourage local business participation in awards and accreditation programs such as T-Qual</p>	Further develop local industry understanding of tourism value Adoption of best practice principles such as inclusive tourism by local operators	Ongoing annual actions
Develop a community tourism volunteer program developed with supporting infrastructure	<p>Promote the local area through community member advocacy and experience-sharing campaigns, such as Destination Melbourne's Discover Your Own Backyard.</p> <p>Develop volunteers program for locals to run guided tours (using Walks and Trails/tourism products suite) and distribute information.</p> <p>Cost benefit analysis of manned visitor information centre models and options undertaken</p>	Local community enlisted as third-party advocates for local businesses and Bayside as a destination Program developed, tour schedule developed A distinct 'sense of arrival' and an exciting experience developed and promoted Completion of analysis Development of suitable information centre/kiosk/mobile centre initiative manned by community member volunteers	Ongoing annual actions 2 nd Quarter 2016 2 nd Quarter 2015 4 th Quarter 2015
Develop a community awareness campaign of local events and tourism products	Coordinated VFR campaign undertaken promoting Bayside as a place to host guests	Attractions, events and products promoted to residents as hosts, through local media, Council communications and industry links.	Ongoing annual actions
Develop a community awareness campaign of local events and tourism products (cont.)	<p>Distribution of Walks and Trails suite and tourism collateral through Council and local business outlets</p> <p>Undertake tourism e-Newsletter campaigns to provide continuous updates to residents</p>	Annual increase in stock quantities distributed locally Minimum one email update per season on local events and, tourism products and attractions	

Build short-term accommodation business in Bayside.	<p>Identify short-term accommodation opportunities and suitable business models (e.g. Bed and Breakfasts)</p> <p>Hold information workshop and link new operators with the Stay Bayside Group</p>	<p>Income opportunities and best practices communicated to prospective operators</p> <p>Growth in Stay Bayside Group membership with networking/mentoring opportunities</p>	Ongoing annual actions
Foster the growth of Stay Bayside, and new tourism industry associations and businesses	<p>Conduct Bayside Tourism Summit</p> <p>Annual tourism performance monitor with occupancy and business activity</p>	<p>Intra-industry connections established, and sector performance and feedback reported to Council/BTN</p> <p>Market research summary of growth/ business development opportunities</p>	<p>One Summit held annually</p> <p>One summary prospectus published annually</p>
Develop a networked, coordinated local tourism industry association	<p>Investigate feasibility of a 'critical mass' of business interest in developing an overall Bayside Tourism Association</p> <p>Establish the Association's objectives, business plan, marketing strategy and membership model</p>	A strategic purpose, membership 'value proposition' and operations developed	1 st Quarter 2017



APPENDIX 1 – BAYSIDE TOURISM NETWORK MEMBERS 2011 - 2013



Cr Felicity Frederico

Chair of the Bayside Tourism Network and has been a Central Ward Councillor since 2008. Felicity has a strong marketing background (consumer, services and industrial) spanning over 20 years and has tertiary qualifications in both Tourism and Marketing. Felicity has worked for both large multinational and medium sized companies. She currently works as a business advisor specialising in developing and implementing marketing plans and strategies, and is also a trustee of the Southern Metropolitan Cemetery.



Ms Jessica Derham

Jessica has over ten years of experience working and studying in various facets of the tourism industry. She has a passion of educating and inspiring the young, through lecturing in Tourism and Event Management at La Trobe University in Melbourne. Her current PhD study focuses on the challenges of travelling with food intolerances.



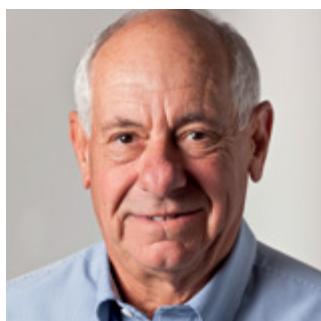
Mr Jason Douglas

Jason has 28 years accommodation sector experience, more particularly for the last 10 years operating Brighton Bay Serviced Apartments in Bay Street Brighton. Passionate about local tourism and business, Jason is a founding member and past secretary of the StayBayside association and has been active as a Bayside Tourism Network member for the last 5 years.



Mr Sebastian Fontanarossa

Sebastian is a senior Hospitality and Tourism executive with over 20 years' experience with International Hotel Chains and Travel Companies across The Americas, Asia and Australia. In recent years, he has specialised in e-commerce and online distribution. Sebastian, his wife and two children are proud Bayside residents.



Mr David Elias

David is a former Travel Editor of The Age. A journalist for over 45 years, his writing experience includes articles on travel and tourism in Australia and overseas. Since retirement he has retained this interest through the Bayside Tourism Network and as a volunteer tour guide at the Royal Botanic Gardens, Cranbourne.

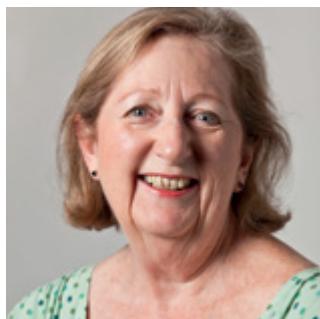


Ms Maureen Griffiths

Maureen is a lecturer at Monash University in the Department of Marketing where she teaches Tourism Marketing at both the Peninsula and Berwick Campuses. Maureen has a Masters in Tourism Development and researches in the area of religious tourism. In 2012 Maureen was a visiting professor at the Polytechnic Institute of Viana do Castelo, Portugal, teaching tourism marketing.

**Ms Caroline Hartley**

Caroline has a career history in marketing roles for highly regarded travel companies such as Australian Pacific Tours, P&O Cruises and Jetset Travelworld, both in Australia and overseas. Caroline has coordinated integrated marketing campaigns across all mediums, managed collateral production and worked with small operators to develop local marketing initiatives.'

**Ms Penny Irons**

Penny is a tour guide, tourism trainer & consultant, specialising in natural and cultural heritage tourism. She is passionate about the environments she works and lives in, enjoying opportunities to share her knowledge and enthusiasm with both the communities she works with and visitors/tourists she hosts. She is a member of Interpretation Australia's Executive.

**Mr Stephen Le Page**

Stephen is a past CEO of various tourism marketing and development organisations in the official and private sectors in Australia and abroad. In the latter part of his career, as a certified management consultant qualified in Economics, Business, and other disciplines, he specialised in projects for the tourism and hospitality sectors world-wide. He is now semi-retired, focussing on local and community projects.

**Dr Leonie Lockstone-Binney**

Leonie is Senior Lecturer in Event Management at Victoria University. Leonie has over ten years teaching and research experience relevant to the tourism and events sector. Prior to entering academia, Leonie held a number of related roles with Tourism Victoria and the Macedon Ranges Shire Council.

**Ms Michele Waddington**

Michele is a Bayside resident and runs an accommodation business in the tree-change idyll of Maldon. Michelle has been a member of the Bayside Tourism Network since 2008 and closely assists the Economic Development Unit in developing seasonal editorial for Bayside's listing in the Destination Melbourne Official Visitors Guide and other promotional campaigns.

**Mr Kel Costello**

After 10 years in local government administration, Kelvin travelled to Europe and discovered Tourism. On his return he completed a tourism degree and became manager of the Ski Victoria promotion committee. He has co-ordinated marketing and promotion of the Rich River Golf Club and sales of a Peninsula restaurant and bus tour operation. He is a past proprietor of a retail travel goods store in Brighton and is currently researching a new Melbourne tour operation.





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