Bayside Tourism Strategic Action Plan 2009-13
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ACKNOWLEDGEMENT

This Strategic Action Plan has been prepared by the City of Bayside in consultation with the Bayside BTN. The voluntary contribution made by members of the Bayside BTN and the assistance of Bayside City Council Staff is acknowledged. A list of the Network members is below.

The generous commitment of people who attended consultation sessions is acknowledged.

MEMBERSHIP

Bayside BTN 2007 – 2009

Cr Alex del Porto
Bayside City Council

Mr William Meares

Ms Elspeth Black

Ms Penny Irons

Mr Jason Douglas

Mr Andrew Alaouze

Mr Stephen Le Page

Ms Maureen Griffiths

Ms. Michelle Waddington

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EXECUTIVE SUMMARY

The Bayside Tourism Strategic Action Plan 2009-13 has been prepared by the City of Bayside following a review of the 2001 Bayside Tourism Strategy.

The Strategic Action Plan was prepared as tourism is a powerful contributor to every level of the economy. The economic multiplier effects from tourism expenditure can be substantial and is estimated to contribute over $15 billion per annum to the Victorian Economy.

In Melbourne tourism related employment is estimated to be in excess of 100,000. The industry has approximately 57,000 tourism or tourism related businesses.

Day-trippers’ and visiting friends and relatives appears to be an important market for tourism demand in Bayside, primarily driven by the city’s particular attractions, demographic and socioeconomic profile.

The Strategic Action Plan identifies various segments within Bayside and the possible opportunities for Council to engage and develop these segments further.

The major challenge for Council remains to promote the growth of high yield tourism in a manner that is respectful of the natural environment.

The vision for tourism is for respectful growth that demonstrates the local community’s value for their city. A number of strategic partnerships are identified and target markets and opportunities defined.

Council needs to have a good understanding of the industry and its impacts. This includes collection and analysis of data, determining community priorities, balancing the needs of competing interests, and continued industry communication.

The 2001 strategy and this Update remain consistent with Councils various strategies and policies.

It is envisioned that the Bayside BTN will continue to play a vital role in guiding industry policy and strategy for Council.

The objective of the Bayside Tourism Strategic Action Plan 2009-13 is to increase visitor numbers and yield to generate local employment and business opportunities, while enhancing visitor and community experience.

The key strategies to achieve this objective are:

- build on existing tourism strengths
- develop new tourism product
- effectively brand and promote Bayside Tourism.

A comprehensive 5-year action plan has been developed to implement these strategies.
1. Introduction

1.1 Background

Tourism is a dynamic and established industry that is well recognised for its ability to deliver economic and social benefits, as well as civic pride to a local community. Tourism provides the opportunity to improve lifestyle choices, facilities, services and employment opportunities in a community, thereby creating a desirable destination to reside and visit.

The topography and culture of the Bayside area inevitably attracts visitors. Council planning should ensure that this is managed in a way that enhances the municipality rather than detracting from it or disrupting local community needs.

Furthermore, a tourism perspective will enable local planning to capitalise on opportunities to build on the existing qualities of the municipality for the benefit of local residents and businesses.

Bayside City Council acknowledges tourism’s role in developing a sustainable community and released the inaugural Bayside Tourism Strategy 2001. Many of the proposed strategy areas of the original document have been successfully implemented and some have been fully realised, such as the development of the Bayside BTN and the regular production of Bayside specific tourism collateral. Other strategy areas were ambitious within the realm of Council responsibility, such as the proposed redevelopment of the Sandringham Hotel site, where Council could only signify the opportunity to other stakeholders.

This document aims to refresh the 2001 Strategy,
and its subsequent review documents, with updated data and current regional industry trends, as well as an achievable Action Plan. **Building on the Bayside Tourism Strategy 2001 is considered an efficient and effective means of continuing the planning and management of tourism in Bayside.**

Tourism strategic planning cannot occur in isolation. This Tourism Strategic Action Plan will have an interface with other Council planning documents such as the Bayside City Council Plan 2009–2014, Bicycle Strategy 2003, Cultural Action Plan 2008–2011, Review of Golf Facilities 2006 and the Coastal Trails Signage Strategy 2007. It also aims to augment the actions already being undertaken in these various plans and consider tourism specific outcomes.

### 1.2 What is Tourism?

A tourist or visitor is defined as any person traveling for business or leisure, but not people travelling as part of a permanent migration or regular commuting. In Australia, using Australian Bureau of Statistics (ABS) and Tourism Research Australia (TRA) definitions, a domestic tourist is a person travelling at least 40 km each way overnight or at least 25 km each way on a day trip (10 Year Tourism and Events Industry Strategy October 2006, State Government of Victoria).

### 1.3 Why is Tourism Important to Bayside

Bayside is ideally positioned to be Melbourne’s family oriented playground. Fifteen minutes from Melbourne’s CBD, it contains picturesque beaches, world class golf courses, Victoria’s premier yachting and boating clubs, award winning architecture and eclectic shopping opportunities.

Tourism is a powerful contributor to the economy with substantial benefits to every level of the economy. The economic multiplier effects from tourism expenditure can be substantial. Anyone can buy a T-shirt, a tank of petrol, attend a conference or buy a meal. However, it is only when the purchaser is traveling away from his or her normal residential area, that spending becomes part of the tourism industry. As new dollars are brought into the local economy from external sources, they are spent in local shops and on local goods and services. This creates additional employment as well as income for local businesses and service providers, much of which is again invested both directly and indirectly into the local economy.

Greater economic activity created by tourism often supports a wider choice of places to visit for leisure, entertainment and shopping. For example, art galleries, historic sites, cinemas, hotels, restaurants, shops and even local supermarkets are facilities that can be more difficult to sustain in the long-term if they rely solely on local custom.

Because local culture, character and environment form a significant part of the tourism product, tourism often leads to increased expenditure for:

- infrastructure
- protection of the natural environment
- educational and interpretive experiences
- recreational facilities and activities
- cultural festivals and activities.

### 1.4 Tourism in Victoria

Tourism is a significant economic driver for Victoria. It was worth an estimated $15.1 billion to the Victorian economy and created approximately 179,200 jobs (7% of employment) in 2006-07.

The top activities for visitors to Victoria were eating out at restaurants, visiting friends and relatives, general sightseeing, shopping, going to pubs, clubs and discos and going to the beach.
Forecasts for the period 2006–2016 are for:

- Domestic visitors to Australia to grow at an average annual rate of 1.6% reaching 86.6 million visitors.
- Domestic visitors to Victoria to grow by this same rate of 1.6% to reach 20.5 million visitors.
- Holiday / leisure travel to Victoria to grow at an annual average rate of 1.6% to reach 7.3 million visitors.
- VFR (visiting friends and relatives) travel to Victoria to grow at an annual average rate of 1.6% to reach 3.2 million visitors.
- Business travel to Victoria to grow at an annual average rate of 1.6% to reach 9.2 million visitors.

This will result in the tourism industry’s contribution to Victoria’s economy growing to $18 billion and creating an additional 66,000 jobs.

Sources:
Tourism Victoria Economic Contribution of Tourism to Victoria 2006-2007
Tourism Victoria, Victoria Market Profile Year Ending June 2007

1.5 Tourism in Melbourne

For the Melbourne region:

- Tourism employed 98,000 people in 2003–2004 (a 21% increase from 81,000 in 1997–1998).
- There are 57,333 tourism related businesses, of which 8,053 are tourism characteristic and 49,280 are tourism connected businesses.
- The majority of tourism related businesses are micro (35,463). A further 16,140 are small businesses and 5,730 are medium-large businesses.
- Interstate visitors are the key market, accounting for 51% of overnight visitors
followed by 33% from intrastate and 17% from the international market.

- There were 6.6 million domestic overnight visitors for the year ending June 2006. The region has a 38% market share of all domestic visitors to Victoria.
- For the year ending June 2006 there were 19.8 million domestic visitor nights and the average length of stay was 3.0 nights.
- Domestic overnight expenditure in 2005 was estimated to be $4.2 billion, with visitors spending on average $234 per night and $697 per visit.
- There were 11.5 million domestic day trip visitors in the year ending June 2006. The region had a 36% market share of all domestic day trips to Victoria.
- Domestic day trip visitors are estimated to have spent $1.1 billion in the region in 2005, spending on average $105 per day trip.
- The most popular activities that international overnight visitors enjoy are dining out (92%); shopping for pleasure (84%); going to the beach (61%); and going to markets (60%).
- Compared to all domestic visitors to Victoria, overnight visitors to Melbourne were more likely to go shopping (40% compared to 24%); attend an organised sporting event (10% compared to 3%); visit friends or relatives (50% compared to 40%); visit museums or art galleries (7% compared to 4%); and attend theatre concerts or other performing arts (6% compared to 1%).
- Of all domestic visitor nights for 2006, 55% were spent with friends or relatives and 35% at a hotel, motel or serviced apartment.

Sources:
Tourism Victoria, Melbourne Economic Profile 2005
Tourism Victoria, Melbourne Market Profile Year Ending June 2006
This is the latest information collated by Tourism Victoria and is drawn from research reports from Tourism Research Australia, Access Economics and Tourism and Transport Forum (TTF) Australia.
2. Tourism In Bayside

2.1 Overview

The City of Bayside forms part of Tourism Victoria’s Melbourne Metropolitan Region. However, National Visitor Survey figures for the sector are not separated by municipality. In the absence of tourism data specific to Bayside, the following information is drawn from a variety of sources including industry feedback, localised surveys and older studies.

The Bayside Visitor Accommodation Needs Study 2002 undertook industry consultation to identify segments of visitors to Bayside that used commercial accommodation. The two predominant segments identified were:

• business travellers – who seek accommodation in close proximity to their place of business / company head office.
• special interest travellers – who seek accommodation in close proximity to their purpose of visit. The ‘special interest’ group comprises a number of sub segments including visiting friends and relatives, relocating, social, education and sport / recreation.

Visiting friends and relatives appears to be an important market for accommodation demand in Bayside, primarily driven by the city’s particular demographic and socioeconomic profile (e.g. discretionary income to stay in commercial accommodation when visiting friends).

Another important market segment is the ‘day-tripper’ – visiting Bayside’s attractions, browsing its shops and frequenting its restaurants and food outlets. The Bayside
Retail Business Monitor (Macroplan 1999) found that $91 million per annum of expenditure in Bayside’s shopping centres comes from ‘outside’ shoppers – mainly tourists. This ‘outside’ shopping accounts for over 1,500 jobs in Bayside. The Business Monitor 2006 shows that 133 retail businesses (17% of the total) in major Bayside shopping centres are food and beverage establishments (cafés and restaurants).

The Bright ‘n’ Sandy Festival Visitor Profile 2008 found that the festival attracted 10,000 attendees, over a third of which were visitors to the municipality. Calculations of average visitor group size and average visitor group spend imply a direct festival spend of $370,000 with presumed multiplier effects and spin-offs enjoyed by adjacent facilities in addition to this. Almost three quarters of attendees (74%) said that they had found a new restaurant or shop represented at the festival. Amongst these the majority expressed an intention to visit the shop or restaurant at a later date.

The Coastal Art Trail, heritage buildings and major events such as the annual Sail Melbourne International Regatta, major golf tournaments and other significant local sporting events attract visitors to the area although at this time their impacts have not been analysed in relation to tourism in Bayside.

### 2.2 Bayside’s Tourism Segments

Bayside has a number of tourism sectors that can be further developed. Consumers are constantly looking for new experiences and variations on familiar ones. The attractions that make up the City of Bayside must be continually reviewed, refreshed and re-communicated.

The primary tourism sectors in Bayside are:
- shops and services, including health and wellness services
- food and beverage
- foreshore / natural attractions
- events and sport, including cycling, sailing, swimming, diving and golf
- arts, heritage and culture
- accommodation.

#### 2.2.1 Shops and Services

Given that ‘shopping for pleasure’ is the third most popular activity for domestic visitors to Melbourne after eating out and visiting friends (Tourism Victoria 2006), Bayside’s shopping centres are important tourism assets. Services also cater for tourists and include organised activities and a range of wellness, spa, gym and therapy experiences.

**Opportunities**

For effective tourism and marketing 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.

Currently many of Bayside’s shopping villages do not have an appropriate retail mix and are not significantly differentiated from other shopping strips. Each retail centre needs to better develop its own niche image to ensure continued viability. They need reliable ‘name’ anchor tenants (supermarkets, newsagents, chemists, cinemas, department / chain stores, etc.) and strong promotion and marketing to improve their image.

The distinctiveness of each centre should be enhanced through quality urban design. Streetscapes should be reviewed to determine the need for updated design concepts, infrastructure upgrades and improved function. Public art should be considered.

Opportunities exist for greater investment in promotional infrastructure including signage, seasonal decorations, banners etc. to encourage cross marketing opportunities e.g. guiding people from attractions such as beach amenities, parks, galleries and cultural facilities to our shopping strips.
Council's role

Council can assist in maximising these opportunities by supporting shopping village retail centre coordination to become strong and self-sufficient. (Action 5.1.4)

Council will initiate marketing initiatives and ensure consistent use of branding and niche images on all marketing Council undertakes or contributes to. Council will also help build relationships between compatible tourism market sectors with the intent of encouraging links between retail promotion and other marketing / promotional initiatives. (Actions 5.1.3, 5.1.4, 5.3.2, 5.3.4)

Council will review streetscapes including public amenities and open space in retail precincts. Council will also ensure that opportunities for retail precincts are advocated for in other Council projects such as signage installation, public art, events and infrastructure development. (Action 5.1.4)

2.2.2 Food and Beverage

The key tourism attributes of the food and beverage industry in Bayside include the valued waterfront locations, coastal village atmosphere and the café culture.

Opportunities

There is some high quality product available, however dining opportunities could be better packaged for marketing and promotion purposes. Tying together all the assets of the coastal journey should capitalise on attracting visitors from outside of Bayside.

Black Rock has a significant number of cyclists who choose to stop and take part in Bayside’s café culture along their journey. By providing well-designed and high quality end of journey facilities for cyclists (e.g. showers, change rooms, bike racks etc.) in close proximity to dining and shopping, trade can be maximised.

Council's Role

Council will ensure that the food and beverage market is maximised by developing and initiating promotion / marketing opportunities with other compatible tourism market sectors. (5.3.2, 5.3.4)

Council will advocate for the food and beverage market in other Council projects such as signage installation, events and infrastructure development. (Actions 5.1.3, 5.1.4, 5.2.2)

2.2.3 Foreshore / Natural Attractions

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.

The beauty, history, Indigenous association, environmental and arts history is celebrated via interpretation signage along the Coastal Trail.
This interpretation is currently being updated with plans to include orientation / information hubs at intervals along the track.

Opportunities

Bayside, with its clean sandy beaches, coastal views and diverse water based activities, provides a safe, family friendly beach experience, which should be promoted more extensively.

Further opportunity for cooperative marketing and promotion exists between the retail and food and beverage sectors and water-based activities. Sailing and boating clubs form a strong sector and together with local piers, jetties and boat ramps, the boating enthusiast is well served for recreation. The aim is to encourage boaters, sailors, fishermen, their friends and families to spend locally rather than leaving the area for entertainment and accommodation.

Bayside’s yacht clubs - Royal Brighton, Sandringham, Black Rock and Beaumaris - have extensive memberships. Bayside could market more effectively to this membership by promoting its products with better urban design, signage and cross marketing.

Water activity organisations have invested heavily in the last few years. Royal Brighton Yacht Club and Sandringham Yacht Club have modernised and extended their facilities to attract members and tap into the tourist market. Opportunities to further develop and promote club facilities, capitalising on these exclusive foreshore locations and encouraging wider use, are to be supported.

Council’s role

Council will determine opportunities to cross promote local business and accommodation providers with natural and cultural attractions. This should be in terms of both advertising and infrastructure upgrades. (Actions 5.1.4, 5.2.2)

Council will build strong relationships with the sailing clubs to develop cross marketing initiatives. (Action 5.1.1)

2.2.4 Events and Sport

The municipality of Bayside is home to Australia’s number one rated golf course, the Royal Melbourne Golf Club, which hosts the President’s Cup. 63,000 international golf visitors traveled to Victoria in the year ending December 2006, accounting for 2.2 million visitor nights. Golf visitors represent 4% of all international visitors to the State.

During the same period Victoria received 541,000 domestic overnight golf visitors, accounting for 2.2 million visitor nights. The average length of stay for golf visitors to Victoria was 4.1 nights. In Victoria, there were 416,000 day trips undertaken by domestic golf visitors. Source: Tourism Victoria, Golf Tourism Market Profile Year ending 2006

Bayside’s golf courses comprise a significant 4.9% of total land use. Occupying some 175 hectares, there are four public and two private golf courses. The Royal Melbourne and Victoria Golf Clubs are private golf courses currently ranked No 1 and No 9 in Australia respectively (Tourism Victoria 2006). Bayside also forms part of the premier sand belt golf course region.

The sand belt courses are operating in an increasingly competitive environment with significant growth in golf course development across the country. Golf tourism is identified by Tourism Victoria as one of their key market segments, and as such Bayside stands in good stead to maximise the opportunities this brings.

The annual Sail Melbourne International Regatta and an increasing number of major sailing events are tied to Bayside, as the municipality offers a range of highly regarded sailing facilities and amenities. The final qualifying round for the Beijing Olympics sailing
Cycling, running and outdoor swimming events are common in Bayside. Significantly, the municipality hosts many triathlons including an event in the Gatorade Triathlon Series (approximately 2,000 participants) and the Tri Series Challenge (a number of events each with approximately 1,000 participants).

Council sponsored swimming events attract a number of visitors.

“Major events attract 230,000 international visitors to the State every year. It is estimated that events generate economic benefit of over $1 billion to the state.” (State Government of Victoria, 2006).

Events also have an impact at the local level. Council produces four regionally significant events per year – the Bright ‘n’ Sandy (local food and wine showcase), Christmas Carols in the Park, Resonance Music Series and the Bayside Film Festival.

Opportunities
There are many opportunities to extend the reach of these events to interstate and international visitors, particularly golf and sailing events. Enhancing existing and attracting new events will provide many flow-on benefits to the Bayside community.

Council’s role
Council will facilitate new events to the Bayside area including golf tournaments, triathlons, sailing competitions, beach swims, art festivals etc. Support can include finance, advice, promotion, marketing and assistance navigating Council regulations. However, Council will need to manage and minimise any inconvenience to the community caused by these events. (Action 5.2.1)

Council will facilitate partnerships between event organisers and the Bayside BTN to develop viable ‘event packages’ that tie together events with complementary business activity. (Actions 5.1.2, 5.1.3, 5.3.3)
Council will determine opportunities to build stronger links between the major events held in the area and the broader tourism appeal of Bayside. (Actions 5.1.1, 5.1.3)

Council will inform Tourism Victoria and Destination Melbourne of Bayside’s key recreation and sporting facilities and activities. (Actions 5.1.3, 5.3.5, 5.3.6)

Council will determine opportunities to promote or showcase other Bayside attractions at existing events. (Action 5.3.4)

2.2.5 Arts, Heritage and Culture

Bayside has a rich heritage, notably its historic buildings including Black Rock House, Higginbotham Hall, Billilla, Kamesburgh and the former Brighton Town Hall. The means to effectively utilise these assets should be explored. There is also a rich Indigenous heritage from the Boon wurrung Nation.

Bayside has many established artists and the Bayside Coastal Art Trail celebrates the notable Australian artists who painted in Bayside. Further, it has several art, music and film societies whose work can be promoted.

Opportunities

There is opportunity to develop and extend the range of cultural trails within the municipality.

The exhibition program to be developed for the new exhibition space in the Brighton Town Hall, and interpretation at Black Rock House should consider the interest of tourism markets in content and promotion to assist long-term sustainability of these facilities.

Bayside has recently developed the Built Environment awards and a suite of self guided ‘Architectural Walks’ brochures. These walks could be packaged with other Bayside trails and attractions (shopping villages, restaurants). Marketing and promotion should look at tourism specific avenues for distribution.

Council’s role

Council is currently designing the redevelopment and expansion of the Coastal Signage Trails and will consider links to nearby retail and dining precincts and to the ‘Architectural Trails’. Council will continue to encourage art, music, film and dance in Bayside. (Actions 5.1.2, 5.2.2)

2.2.6 Accommodation

Bayside has a limited range of accommodation. It is mainly served by the Brighton Savoy (60 rooms) and the Rydges Brighton Beach (61 rooms) as well as two hotels in the neighbouring municipality of Kingston, The Buckingham International (67 rooms) and the Hemisphere Conference Centre (50 rooms). Other accommodation available is in the form of bed and breakfast and serviced apartments. Accommodation operators and other tourism industry operators point to an unmet demand within the accommodation sector.

- Indications from adjacent Councils identify a demand for quality hotel accommodation in the region.
- Local reports suggest there is also unmet demand for bed and breakfast accommodation.

Earlier studies have also supported small to medium sized quality accommodation developments in Bayside. In particular, adaptive reuse of existing establishments located conveniently to the main purpose of visits to the municipality (business, friends and relatives, sport and recreation), were recommended in the 2002 Visitor Accommodation Needs Study.

Opportunities

There are opportunities to expand the accommodation mix in the municipality to cater for a broader range of visitors e.g. participants in sporting events, long-term stays and conferences.

The potential to locate an accommodation
facilitate at Sandringham Golf Links clubhouse is under consideration.

**Council’s Role**

Council will develop and promote opportunities for new bed and breakfast accommodation. (Action 5.2.3)

Council is currently reviewing a feasibility study for development of accommodation at the Sandringham Golf Links clubhouse.

Council will monitor existing accommodation venues to understand the need for further growth of this sector and respond to it, providing advice on development opportunities to key stakeholders such as the Sandringham Hotel. (Action 5.2.3)

Council will initiate partnerships between accommodation providers and other tourist market sectors that encourage reciprocal or collaborative marketing opportunities. (Action 5.1.4)

**2.3 Challenges**

The major challenges facing Bayside are:

- maximising yield from tourists
- communicating the Bayside Brand
- attracting and facilitating tourism initiatives that are respectful of the natural environment and community amenity
- ensuring that local services and infrastructure meet the needs of both the community and tourists.
3. Positioning Bayside

3.1 Vision for Tourism

The Bayside Tourism Strategy 2001 recognised and emphasised Bayside as a natural, peaceful and beautiful place whose name speaks for itself. The vision is:

Bayside is a place for all ages and times. It is a family place but still offers romance, variety and opportunities for surprise discoveries.

Colourful Brighton bathing boxes, yachting regattas, friends relaxing at the beach, picnics, coastal landscapes, views around Port Phillip Bay and deep red cliffs. Fish, birds and children playing in the shallows. The pleasure of fresh sea air and endless summers matched by rugged up winter walks along the coast. Breathtaking views, varied scenery, wildlife and natural attractions abound. Beach and Bay activities and fun in summer and cosy warm log fires in winter.

Reliving memories of family holidays at the seaside and visiting suburbs steeped in history and art with fine gardens and buildings. Respect and interest for the local Indigenous Boon wurrung people.

Golf, sailing, swimming, fishing, cycling, walking, sunbathing, rollerblading, parasailing and sail boarding.

Enjoying quality food along the coast and within busy shopping villages, getting better every year. Galleries and cultural activities, historic homes and buildings plus a wide mix of shopping experiences drawing people from far and wide. Plenty of accommodation in hotels and bed and breakfasts. Always high quality, always friendly, always interesting and appealing.

Special events, local festivals and community get-togethers to celebrate the natural beauty of the place and all the possibilities.

Local people proudly running friendly local businesses and working in Bayside, serving tourist and Bayside markets. Local skills, talents and local benefit. Employing local people and making a valuable contribution to the local economy.

These are the images that come to mind. This is Bayside, it is special.

3.2 Target Markets

The most beneficial outcome from tourism for the Bayside community is to increase yield rather than simply increase tourist numbers. To achieve this, Bayside needs to attract those tourists who are going to stay longer and spend money in the local community.

Bayside residents are attracting tourists every time they arrange dinner at a local restaurant with friends and relatives from other areas.
For the year ending December 2008, 56.5% of total visitor nights in Greater Melbourne’s Southern Region, which includes Bayside, were Visiting Friends and Relatives. Source NVS and IVS.

Visiting Friends and Relatives is Bayside’s largest market segment. To obtain maximum yield from this market segment, local residents should be encouraged to attract and entertain friends, relatives and visitors in the municipality and encourage longer stays.

**Principal market:** metropolitan Melbourne residents of financially comfortable socioeconomic status.

**Secondary markets:** regional Victorians followed by interstate and then international tourists.

### 3.3 Branding

A key recommendation of the Bayside Tourism Strategy 2001 was for a comprehensive branding and marketing strategy for Bayside within its own right. The key ongoing elements developed to brand and promote Bayside include the following:

#### 3.3.1 Guide to Bayside

The official Guide to Bayside, profiling its local attractions and facilities, has been produced for a number of years and over 20,000 copies are distributed annually through the Visitor Information Centre at Federation Square. In 2008 the Guide was provided to all Bayside households, dining outlets, newsagents and high visitation sites such as Ricketts Point Teahouse. Given the positive feedback with municipal wide distribution this will continue.

#### 3.3.2 GoBayside website

The GoBayside website is an online version of the Guide to Bayside publication with links to supporting websites.

#### 3.3.3 Stay Bayside pamphlet

The Council identified accommodation as a crucial link to tourism expenditure and, in association with the local Stay Bayside Group, has published a high quality pamphlet on the range of tourism and business accommodation available in the area.

The pamphlet is being distributed widely by the Federation Square Visitor Information Centre, to participants of major sporting events within the municipality (i.e. Sail Melbourne International Regatta, International Dragon Boat competition and Top of the Bay Regatta), as well as by Council’s customer service representatives.

### 3.4 Partnership with Destination Melbourne

Council has an arrangement with Destination Melbourne to be represented in their various publications that are distributed from high profile locations (i.e. Melbourne Airport, Southern Cross Station) and to international delegates attending conferences.

#### 3.4.1 Events

The flagship event, the Bright ‘n’ Sandy Festival, plays a key role in promoting visitations to the municipality. The event is increasingly valued and supported by the community and is gaining wider metropolitan appeal.

Council sponsored events such as the Sail Melbourne International Regatta present opportunities for local businesses to leverage and capitalise on increased visitors to the area.

### 3.5 Strategic Context

This Tourism Strategic Action Plan is consistent with the aims of the original Bayside Tourism Strategy 2001. It also supports other Council documents including:
• **Municipal Strategic Statement (MSS)**
  Clearly recognises the importance of Tourism to the municipality and the need to balance it against its possible environmental impacts. The MSS objectives for tourism are:
  • to maximise the social and economic benefits of tourism for Bayside
  • to strengthen and reinforce the role of Beach Road / The Esplanade as a scenic boulevard.
  • to minimise the impact of tourism on the natural environment and inherent character of an area.

• **Cultural Action Plan 2008–2011**
  The vision for the Cultural Action Plan includes the following objective: “Facilitate community and partner delivered programs, activities and cultural tourism opportunities”.

• **Coastal Trails Signage Strategy 2007**
  The overall aim of this Strategic Action Plan is to gain maximum cultural and tourism benefit from the coastal journey interpretive signage.

• **Bayside City Council Bicycle Strategy 2003**
  Recommendations of this Strategic Action Plan include improvement of the bicycle network infrastructure to increase capacity and access for both local and visiting cyclists.

• **Bayside City Council Review of Golf Facilities 2006**
  Recommendations of this Strategic Action Plan include a feasibility study to determine the potential development of accommodation facilities at the Sandringham Golf Links clubhouse.
State Government tourism strategies support planning at the local level and also have an influence on the development of Bayside’s Tourism Strategic Action Plan. These State Government documents include:

- 10 Year Tourism and Events Industry Strategy, October 2006
- Melbourne Metropolitan Tourism Analysis, November 2005.

### 3.6 Council’s Role

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

Tourism plays an important role in the survival and growth of facilities and services such as the shopping villages, cinemas, historic properties, hotels and restaurants. Increased employment, business generation and the provision of facilities and activities, however, need to be balanced with ecological imperatives, community safety and access to essential services.

To meet these management responsibilities, Council need to have a good understanding of the industry and its impacts. This includes collection and analysis of data, determining community priorities, balancing the needs of competing interests, and continued industry communication.

Council’s tourism development responsibilities require Council to work closely with the industry to capitalise on opportunities for growth and ensure negative impacts are minimised.

### 3.7 Bayside BTN’s Role

The Bayside BTN was established as one of the key actions of the original Bayside Tourism Strategy 2001. The Bayside BTN has a valuable continuing role in promoting and advancing the interest of tourism in Bayside.

With up to twelve members drawn from the local tourism industry, and/or interested in tourism, the Bayside BTN provides Council with a robust industry sounding board. In particular it assists with:

- developing tourism strategies
- facilitating tourism initiatives outlined in the Strategic Action Plan
- marketing and promoting the industry
- providing Council with advice on its various strategies and policies to enable it to efficiently and effectively assist the tourism industry.
4. Future Direction

4.1 Bayside’s Competitive Advantages
The Bayside area has a long history as a beachside holiday location. At less than 10 kilometres from Melbourne’s CBD the Bayside coastal strip, with its diverse features and attractions, remains central to the area’s tourism appeal. Bayside has the closest family friendly beach to Melbourne’s CBD and is home to the colourful Brighton bathing boxes, which are already a Melbourne icon.

For tourists seeking interesting and appealing shopping, dining and recreation experiences, the point of difference for Bayside compared with other inner-Melbourne areas is the variety and high quality of these experiences, supported by excellent infrastructure, good access, a natural environment, clean sandy beaches, coastal views and diverse water based activities.

Bayside’s specific competitive advantages are:
• Natural attractions, including 17 kilometres of foreshore
• Close proximity to Melbourne’s CBD
• Family friendly beaches
• World renowned championship golf courses
• Strip shopping centres with coastal access
• A diverse range of water related activities
• Strong boating culture supported by major infrastructure
• Rich heritage and vibrant arts and cultural community
• Easy access via public transport and roads.

4.2 Objective
To increase visitor numbers and yield to generate local employment and business opportunities, while enhancing visitor and community experience.

4.3 Key Strategies
The key strategies to achieve this objective are:
• build on existing tourism strengths
• develop new tourism product
• effectively brand and promote Bayside Tourism.
## 5. Action Plan

### 5.1 Strategy: Build on existing tourism strengths

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<tr>
<th>Ref</th>
<th>Action</th>
<th>Method</th>
<th>Measure</th>
<th>Project Partners</th>
<th>Time &amp; Reporting of Measure</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>5.1.1</td>
<td>Support opportunities to grow and improve existing major recreation and sporting facilities, where appropriate.</td>
<td>- Participate in Destination Melbourne / Tourism Victoria advertising that focuses specifically on the key product segments of ‘golf’ and ‘nature based’ tourism (the latter incorporates boating and sailing).&lt;br&gt;- Rotate Bayside BTN meetings to different venues including yacht and golf clubs and other sporting clubs with appropriate facilities to increase profiles.&lt;br&gt;- Contribute to the continuing Review of Golf Facilities.</td>
<td>Minimum of five (5) advertisements supporting local facilities in Destination Melbourne advertising&lt;br&gt;Minimum of one (1) BTN meeting held at one of the local facilities per annum&lt;br&gt;An occupancy and revenue annual report on accommodation within municipality and surrounds is produced</td>
<td>BTN&lt;br&gt;Yacht clubs&lt;br&gt;Sporting clubs</td>
<td>Quarterly commencing 1st quarter 2010&lt;br&gt;Quarterly commencing 4th quarter 2009&lt;br&gt;Annually commencing 4th quarter 2010</td>
<td>Existing budget provision&lt;br&gt;Existing budget provision&lt;br&gt;To be determined</td>
</tr>
<tr>
<td>5.1.2</td>
<td>Support Council events - Bright ‘n’ Sandy Food and Wine Festival, Resonance Music Series, Bayside Film Festival, the Cat Show and Bayside Christmas Carols in the Park.</td>
<td>- Assist with the planning, delivery and logistics of events.&lt;br&gt;- Develop an email alert service on upcoming events to all local tourism operators and appropriate businesses in Bayside.</td>
<td>80% participation by BTN members in Council sponsored events&lt;br&gt;Five (5) email alerts sent out per annum</td>
<td>BTN&lt;br&gt;Stay Bayside Group&lt;br&gt;Council</td>
<td>Annually commencing 4th quarter 2009&lt;br&gt;Annually commencing 1st quarter 2010</td>
<td>Existing budget provision&lt;br&gt;Existing budget provision</td>
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</tbody>
</table>
5.1.3 Build stronger links between existing major events and the broader tourism appeal of Bayside.

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<tr>
<th>Ref</th>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td>5.1.3</td>
<td>Build stronger links between existing major events and the broader</td>
<td>Bayside major events:</td>
<td>Completion of a local economic assessment by Sail Melbourne and reported</td>
<td>Sail Melbourne Yachting Victoria</td>
<td>2nd quarter 2010</td>
<td>Existing budget provision</td>
</tr>
<tr>
<td></td>
<td>tourism appeal of Bayside.</td>
<td>• Sail Melbourne ISAF World Sailing Championships (Council sponsored)</td>
<td>to Council</td>
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<td></td>
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<td>• Top of the Bay Regatta (Council sponsored)</td>
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<td></td>
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<td>• Point to Point (Council sponsored)</td>
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<td></td>
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<td>• Presidents Cup</td>
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<td>• Gatorade Triathlon</td>
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<td></td>
<td>• Tri Series</td>
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<td></td>
<td></td>
<td>• Ensure strong sponsorship agreements are in place with event</td>
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<td>organisers that are reflective of Council’s level of commitment</td>
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<td>• Develop stronger links with events organisers and Council to</td>
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<td></td>
<td>optimise opportunities for cross promotion of local facilities or</td>
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<td>events.</td>
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<td>• Review opportunities to promote other Bayside attractions at these</td>
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<td></td>
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<td>events or within their advertising material.</td>
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<td>• Ensure wherever practicable event organisers complete a local</td>
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<td>economic impact statement.</td>
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<td></td>
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<td>• Encourage event organisers to have “show bags” for participants and</td>
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<td>visitors that promote local businesses.</td>
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<td></td>
<td></td>
<td>• Encourage local businesses to support organisers of events by</td>
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<td></td>
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<td>making “special offers” for the participants and associated</td>
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<td>visitors.</td>
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<td>• Develop an online survey for retailers.</td>
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<td></td>
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<td>• Obtain feedback from event organisers on the success of the event</td>
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<td>such as visitor numbers and satisfaction.</td>
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<th>Project Partners</th>
<th>Time &amp; Reporting of Measure</th>
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<tbody>
<tr>
<td></td>
<td>Review opportunities to promote other Bayside attractions at these</td>
<td>Stay Bayside occupancy level report</td>
<td></td>
<td>Stay Bayside Group</td>
<td>4th quarter 2010</td>
<td>To be determined</td>
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<td>events or within their advertising material.</td>
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<td></td>
<td>Ensure wherever practicable event organisers complete a local</td>
<td>Ten or more local businesses take up cross-promotional opportunities</td>
<td></td>
<td>Traders Associations BTN</td>
<td>Annually commencing 1st</td>
<td>Existing budget provision</td>
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<td></td>
<td>economic impact statement.</td>
<td>per event</td>
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<td>quarter 2010</td>
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<td>Online survey created for local retailers / restaurants surveyed to</td>
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<td>Traders Associations</td>
<td>Annually commencing 4th</td>
<td>To be determined</td>
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<td>determine activity levels during events</td>
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<td>quarter 2010</td>
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<td>Report provided by event organiser</td>
<td></td>
<td>Event Organisers</td>
<td>Quarterly commencing 4th</td>
<td>Part of Council’s sponsorship</td>
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<td>quarter 2010</td>
<td>agreements.</td>
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Bayside Tourism Strategic Action Plan 2009-13
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<thead>
<tr>
<th>Ref</th>
<th>Action</th>
<th>Method</th>
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</table>
| 5.1.4 | Actively support shopping villages. | • Facilitate the development of effective Trader Associations.  
• Build working relationships between Trader groups and Bayside BTN.  
• Facilitate promotion and joint marketing initiatives.  
• Develop events for Christmas, Easter, Mother’s Day, Valentine’s Day, Halloween and local festivals to promote tourism, where possible.  
• Facilitate a summit between Traders Associations, Sport and Recreation Clubs and the Bayside BTN.  
• Provide input into streetscape design, including signage, banners, public art etc. |
| | Three or more Council supported events undertaken by Traders Associations | Trader Associations  
Council  
BTN |
| | Summit of tourism operators held | Council  
BTN  
Stay Bayside Group  
Traders Associations |
| | Local Economic Impact Assessment report completed | Council  
BTN  
Stay Bayside Group  
Traders Associations |
| | The completion of streetscape works in one major activity centre | Traders Association |

**Ref** | **Method** | **Measure** | **Project Partners** | **Time & Reporting of Measure** | **Cost** |
|-----|--------|--------------|----------------------|-------------------------------|---------|
| 5.1.4 | Actively support shopping villages. | Three or more Council supported events undertaken by Traders Associations | Trader Associations  
Council  
BTN | Annually commencing 4th quarter 2010 | Existing budget provision |
| | | Summit of tourism operators held | Council  
BTN  
Stay Bayside Group  
Traders Associations | 2nd quarter 2011 | Priority bid in 2011 – 2012 budget process |
| | | Local Economic Impact Assessment report completed | Council  
BTN  
Stay Bayside Group  
Traders Associations | 3rd quarter 2011 | Priority bid in 2011 – 2012 budget process |
| | | The completion of streetscape works in one major activity centre | Traders Association | 4th quarter 2013 | Capital works budget bid in 2012 – 2013 |
### 5.2 Strategy: Develop new tourism product

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<th>Project Partners</th>
<th>Time &amp; Reporting of Measure</th>
<th>Cost</th>
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</thead>
</table>
| 5.2.1| Encourage new tourism events that have a low environmental impact and increase visitor numbers. | • Work with the BTN to identify new events that meet the criteria of low environmental impact yet high value yield.  
• Support and develop Council newly sponsored events:  
  • Great Australia Day Swim  
  • Access Class Australian Championships | One or more new events over the period of the strategy | Event organiser  
BTN | 2nd quarter 2013 | Support in cash or in Kind |
|      |                                                                        | Completion of an events review to determine going feasibility and areas for improvement. | Event organiser  
Rotary  
Royal Brighton Yacht Club | BTN | 3rd quarter 2010 | Part of Council’s sponsorship agreement to be undertaken by event organiser |
| 5.2.2| Design and place high quality markers and signage in major tourist areas. | • Identify Tourism Trails.  
• Complete the implementation of the Coastal Signage Strategy.  
• Undertake a tourism signs gap study that includes consideration for:  
  • Signage at major transport hubs such as railway stations  
  • Directional signs to major local attractions and shopping centres on arterial roads | Count of visitors using completed coastal trails | Department of Sustainability  
Parks Victoria  
BTN | 3rd quarter 2012 | Priority bid in 2012–2013 budget process |
|      |                                                                        | New trails established | BTN  
<table>
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<tr>
<th>Ref</th>
<th>Action</th>
<th>Method</th>
<th>Measure</th>
<th>Project Partners</th>
<th>Time &amp; Reporting of Measure</th>
<th>Cost</th>
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</thead>
</table>
| 5.2.3 | Promote the need for high-grade accommodation in Bayside. | • Provide input into planning applications for accommodation development.  
• Provide data from occupancy studies to the tourism investors.  
• In collaboration with the BTN hold B & B educational nights. | Number of applications for new accommodation developments | Council | • Annually commencing 2nd quarter 2010 | Existing budget provision |

  | Conduct a B&B educational night | BTN  
Council | • 3rd quarter 2011 | To be determined |

  | Occupancy studies provided to the local tourism industry once per annum | Council | • Annually commencing 4th quarter 2011 | To be determined |
| 5.2.4 | Determine with neighbouring Councils interest and value in developing a “travel corridor” to attract expenditure from CBD tourists bound for the Mornington Peninsula. | • Analyse benefits and risks from a regional promotional approach to Tourism marketing for Bayside (i.e. costs of shared resources, strengthened attractions).  
• Consider resources required for ongoing management and administration to determine a sustainable approach.  
• Seek support of local industry through the BTN.  
• Set up a meeting with adjacent Council representatives and determine interest in a regional approach.  
• Seek feedback from Councils in the Valley of the Arts travel corridor and Valley, Island and Peninsula touring routes. | Summit with adjoining councils conducted  
“Valley of the Arts” and VIP model reported to the BTN | Councils of – Port Phillip, Glen Eira, Mornington Shire and Kingston | 3rd quarter 2013 | Existing budget provision |

  | Review of feasibility of a “tourism corridor” completed | Destination Melbourne  
Tourism Victoria  
Tourism Alliance Victoria  
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<th>Cost</th>
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</table>
| 5.2.5 | Establish a farmer’s market for both local residents and visitors. | • Identify a suitable site to establish the market that has multiplier benefits for local businesses.  
• Develop an operating model / event organiser.  
• Use the market to promote Council events and tourism initiatives.  
• Encourage organiser to promote post market day events in the local area.  
• Create links with events and products to attract tourists.  
• Review the impact of the market on local amenity, business and charitable contributions to Rotary Hampton. | Site identified and Farmer’s Market established  
The value of donations given to local charities identified by Rotary  
Review of Farmer’s Market completed  
Council tourism material made available at each market day held | Rotary – Hampton  
Rotary – Hampton  
Rotary – Hampton  
BTN  
Council | 4th quarter 2009  
3rd quarter 2010  
Upon completion of six (6) months of the market being established  
1st quarter 2010 | Existing budget provision  
Existing budget provision  
Existing budget provision  
Existing budget provision  
Existing budget provision |
### 5.3 Strategy: Effectively brand and promote Bayside tourism

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<th>Time &amp; Reporting of Measure</th>
<th>Cost</th>
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</thead>
</table>
| 5.3.1 | Develop a branding and marketing campaign for Bayside                    | • Complete a study and research to explore an appropriate branding for the municipality considering elements such as:  
• A destination for safe and secure family recreation  
• Promotes the various comparative advantages of the area  
• Identify segments and develop appropriate promotional products e.g.:  
  • Indigenous  
  • Cultural  
  • Fishing  
  • Food and Wine  
  • Golf  
  • Nature based (boating and sailing)  
  • Shopping  
  • Wellness, spa, gym  
  • Beach related activities  
  • Cycling  
  • Yachting  
  • Grow advertising opportunities and analyse sponsorship possibilities.  
  • Distribute brochures of five trails to the public and tourism operators.  
  • Contribute to the review of the Corporate Communications Strategy to ensure it considers visitors.  
  • Develop further a tourism map that highlights local attractions and is widely distributed. | Complete study                                                                                                          | Council BTN                                                                                                       | 3rd quarter 2012                                  | Priority bid in 2011-2012 budget process |
| 5.3.2 | Review promotional and marketing publications of Council and make recommendations accordingly. | A minimum of one promotion per identified segment  
• A tourism sponsorship strategy for Bayside  
• Five trail brochures completed  
• Participation and contribution of BTN to Corporate Communications Strategy | Destination Melbourne Tourism Victoria Council  
Council BTN  
Sponsorship possibility | Council BTN  
BTN  
Sponsorship possibility | 2nd quarter 2012  
2nd quarter 2013  
1st quarter 2011  
4th quarter 2009 | Priority bid in 2010-2011 budget process  
Priority bid in 2010-2011 budget process  
Priority bid in 2010-2011 budget process  
Existing budget provision |
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<th>Time &amp; Reporting of Measure</th>
<th>Cost</th>
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</table>
| 5.3.3 | Review and update Council’s tourism information on the website. | • Complete the four coastal trails on the website and advertise extensively.  
• Explore opportunities for website linking with other appropriate entities.  
• Use as promotional / marketing tool and database.  
• Include downloadable brochures / information.  
• Load the Architectural Trail on to the website and refresh brochure. | Number of hits quarterly on Council's tourism website | Council | Quarterly commencing 2nd quarter 2010 | Existing budget provision |
| | | | Four trails loaded on Council's website  
Architectural trail loaded on Council's website and brochure refreshed | BTN  
Council | 4th quarter 2013  
4th quarter 2010 | Existing budget provision  
Priority bid in 2010–2011 budget process |
| 5.3.4 | Develop an effective media relations program to promote tourism and the work of the Bayside BTN. | • Keep media informed with positive news on tourism and related issues through an email alert system.  
• Where appropriate, produce media releases which appeal to state and national media.  
• Identify / promote photo opportunities.  
• Develop action plan and schedule. | Email alert system established  
Four positive tourism stories in the press each calendar year  
Media action plan and schedule established | Council  
Melbourne Weekly  
Bayside Leader | Ongoing commencing 1st quarter 2010  
Ongoing commencing 1st quarter 2010  
Ongoing commencing 3rd quarter 2010 | Existing budget provision  
Existing budget provision  
Existing budget provision |
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<th>Project Partners</th>
<th>Time &amp; Reporting of Measure</th>
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</thead>
<tbody>
<tr>
<td>5.3.5</td>
<td>Support and promote other Bayside attractions at events.</td>
<td>• Identify opportunities to promote cultural heritage, dining, retail and sports at existing locally held events.</td>
<td>80% of Council supported events have tourism collateral available</td>
<td>BTN</td>
<td>Ongoing commencing 4th quarter 2010</td>
<td>Existing budget provision</td>
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<td></td>
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<td>• Facilitate partnerships between the Bayside BTN and event organisers to develop viable ‘event packages’ that tie together events with complimentary business activity e.g. combined dinner and movie tickets; event ‘after parties’ at local venues; free / discounted products with event tickets.</td>
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<td></td>
<td></td>
<td>A minimum of two event packages developed</td>
<td></td>
<td>BTN Event Organisers</td>
<td>3rd quarter 2010 and 3rd quarter 2012</td>
<td>To be determined</td>
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<tr>
<td>5.3.6</td>
<td>Increase Council representation with key tourism groups.</td>
<td>• Continue Destination Melbourne / Tourism Victoria membership to maximise exposure of Bayside.</td>
<td>Two strategic marketing partnerships established</td>
<td>Event groups Tourism Victoria Destination Melbourne</td>
<td>4th quarter 2010</td>
<td>To be determined</td>
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<td></td>
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<td>• Participate in joint marketing, advertising and promotion campaigns with other Councils, tourism bodies and the private sector.</td>
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<td>• Liaise with Tourism Victoria to ensure ongoing inclusion in metropolitan tourism development.</td>
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<td></td>
<td>A review of Council memberships to external tourism groups to determine value for money completed</td>
<td></td>
<td>Council</td>
<td>3rd quarter 2012</td>
<td>To be determined</td>
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<td></td>
<td></td>
<td>One joint marketing promotion completed</td>
<td></td>
<td>Council Identified participant</td>
<td>3rd quarter 2010</td>
<td>To be determined</td>
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<td></td>
<td></td>
<td>One meeting per annum held with Tourism Victoria</td>
<td></td>
<td>Council Tourism Victoria</td>
<td>Annually commencing 4th quarter 2010</td>
<td>To be determined</td>
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