



WYNDHAM VISITOR ECONOMY STRATEGY 2024-2028 DRAFT





Acknowledgement of Traditional Custodians

Wyndham City Council acknowledges the Bunurong and Wadawurrung people as the Traditional Owners of the lands along either side of the Werribee Yulluk (River) and across Wyndham. We recognise their care and connection to land, water and community over the past 60,000+ years. We pay respect to Elders who always have, and always will, care for Country and community today and for future generations.

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Executive Summary

The Wyndham Visitor Economy Strategy 2023-2027 provides directions for Wyndham City and industry to work together to foster a sustainable and prosperous visitor economy and support recovery from the impacts of COVID-19.

The strategy has been informed by a discussion paper prepared by Urban Enterprise, providing strategic recommendations based on a robust evidence base of visitation data, industry trends, competitive analysis, and stakeholder consultation.

This strategy aligns with the Wyndham City Council plan 2021-2025 theme of **Earning and Learning - An Economically Prosperous City** *Wyndham is an attractive place to visit and invest in.*

The successful delivery of the strategic recommendations and actions for Wyndham's visitor economy will be achieved by working with industry stakeholders, tourism operators, business units across council and alignment to Victoria's Visitor Economy Master Plan (*refer appendix A for a full overview*).

The COVID-19 pandemic has had a profound impact on the tourism industry and visitor / consumer behaviours. Some are temporary reactions while others are set to permanently change the tourism landscape. Some of the macro-environmental trends influencing the visitor economy include the redispersal of economic activity due to work from home / hybrid models while other impacts include a renewed interest in domestic travel, road trips and nature-based experiences.

Wyndham's visitation levels have almost recovered to pre-pandemic levels in 2022 (3% down on pre-pandemic), however 83% of Wyndham's 1.5million visitors are day trippers while only 14% are overnight visitors yet domestic overnight visitors generate the majority of direct visitor spend at \$225.1million of the total \$397million.

Recovery has not been uniform across all markets, with shifts in visitor market composition observed. The Visiting Friends & Relatives (VFR) segment has exceeded pre-pandemic levels, up 5% for daytrips and 15% for domestic overnight trips while domestic holiday and leisure visitation sits at 37% of pre COVID-19 levels. International visitation is still down at 88% from 2019 levels, albeit a relatively small market for Wyndham.

Visitor markets have been identified to understand the current and potential visitor base for Wyndham.

Core Markets: Visiting Friends & Relatives (VFR), Family Daytrips, Business & MICE Market

Visit Victoria's Target Markets: Lifestyle Leaders (Domestic), High Value Travellers (International)

Growth Market Segments: Nature Based Visitors, Young Couples & Friends Daytrip, Tourism Event Attendees, Commercial Overnight Stays and International Visitors.

Understanding the region's gaps and opportunities are pivotal to informing this strategy and driving Wyndham's visitor economy beyond the Werribee Park Precinct. There are also major infrastructure projects that are underway, proposed or recently completed that will unlock opportunities for Wyndham's visitor economy in the coming years.

Product gap analysis has identified pillars of Food and Wine, Nature based attractions, Arts, Cultural Heritage and First Nations Tourism and Tourism Events as key opportunities.

The following strategic directions and actions have been identified to deliver on the vision for Wyndham's Visitor Economy:

"Wyndham will be the premier destination in Melbourne's West. This will be achieved by delivering quality events, food, nature and cultural experiences and connecting Wyndham's precincts to create a seamless visitor journey."

The four key strategic directions that will inform actions over the next five years are:

1. Grow Wyndham City's Tourism Events Portfolio

Consultation with tourism operators highlighted the importance of tourism events in driving economic benefits. Growing Wyndham's portfolio of tourism events will be instrumental in achieving broader tourism objectives such as increasing overnight visitation, improving visitor dispersal, and attracting new visitor markets.

Key Actions include the development of a 'tourism event' attraction prospectus, sponsorship program and continuing to leverage Werribee Park as a primary Venue.

2. Invest in Wyndham's Nature-Based Assets & First People's Experiences

Wyndham is well placed to leverage nature-based assets and First Peoples led cultural tourism. With a wealth of nature-based assets

that have both broad and niche appeal, together with Council initiatives planned and /or underway such as the Werribee South Beach and K Road Cliffs Masterplans; key infrastructure will be delivered that in turn will attract commercial investment eg: cafes, kayaking and bike hire.

Key actions include working with industry, council, and Traditional Owner groups to deliver new commercial product that will enhance the visitor experience and increase yield.

3. Improve Visitor Dispersal Across Werribee & Surrounds

Convenient and accessible transport options to improve connectivity between key destinations are essential to encourage dispersal, thus increasing length of stay and spend opportunities.

Due to its large VFR market, the success of Wyndham's visitor economy is also dependent on effective marketing towards its resident population. There is also a need for a more detailed understanding of how visitors and locals currently behave and travel in Wyndham that is not captured by official government tourism data and insights.

Key actions are undertaking visitor journey research, assessing the feasibility of a shuttle bus service, marketing campaigns targeting visitors and residents, and introducing gateway signage and presentations.

4. Develop Wyndham's Secondary Tourism Destinations

The Werribee Park Precinct is the key driver of visitation to Wyndham. To improve visitor dispersal and increase yield, building awareness of and developing product in 'secondary' locations will be critical to the long-term sustainability of Wyndham's visitor economy.

Key actions include encouraging investment in unique or innovative tourism offerings, build upon and continue to promote Wyndham's night-time economy, work with stakeholders to improve internet access for visitors and operators and understand the feasibility for a regional art gallery.

Overview

The Visitor Economy Strategy 2023-2027 provides directions for Wyndham City and industry to work together to foster a sustainable and prosperous visitor economy and support recovery from the impacts of COVID-19.

Objectives

The overarching objectives for enhancing Wyndham's Visitor Economy are:

Grow Visitation to Werribee & Surrounds

Grow Visitor Yield and Dispersal

Improve the Visitor Experience

Build a Sustainable & Resilient Tourism Economy

Scope of Works

Council engaged Urban Enterprise to prepare a discussion paper providing strategic recommendations to inform the Wyndham Visitor Economy Strategy. The report provides a robust evidence base of visitation data, industry trends, competitive analysis and stakeholder consultation.

(To date) Consultation has been undertaken with key stakeholders including:

- Destination Wyndham Portfolio Committee
- Tourism operators from Werribee Park Precinct and Werribee City Centre
- Industry bodies including Western Melbourne Tourism Inc.
- Internal stakeholders including Arts, Events & Cultural Venues, Transport & Sustainability, Economy Design & Place and Strategic Planning.

VISION FOR WYNDHAM'S VISITOR ECONOMY

Wyndham will be the premier destination in Melbourne's West. This will be achieved by delivering quality events, food, nature and cultural experiences and connecting Wyndham's precincts to create a seamless visitor journey.



Context of Visitor Economy Planning

Alignment to Wyndham 2040/ City Plan strategies

This strategy aligns with the Wyndham City Council Plan 2021-2025 theme of **Earning and Learning - An Economically Prosperous City** *Wyndham is an attractive place to visit and invest in.*

Specifically, Council will:

- Enhance the vibrancy and activation of the City by collaborating, supporting and promoting our entertainment, hospitality, and small business industries.
- Continue to support the resilience and recovery of those hardest hit by the impacts of the COVID-19 Pandemic and other future shocks that may occur.
- Drive growth and activation of tourism economy and activity centres.

Other Council strategies that support the delivery of Wyndham's tourism objectives include:

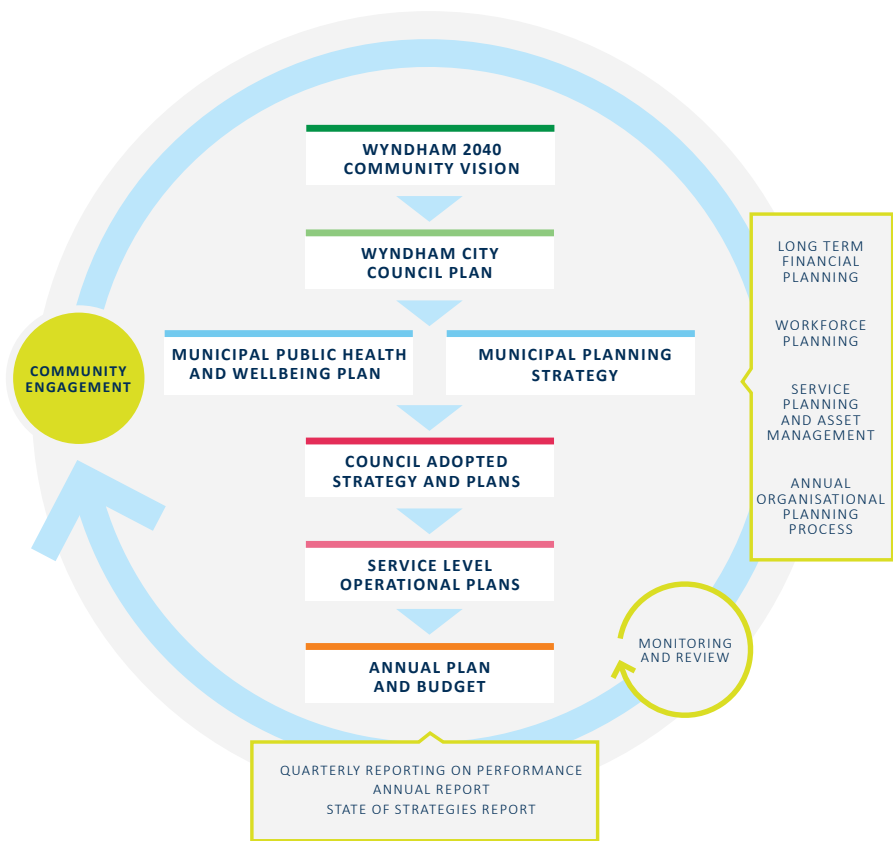
Wyndham Economic Development Strategy – provides a clear direction for Wyndham's economic prosperity and is pivotal to a robust visitor economy and addresses the challenges and opportunities the COVID-19 pandemic has created.

Wyndham City's Positioning Strategy – this work was instrumental in providing direction for a dedicated stand-alone visitor attraction brand, *Visit Werribee & Surrounds* which in turn was the catalyst for the development of a dedicated stand-alone visitor destination website and social channels.

Wyndham Advocacy Strategy 2018-Securing Wyndham's Future – this Strategy includes an action that advocates for \$1.25 million to begin design work on a regional art gallery. A regional art gallery will create a major cultural tourism destination and be a source of pride for the Wyndham community and the west.

Context of Visitor Economy Planning

Wyndham City's Planning & Reporting Framework



Industry Stakeholders

Strategic alignment with state, federal and industry governing bodies is critical for a successful tourism destination, as these organisations provide support through marketing, investment attraction, funding and advocacy.

The State Government's Visitor Economy Recovery and Reform Plan adopted April 2021, (*refer appendix A for a full overview*) and the Victoria Visitor Economy Masterplan currently in development are the key documents guiding the Victorian and Greater Melbourne visitor economy.

Key industry bodies include:

Visit Victoria – is a key governing body that promotes Melbourne and Victoria to regional, interstate and international markets.

Victoria Tourism Industry Council (VTIC) – is Victoria's peak tourism industry body and the leading advocate for Victoria's tourism and events industry.

Western Melbourne Tourism Board (WMT) – member councils are Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham City. WMT advocate on behalf of the group and support industry development and consumer facing regional events such as the Melbourne Food and Wine Festival Westside Wanders (through Eat Drink Westside) and the PRIME Mentoring Program.

The State Government has largely focused on the city of Melbourne, and regional Victoria through regional tourism boards. This means that Wyndham and the broader western Melbourne region are ineligible for the majority of State-level funding streams. As there is limited direct support available from state government, it will be important to leverage Melbourne's existing high yield visitor market and its destination role as a gateway to grow visitation to Wyndham.

Trends influencing the Tourism Industry

Situational Analysis

The COVID-19 pandemic has had a profound impact on the tourism industry and visitor / consumer behaviours. Some are temporary reactions while others are set to permanently change the tourism landscape.

Key insights and macro-environment trends that are impacting the visitor economy:

TRANSITION TO 'HYBRID' WORK MODELS & REDISPERSAL OF ECONOMIC ACTIVITY – the increase in the amount of remote work has resulted in the shift of economic activity away from city centres and business precincts. This trend has impacted businesses that rely on high foot traffic such as cafes and / or the accommodation sector.

ACCELERATED TECHNOLOGICAL DISRUPTION – a rapid uptake of technology has resulted in visitors being more familiar and proficient with technology, and they are increasingly adept at sourcing tourism information pre-visit. For businesses there has been widespread adoption of contact-less, cash-less payment systems and for conferencing and industry events there has been a shift from face to face to online and / or hybrid models.

ECONOMIC OUTLOOK & CONSUMER CONFIDENCE – as consumer spending comes under pressure from higher rates and inflation, it is expected that price sensitivity will increase in the short to mid-term for the tourism industry.

POST PANDEMIC TRENDING ACTIVITIES – post lockdown, there is a strong appetite to travel again while still being conscious around health and cleanliness, creating demand for nature-based tourism, bespoke accommodation, renewed interest in road trips and small group travel.

THE CONSCIOUS TRAVELLER – an increased awareness of the impact of tourism on local communities and environments¹ has seen growth in ecotourism, low-impact and Indigenous tourism. Other impacts include a renewed interest in domestic travel, support for local producers, experiential travel and operators prioritising environmental and social responsibility, eg: recycled products.

ALTERNATIVE BUSINESS TRAVEL – the impacts of COVID-19 have been significant in this sector and likely to be permanent. There has been a decrease of in-region business trips with virtual or hybrid formats for events and meetings now the norm. There has been a rise in *Bleisure*² (part business travel, part leisure) as many businesses continue with flexible or remote work options.

1. This trend is being observed universally and has been incorporated into key strategic documents such as the United Nations World Tourism Organisation (UNWTO) vision and the Federal Governments THRIVE 2030 Strategy.

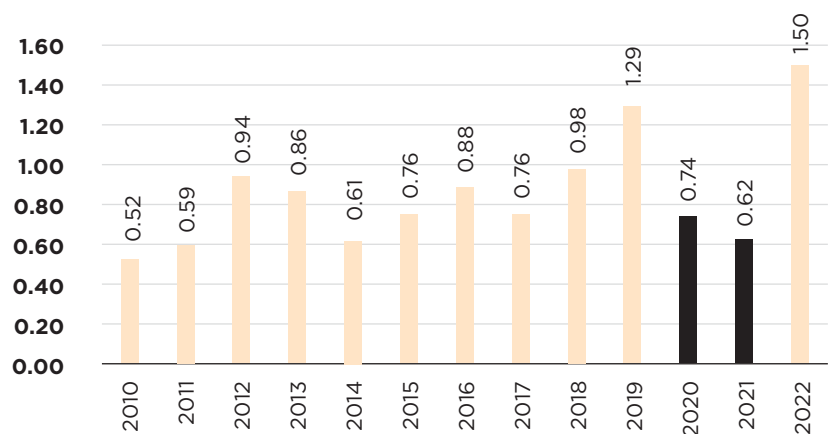
2. Article: *The Return of Business Travel, and the Rise of the Flexcation*, Expedia Group Media Solutions, Haley White, published January 2023.

Visitor Economy Profile

Although Wyndham's visitor economy was significantly impacted by COVID-19, visitation levels have almost recovered to pre-pandemic levels in 2022 (down 3% on pre-pandemic levels). Wyndham has recovered faster when compared to the Greater Melbourne region which achieved 75% of its pre-pandemic visitation peak.

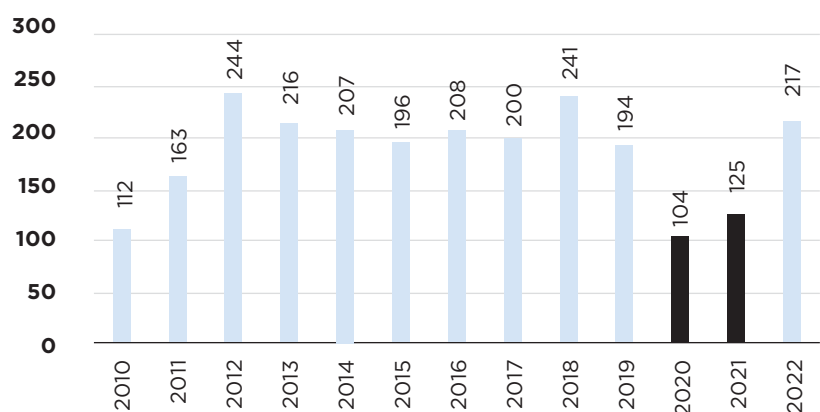
At present, Wyndham is primarily a daytrip destination, being an attractive choice with its proximity to Melbourne and volume of accessible family-friendly attractions. Even prior to the pandemic Wyndham experienced strong daytrip growth – an average of 9.5% per annum between 2015 and 2019 as shown in the following chart.

Wyndham Daytrip Visitation



Although accounting for only 14% of total visitation, domestic overnight visitors generate the majority of direct visitor spend in the region at \$225.1 million (56%). Overnight visitation has remained stagnant over the last 10 years as demonstrated in the following chart. Low growth of overnight visitation is partly due to its short distance from most neighbourhoods in the greater Melbourne region, as it makes Wyndham more attractive as a daytrip destination. It may also indicate a gap in accommodation offering sought by visitors.

Wyndham Domestic Overnight Visitation ('000)



Source: National and International Visitor Survey, Tourism Research Australia (TRA), 2010 to 2022 Year Ending December.

Visitor Economy Profile

The region continues to receive a high proportion of Visiting Friends and Relatives (VFR) visitors – who account for 49% of visitation, followed by 31% holiday or leisure visitors, 15% business visitors and 5% for other reasons such as education or medical.

WYNDHAM VISITOR ECONOMY 2022 SNAPSHOT

Total Visitors 2022



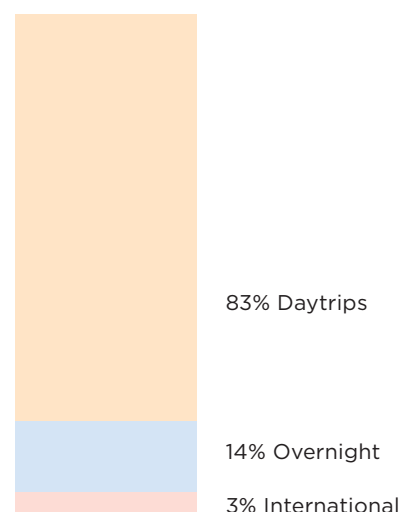
Total Nights 2022



Expenditure 2022



Trip Type



GREATER MELBOURNE

Total Visitors 2022



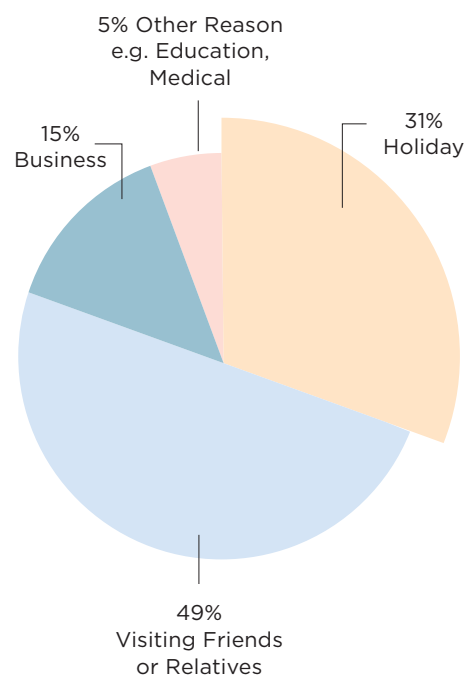
Total Nights 2022



Expenditure 2022



Purpose of Visit



Source: Tourism Research Australia (TRA), National and International Visitor Survey 2019 & 2022 YE Dec. Please Note: Figures have been rounded to the nearest 100.

*Due to insufficient sample sizes, international visitor data has not been presented for Purpose of Visit.

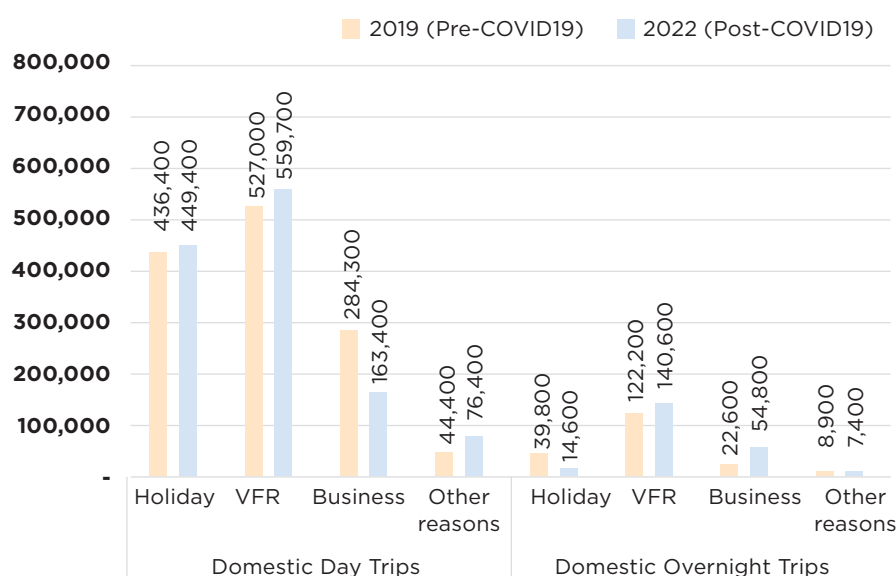
Visitor Economy Profile

Shifts in Visitor Market Composition

Recovery has not been uniform across all markets, with shifts in visitor market composition observed and outlined in the following graph:

- Visiting Friends & Relatives (VFR) visitation has exceeded pre-pandemic levels – achieving 6% growth for daytrips and 15% for domestic overnight trips.
- While overnight business trips saw an increase of 32,200 there were 120,900 less business daytrips in 2022 compared to 2019.
- Domestic overnight holiday and leisure visitation remains at 37% of pre COVID-19 levels.
- International visitation is still down, 88% from 2019 levels.

Wyndham Visitation Impacts 2022 by Purpose of Visit



Source: Tourism Research Australia (TRA), National and International Visitor Survey 2019 & 2022 YE Dec. Please Note: Figures have been rounded to the nearest 100.
 *Due to insufficient sample sizes, international visitor data has not been presented for Purpose of Visit.

WYNDHAM CITY VISITATION COVID-19 IMPACTS 2022

	Visitors (Change from 2019)	Visitor Nights (Change from 2019)	Expenditure (Change from 2019)	ALOS	Spend per Visitor/ Night
Domestic Daytrip	1,249,000 (-3%)	n.a.	\$166.3M (+26%)	n.a.	\$133 (+19%)
Domestic Overnight	217,400 (+11%)	628,100 (+23%)	\$225.1M (+53%)	2.9	\$358 (+19%)
International Visitors	37,300 (-88%)	1,439,300 (-125%)	\$3.7M (-98%)	38.6	\$99 (+17%)
Total Visitors	1,503,700 (-3%)	2,067,400 (-80%)	\$395.2M (-19%)	n.a.	n.a.

*Average Length of Stay

Visitor Markets

Visitor market data has been sourced from Tourism Research Australia's (TRA) National and International Visitor Survey to identify the current and potential visitor base for Wyndham.³ An understanding of visitor markets will help determine priorities and opportunities in the development of targeted marketing campaigns.

Wyndham's visitor markets have been categorised into the following:

Core Markets: Wyndham's largest market segments, with a focus on growing spend.

Visit Victoria's Target Markets: as identified in the Victoria's Visitor Economy Masterplan 2023.

Growth Market Segments: Secondary and niche markets with potential for growth.

The following table outlines each of the Visitor Market segments in each category and the estimated market size.

WYNDHAM VISITOR MARKETS

	Est. Market Size 2023	Grow Visitation	Grow Yield	Improve Dispersal
Visit Victoria Target Markets				
Lifestyle Leaders (Domestic)	1.6 million	✓	✓	✓
High Value Travellers (International)	n.a.	✓	✓	✓
Core Markets				
Visiting Friends and Relatives (VFR)	733,600		✓	✓
Family Daytrips	211,200		✓	✓
Business & MICE* Market	218,500	✓	✓	
Growth Markets				
Nature-based Visitors	151,600	✓	✓	
Young Couples & Friends Travelling Together for a Daytrip	139,300	✓		✓
Tourism Event Attendees	100,000	✓	✓	✓
Commercial Overnight Stays	50,000	✓		✓
International Visitors*	70,000	✓	✓	✓

Source: NVS and IVS, Tourism Research Australia (TRA), 2015 to 2022 Year Ending December. Please note: Visitor market size estimated may overlap and should not be summarised. *Based on 2019 visitation figures due to limited data availability

*Meeting, Incentives, Conferences & Events

Core Markets



Visiting Friends & Relatives (VFR)

This is Wyndham's largest visitor market, accounting for almost 50% of all visitors.

Who are they?

- Domestic Daytrip Visitors (559,700) come from Melbourne's north and western suburbs
- International Visitors (33,300), predominately from India and New Zealand
- Domestic overnight visitors include: (140,600), 45% are travelling to Wyndham alone, 25% adult couples, 15% family groups, 13% Friends / relatives without children³
- VFR market are repeat visitors

Visitation Habits

- Travel behaviours and activities are largely influenced by their host families or friends.
- Low participation in visitor activities outside primary purpose of trip
- 5% report going 'on a daytrip to another place'

Opportunities

- Increase and maintain top of mind awareness with residents of attractions, itineraries and product or events in Wyndham including product for culturally diverse communities eg: Chinese speaking tours at Werribee Park Mansion
- Improve in-region transport services to cater for larger groups i.e. multi-generational families

³ Figures have been rounded to the nearest 100, and many not add up.

Core Markets



Family Day Trippers

Who are they?

- Families from western Melbourne – Altona, Melton, Williamstown, Bacchus Marsh, Lara

Visitation Habits

- Popular activities are visiting the zoo, eating out and general sightseeing

Opportunities

- Visitor dispersal and repeat visitation
- Journey mapping research to understand dispersal opportunities beyond Werribee Park Precinct
- Capitalise on the zoo expansion including overnight / multi day stays
- Packaged experiences and itineraries making planning easy for families

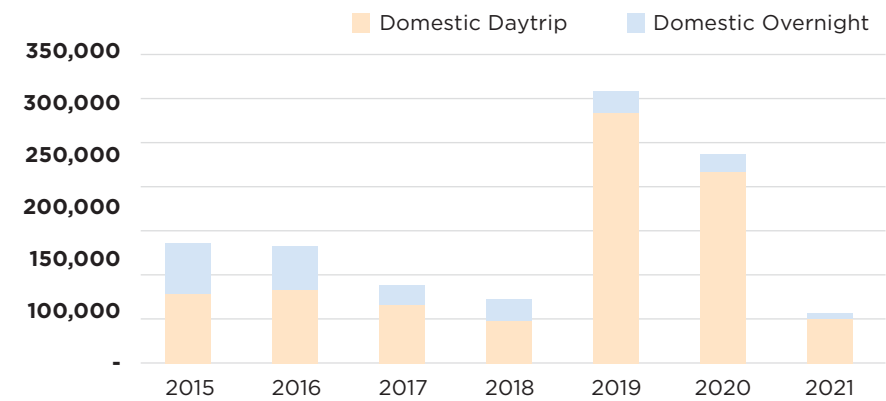
Core Markets



Business & MICE (Meetings, Incentives, Conferences & Events)

As of 2022, Wyndham has not recovered its' business market. However, an uptake in overnight business trips was observed indicating a positive outlook for this segment. Prior to that business visits to Wyndham fluctuated greatly as shown in the graph below. From 2015 to 2018, visitor volumes were experiencing a steep decline before almost quadrupling from 2018 to 2019. The total market size in 2022 was 218,000 visitors.

Wyndham Business Market Historic Visitation



Source: NVS & IVS, Tourism Research Australia (TRA), 2015 to 2022 Year Ending December.

Core Markets

Business Market size 2022

	No. Visitors
Business Market Size 2022	218,500
Domestic Daytrip Visitors	163,400
Domestic Overnight Visitors	54,800
International Visitors	Less than 500

Source: NVS & IVS, Tourism Research Australia (TRA), 2015 to 2022 Year Ending December.

Who are they?

- Key drivers of commercial accommodation
- Almost two-thirds are domestic day-trippers, remainder are overnight visitors

Visitation Habits

- 80% of business visitors travel alone, 14% travel with associates
- Post pandemic a growing proportion are choosing to stay in non-commercial accommodation

Opportunities

- Leverage conference / event demand - Holiday Inn, Encore Events Centre, Mansion Hotel
- Build on and continue to promote Wyndham's night-time economy
- Investigate new and capitalise on existing signature business events for Wyndham i.e. WYNNovation to encourage overnight / multi-day stay
- Understand knowledge gaps for this market such as Industry, Occupation, Business Size.



Visit Victoria Markets



As identified in Victoria's *Visitor Economy Masterplan* and based on Visit Victoria's market segments, Melbourne's key target markets are 'lifestyle leaders' in the domestic market, and 'high value travellers' in international markets.

Lifestyle Leaders (Domestic)

Who are they?

- Educated, professional and progressive, skew towards a younger demographic
- Socially aware, high discretionary spend, like to shop particularly online
- Respond to social media and influencers

Visitation Habits

- Motivated by unique experiences, nature, spa & wellbeing, culture, quality food & wine

Opportunities

- Targeted online / programmatic campaigns
- Amplify awareness of Wyndham's nature, spa and wellbeing, and food and wine assets to this market

Visit Victoria Markets

High Value Travellers (International)

Who are they?

- Predominately travel from India, New Zealand, United Kingdom and China
- Seek out travel content online, likely to disperse further and are above average spenders

Visitation Habits

- Motivated by food and wine experiences, coastal getaways, nature and wildlife, like learning about a destination and local culture

Opportunities

- Targeted online / programmatic campaigns/ to raise awareness
- Amplify awareness of Wyndham's nature assets, new product, and food and wine assets to this market



Growth Markets



Young Couples & Friends travelling together for a Daytrip

This group is estimated to account for more than a third of holiday visitation.

DAYTRIP HOLIDAY & LEISURE MARKET SIZE

Holiday & Leisure Market	No. Visitors
Domestic Daytrip Visitors 2022	449,440
Lifecycle Group	% Visitors
Parent/s with Children	46%
Young or Midlife Single	19%
Older Couple	16%
Young or Midlife Couple	12%
Older Single	7%
Domestic Overnight Visitors	54,800

Source: National and International Visitor Survey, Tourism Research Australia (TRA), 2015 to 2022 Year Ending December.

Who are they?

- Young friends and young couples travelling together
- Likely to be part of the 'Lifestyle Leader' market segment, which typically skews younger in age profile.

Visitation Habits

- Food and socialising
- Strong preference for active outdoor and nature-based activities

Opportunities

- Targeted online / programmatic campaigns and earned media to build awareness
- Amplify awareness of Wyndham's nature assets, new product, and food and wine assets to this market



Tourism Event attendees

Consultation with stakeholders highlighted the importance of events in driving visitation and the economic benefit they bring local businesses. Prior to the pandemic, Wyndham attracted almost 100,000 event visitors each year. This included 17,700 overnight visitors, representing approximately 10% of total overnight visitation.

TOURISM EVENTS MARKET SIZE

Pre-COVID19 Events Market Size	No. Visitors
Domestic Daytrip Visitors	79,500
Domestic Overnight Visitors	17,700
Total Event Visitors	97,200

Opportunities

- Research and improved data collection to inform event attraction
- Attract new and / or grow existing ‘tourism events’
- Dispersal of events to locations outside Werribee Park Precinct

Growth Markets



Nature Based Visitors

Nature-based activities have increased in popularity thanks to the pandemic as well as the other emerging tourism segments such as wellness and eco-tourism.

Opportunities

- Delivery of planned initiatives including K Road Cliffs, Werribee South Beach Masterplans
- Birdwatching is a niche market with opportunities to influence overnight stays.



Commercial Overnight Stays

A key growth market for Wyndham. Pre-pandemic, less than a quarter of overnight visitors (50,000) to Wyndham stayed in commercial accommodation. 44% were holiday and leisure visitors, followed by 34% business visitors.

Opportunities

- Awareness and incentives for event attendees to stay in Wyndham
- Capture overflow visitation from major events in Geelong and surrounding areas eg: Avalon Airshow

Tourism Product, Events & Infrastructure

PRODUCT GAP ANALYSIS

The Werribee Park Precinct which is home to several significant tourism attractions including the Werribee Open Range Zoo, Werribee Park Mansion and the Victoria State Rose Garden, drives the majority of holiday and leisure visitation to Wyndham.

This section provides a gap and opportunities analysis of infrastructure and the key pillars of:

- Food and Wine
- Nature Based Attractions
- Arts, Cultural Heritage & First Nations Tourism
- Tourism Events

Understanding the region's gaps and opportunities are pivotal to informing this strategy and driving Wyndham's visitor economy beyond the Werribee Park Precinct.

Infrastructure

Major infrastructure projects that are underway, proposed or recently completed will unlock opportunities for Wyndham's visitor economy. These include:

Recently Completed (as of October 2022)

- Werribee Holiday Inn Hotel – opened 2021
- Wyndham Harbour – The Elements Coastal Activity Park (Mini Golf)

Construction Underway

- Werribee Open Range Zoo \$90 million expansion
- Quest Hotel Apartments Truganina
- Wyndham Stadium Precinct – Stadium and Training Facilities
- Wyndham Cultural Centre upgrades

Planned

- Wyndham Coastal and Marine Management Plan
- Wyndham Bay Trail Upgrade
- K Road Cliffs Masterplan & Implementation
- K Road Upgrades
- Werribee South Beach Masterplan



Food and Wine

Building on the existing food offering and developing awareness of Wyndham's night-time economy is essential for attracting high yield travellers. Case study analysis shows that the region's most well-known restaurants, such as Shadowfax Winery, primarily attract local patronage (70%).



Nature Based Attractions

Wyndham has a wealth of nature-based attractions with excellent potential for tourism development.

The implementation of Council's Coastal & Marine Management Plan initiatives including the Werribee South Beach masterplan will favourably position Werribee South Beach, K Road Cliffs and Werribee River for private sector activation and increase their appeal to 'growth' visitor target markets. Opportunities for new commercial product that will enhance the visitor experience and increase yield include kayaking, bike hire, cafes and tour operators. Key precedents and competitors include Geelong Waterfront (Eastern Beach Reserve) and Williamstown Beach.



Wyndham Art Prize exhibition

Arts, Cultural Heritage & First Nations Tourism

There is significant opportunity to leverage current and emerging offerings in Wyndham across arts, cultural heritage and First Nations tourism to attract visitors.

Wyndham has a strong cultural heritage pillar including Werribee Park Mansion, the RAAF Museum, B-24 Liberator and Little River Mechanics Institute.

First Peoples led cultural tourism has been identified as a key focus area in Victoria's Visitor Economy Masterplan; to "Be led by Victoria's first peoples' communities to support distinctive and authentic First Peoples experiences". Wyndham City delivers and supports a vast program of art experiences that centres, celebrates and engages First Nations artists and stories.

Upcoming initiatives include the commissioning of a 42m high mural by leading First Nations artist Tom Day (embargoed) on the Holiday Inn / Hunter building; inclusion in Photo 2024 featuring First Nations Headline artists and ongoing programs presented as part of Wyndham's 2022-2032 Public Art Plan and Wyndham Art Gallery. Further initiatives are identified in Wyndham's Reconciliation Action Plan 2023-2025 including producing an event led by a First Nations producer.

Victoria's public galleries are the creative heart of our communities, welcoming up to 5.3 million visitors a year to view, learn about, and make, art. The Wyndham Art Gallery offers exhibitions every day of the year except for public holidays (and a small closure period). There are currently significant limitations in the ability of the gallery to attract visitors which relates to the size, positioning, brand and profile of the gallery and exhibitions.

Arts, Cultural Heritage & First Nations Tourism (continued)

With significant investment, Wyndham's visitor and local economy would greatly benefit from a regional size art gallery to present and program exhibitions of scale and national significance.

As part of the development of the Tarneit Major Town Centre, feasibility and design studies are currently being developed for a new purpose built performing arts centre in Tarneit. The potential development of this as part of the town centre would have a significant positive impact on Wyndham's visitor economy and cultural offering. The centre and surrounding activations would allow for night time activations, programming, associated dining and arts experiences to attract visitors and extend stay.



MSO at Wyndham Park

Tourism Events

Tourism events have the capacity to attract a high ratio of visitors to Wyndham. Several tourism events are held in Wyndham, mainly within the Werribee Park Precinct subject to scheduling / approval by Parks Victoria. Scheduling conflicts and traffic congestion are key risks for expanded use of the site.

An identified opportunity is to attract more 'tourism events' to Wyndham, not only in the Werribee Park Precinct but also other locations including Wyndham Harbour, Wyndham Park and Werribee Racecourse.

New event opportunities include multi day events, sporting events / competitions and a signature food event or festival.



Product Dispersal & Connectivity

The bulk of high-yielding visitation is concentrated in the Werribee Park Precinct. Spreading the economic benefit from the Werribee Park Precinct to other destinations in Wyndham has been a long-standing issue due to:

- The Precinct being primarily a self-drive destination.
- The convenient location of the Precinct to the Princes Freeway making it convenient for visitors to travel back into Melbourne or Geelong rather than detour into the Werribee City Centre and other 'secondary' locations.
- Many of the major attractions or 'tourism events' being full day experiences.

Strategic Directions & Actions

WYNDHAM VISITOR ECONOMY VISION

“Wyndham will be the premier destination in Melbourne’s West. This will be achieved by delivering quality events, food, nature and cultural experiences and connecting Wyndham’s precincts to create a seamless visitor journey.”

Four Strategic directions

- 1 Grow Wyndham City’s Tourism Events Portfolio
- 2 Invest in Wyndham’s Nature-Based Assets and First Peoples’ Experiences
- 3 Improve Visitor Dispersal Across Werribee and Surrounds
- 4 Develop Wyndham’s Secondary Tourism Destinations

Strategic Directions & Actions

1. GROW WYNDHAM'S TOURISM EVENTS PORTFOLIO

Rationale

Consultation with tourism operators highlighted the importance of tourism events in driving economic benefits to Wyndham's local businesses, especially in the Werribee City Centre.

Growing Wyndham's portfolio of tourism events will be instrumental in achieving broader tourism objectives such as increasing overnight visitation, improving visitor dispersal, and attracting new visitor markets; as well as supporting Wyndham's existing tourism events through post COVID-19 recovery.

Key Actions:

- 1.1.1 Develop a robust sponsorship framework with a set of principles to ensure funds are allocated to events that attract visitors, favourably position Wyndham as a must visit destination and generate an economic benefit:
 - review existing sponsorship allocations
- 1.2.1 Develop a digital and printed 'Tourism Event' Attraction Prospectus to showcase Wyndham's potential to event organisers:
 - Raise profile of locations (Werribee Park, Wyndham Harbour, Wyndham Park, Chirnside Park, Werribee Racecourse), with case studies, support, family opportunities and sponsorship application details
 - Online Prospectus will be available on a dedicated webpage on visit.werribee.com and Wyndham City website
- 1.2.2 Conduct annual and / or by exception ad-hoc industry familiarisations (famils) to showcase Wyndham's 'tourism event' potential to 'tourism event' operators
- 1.3.1 Review and strengthen existing sponsorship arrangements with Werribee Football Club and Werribee Racecourse:
 - Leverage existing Werribee Football Club (WFC) partnership agreement including showcasing Chirnside Park as a 'tourism event' venue
 - Set up a 3-year partnership agreement with Werribee Race Club (WRC) to leverage current 60k attendees, Werribee Cup, Family Day and Breakfast with the Stars
- 1.4.1 Initiate a MOU with Parks Victoria to collaborate on 'tourism event' attraction including:
 - agreed understanding of venue availability, inclusion in prospectus and famils



2. INVEST IN WYNDHAM'S NATURE-BASED ASSETS & FIRST PEOPLES' EXPERIENCES

Rationale

Wyndham has a wealth of nature-based assets including the Werribee River, K Road Cliffs, Werribee South foreshore and harbour, Western Treatment Plant and Cheetham wetlands. While the RAMSAR accredited Western Treatment Plant attracts a niche birdwatching segment, new commercial product is required to enhance the visitor experience and increase yield.

Wyndham City initiatives planned and /or underway include the Werribee South Beach and K Road Cliffs Masterplans; and the Wyndham Active Transport Strategy. These plans will deliver key infrastructure that in turn will attract commercial investment eg: cafes, kayaking and bike hire. Careful planning is required to ensure tourism development does not adversely affect environmentally sensitive areas.

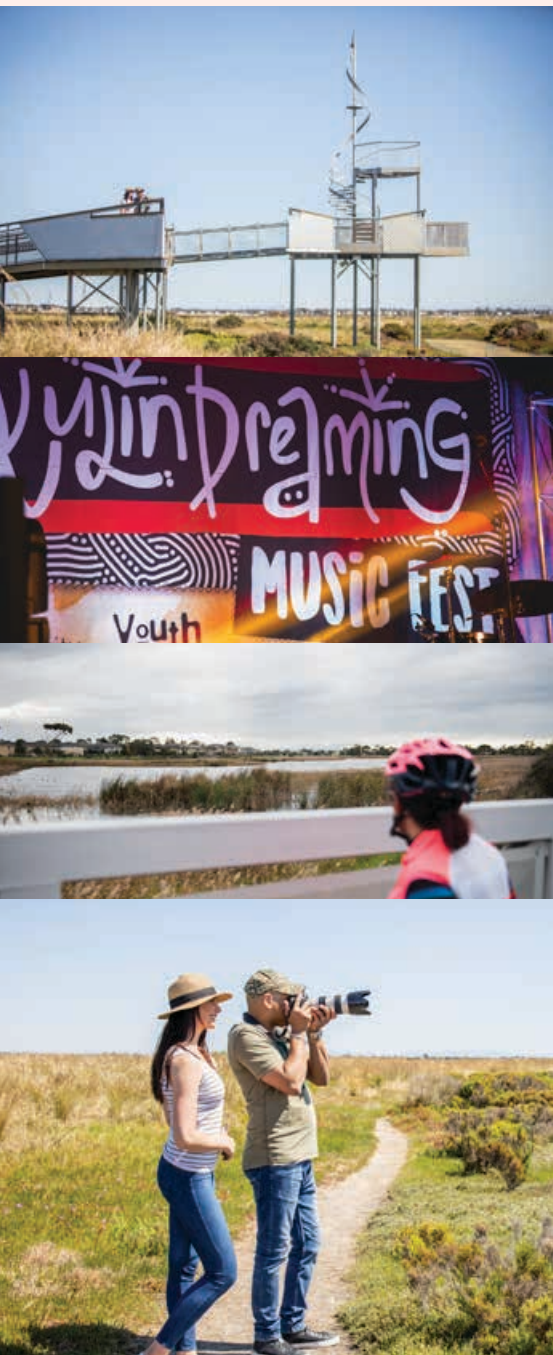
First Peoples led cultural tourism has been identified as a key focus area in Victoria's Visitor Economy Masterplan and Wyndham is well placed to explore opportunities with First Nations communities and in tandem with the Wyndham Reconciliation Action Plan 2023-2025.

Key Actions:

- 2.1.1 Leverage 'Active Transport Plans' – in particular, Werribee River Shared Trail and Wyndham Bay Trail:
 - As new trails or missing links are completed deliver ongoing tourism marketing support through Visit Werribee channels to encourage active travel to or in-destination
 - Work with IT / GIS and City Transport to develop an interactive mapping tool to amplify awareness and useability
 - Work with Open Space, City Transport to ensure wayfinding signage and amenity, benchmarking to Point Cook Bike Park
- 2.2.1 Work with stakeholders to deliver product activations at key nature-based attractions – Stand Up Paddle Boarding (SUP) at Werribee South Beach, Kayaking / Canoe at Werribee River, bike hire Werribee South Foreshore:
 - Implement an EOI to attract commercial operators

Strategic Directions & Actions

- 2.3.1 Develop First Nations led cultural tourism product:
- Working with First Nations business unit and RAP committee to engage Traditional Owner groups to support a Reconciliation Action Plan initiative for a First Nations led event
 - Work with Arts, Culture & Events team to promote the 'Hunter' mural via Public Art audio app / trail
- 2.3.2 Liaise with State Government to seek funding for a First Nations led 'tourism event or activation' as per Victoria's Visitor Economy Masterplan:
- Working with Western Melbourne Tourism to liaise with State Government to advocate and seek funding.



3. IMPROVE VISITOR DISPERSAL ACROSS WYNDHAM

Rationale

To improve dispersal and strengthen Wyndham's visitor economy, it is critical that Wyndham's secondary tourism destinations become 'must visit' places in their own right.

Convenient and accessible transport options are essential to encourage dispersal, length of stay and increase yield. Currently, Wyndham is predominately a self-drive destination with poor or no public transport connections to key tourism attractions and there are missing links in Wyndham's cycling and walking trails. A key opportunity is a hop-on, hop-off shuttle bus service – a pilot trial was initiated by tourism operator Quest Werribee for 9 weeks, 7 July to 9 September 2023. An assessment of this trial alongside visitor journey research will be pivotal to understanding the potential scalability of this initiative.

The success of Wyndham's visitor economy is also dependent on effective marketing towards its resident population due to the size of its' VFR market.

Gateway entrances and signage will improve the arrival experience for visitors and will assist in building the Visit Werribee and Surrounds brand. Initiatives can be temporary and permanent, for example permanent entrance signage and garden beds can be complemented with installations that support a major event or new product.

Marketing campaign activity is critical to driving top-of-mind awareness, visitation, dispersal and spend. The development of Wyndham's destination brand Visit Werribee and Surrounds, website and social channels has been the platform for a dedicated advertising campaign.

Launched in 2021, the *A Delightful Lil' Detour* marketing campaign (2021-2023) has been pivotal to building awareness of Wyndham's destination brand *Visit Werribee and Surrounds*. The Campaign has been very successful to date – resonating strongly with our target markets, the tourism industry and internal stakeholders. The campaign generated over 68,000 outbound referrals to operator websites and social platforms (Nov 2022-June 2023). Visitor expenditure was up 17% for dining and entertainment and 9.4% for retail (Spendmapp November 2021-May 2022) and there has been a residual impact on the growth of our website visitwerribee.com – 30,360 sessions per month vs 2,484 pre campaign.

Refer Appendix for overview of campaign.

Strategic Directions & Actions

Key Actions

- 3.1.1 Undertake Visitor Journey Market Research to understand:
 - Dispersal within Wyndham and across neighbouring regions
 - Average length of stay for day-trippers, barriers to overnight stay
 - VFR Visitor and host motivations and preferences
 - Product Packaging Opportunities
- 3.2.1 Improve transport connectivity and amenity between, and at key destinations:
 - Assess feasibility of a hop-on hop-off Shuttle Bus Service taking visitors to visitor attractions including learnings from the Quest Hotels shuttle bus pilot
 - Collaborate with Advocacy team to realise major transport projects, in particular completion of the Geelong Fast Rail, and Roads & Maintenance to see the completion of the K Road upgrade and adequate parking at Werribee South
- 3.3.1 Develop, implement and evaluate dedicated Marketing campaigns (refer appendix for A Delightful 'Lil Detour campaign overview) to drive top of mind awareness, to position the region as a destination of choice vs competitor set to increase visitation, dispersal and spend
- 3.4.1 Deliver dedicated VFR marketing campaign targeting residents 'as hosts/ ambassadors' via:
 - regular Pop-Up Visitor Information kiosks during peak holiday seasons, minimum 2 per annum
 - use of owned channels eg: editorial features in Wyndham News
- 3.5.1 Upgrade 'Gateway' entrances to Wyndham including landscaping, lighting and public art to strengthen visual amenity and sense of place:
 - Work with Open Space team to develop a business case as part of Council's annual budget planning process



Strategic Directions & Actions



4. DEVELOP WYNDHAM'S SECONDARY TOURISM DESTINATIONS

Rationale

The Werribee Park Precinct is the key driver of visitation to Wyndham. To improve visitor dispersal and increase yield, building awareness of and developing product in 'secondary' locations will be critical to the long-term sustainability of Wyndham's visitor economy.

As highlighted in the gap analysis, new commercial product such as bike hire, kayaking and hospitality venues at Werribee South Beach, Wyndham Harbour and Werribee River / K Road Cliffs is a key success factor (see action 2.2.1).

The Werribee Park Precinct currently has poor internet access impacting the visitor experience, particularly for travellers seeking in-region information and for business operators using mobile applications for ordering and ticketing. Poor internet access also has risk implications for emergency management particularly when large scale events are held at the precinct and/or Werribee Open Range Zoo has capacity attendance.

A robust food and wine offering and night-time economy are an essential part of the mix for a thriving visitor economy. Wyndham's burgeoning food and wine offer includes a winery, 'gastro-pubs', multicultural dining and a thriving café scene. This is a strong platform to attract further hospitality investment and cement Visit Werribee & Surrounds' *foodie* credentials.

Key Actions

- 4.1.1 Build on and continue to promote Wyndham's Night-Time Economy to ensure:
 - Marketing support and marketing campaign imagery / focus reflects night-time offerings
 - Work with Economic Growth, Economy, Design & Place on investment attraction for this sector and leverage evening events, activations eg: LIT, Point Cook pop up park
- 4.2.1 Improve internet access for visitors and tourism operators:
 - Collaborate with Parks Victoria and Council's Advocacy and Smart Cities teams
- 4.3.1 Amplify and develop awareness of Wyndham's Arts & Culture:
 - upgrades to the Wyndham Cultural Centre (planned 2023)
 - First Nations mural, Hunter Building (see 2.3.1)
 - Work in partnership with Advocacy and Arts, Culture and Events to fund a feasibility study for a regional Art Gallery to allow for large scale exhibitions

Strategic Directions & Actions

Strategic Focus Areas - Goals and Actions	Development Area					Timeframe		
	Product Development	Supporting Infrastructure	Marketing & Branding	Industry Development	Research, Planning & Governance		Timing & Budget Who	Cost
1. GROW WYNDHAM’S TOURISM EVENTS PORTFOLIO								
1.1.1 Develop a robust sponsorship framework with a set of principles to ensure funds are allocated to events that attract visitors, favourably position Wyndham as a must visit destination and generate an economic benefit: - review existing sponsorship allocations	✓		✓	✓	✓	Short	3rd Qtr 23-24 Marketing & Tourism	\$72,000 (existing budget transferred from Economic Growth)
1.2.1 Develop a digital and printed ‘Tourism Event’ Attraction Prospectus to showcase Wyndham’s potential to event organisers: - Raise profile of locations (Werribee Park, Wyndham Harbour, Wyndham Park, Chirnside Park, Werribee Racecourse), with case studies, support, famil opportunities and sponsorship application details - Online Prospectus will be available on a dedicated webpage on visit.werribee.com and Wyndham City website	✓		✓	✓		Short	3rd Qtr 23-24 then ongoing delivery Marketing & Tourism	\$5000 printed costs
1.2.2 Conduct annual and / or by exception ad-hoc industry familiarisations(famils) to showcase Wyndham’s ‘tourism event’ potential to ‘tourism event’ operators	✓		✓	✓		Ongoing	Initial famil 1st Qtr 24-25 then annually or by exception Marketing & Tourism	\$7000 per annum

Strategic Directions & Actions

Strategic Focus Areas - Goals and Actions	Development Area					Timeframe		
	Product Development	Supporting Infrastructure	Marketing & Branding	Industry Development	Research, Planning & Governance		Timing & Budget Who	Cost
<p>1.3.1 Review and strengthen existing sponsorship arrangements with Werribee Football Club and Werribee Racecourse:</p> <ul style="list-style-type: none"> - Leverage existing Werribee Football Club (WFC) partnership agreement including showcasing Chirnside Park as a 'tourism event' venue - Set up a 3-year partnership agreement with Werribee Race Club (WRC) to leverage current 60k attendees, Werribee Cup, Family Day and Breakfast with the Stars 			✓	✓		Ongoing	<p>Update WFC Partnership 3rd Qtr 23-24</p> <p>WRC Partnership in place 3rd Qtr 23-24</p> <p>Marketing & Tourism, partnering w/ Economic Growth, Sport & Recreation, Economy Design & Place</p>	<p>3-yr partnership in place with Werribee Football Club 23-25</p> <p>\$30k sponsorship over 3 years (currently \$10k annually) will be allocated from Sponsorship budget</p>
<p>1.4.1 Initiate a MOU with Parks Victoria to collaborate on 'tourism event' attraction including:</p> <ul style="list-style-type: none"> - agreed understanding of venue availability, inclusion in prospectus and famils 				✓	✓	Ongoing	<p>Initiate discussions 3rd Qtr 23-24</p> <p>Marketing & Tourism</p> <p>Parks Victoria</p>	N/A

Strategic Focus Areas - Goals and Actions	Development Area					Timeframe		
	Product Development	Supporting Infrastructure	Marketing & Branding	Industry Development	Research, Planning & Governance		Timing & Budget Who	Cost
2. INVEST IN WYNDHAM’S NATURE-BASED ASSETS AND FIRST PEOPLES’ EXPERIENCES								
2.1.1 Leverage ‘Active Transport Plans’ – in particular, Werribee River Shared Trail and Wyndham Bay Trail: - As new trails or missing links are completed deliver ongoing tourism marketing support through Visit Werribee channels to encourage active travel to or in-destination - Work with IT / GIS and City Transport to develop an interactive mapping tool to amplify awareness and useability - Work with Open Space, City Transport to ensure wayfinding signage and amenity, benchmarking to Point Cook Bike Park		✓	✓			Short to Medium	Marketing & Tourism partnering w/ City Transport, IT/ GIS, Smart Cities, Open Space	Marketing Support within existing budget
2.2.1 Work with stakeholders to deliver product activations at key nature-based attractions – Stand Up Paddle Boarding (SUP) at Werribee South Beach, Kayaking / Canoe at Werribee River, bike hire Werribee South Foreshore: - Implement an EOI to attract commercial operators	✓		✓		✓	Short to Medium	3rd Qtr 23-24 Marketing & Tourism Partnering with Economic Growth, Parks Victoria and Werribee River Association	\$60k catalyst funding (\$20k per operator - SUP, Kayaking & Bike Hire)

Strategic Directions & Actions

Strategic Focus Areas - Goals and Actions	Development Area					Timeframe		
	Product Development	Supporting Infrastructure	Marketing & Branding	Industry Development	Research, Planning & Governance		Timing & Budget Who	Cost
2.3.1 Develop First Nations led cultural tourism product: <ul style="list-style-type: none"> - Working with First Nations business unit and RAP committee to engage Traditional Owner groups to support a Reconciliation Action Plan initiative for a First Nations led event - Work with Arts, Culture & Events team to promote the 'Hunter' mural via Public Art audio app / trail 	✓			✓	✓	Medium	Initiate 4th Qtr 23-24 Marketing & Tourism partnering with First Nations and Traditional Owner groups	Marketing promotion within operational budget
2.3.2 Liaise with State Government to seek funding for a First Nations led 'tourism event or activation' as per Victoria's Visitor Economy Masterplan: <ul style="list-style-type: none"> - Working with Western Melbourne Tourism to liaise with State Government to advocate and seek funding. 				✓	✓	Short	Initiate 4th Qtr then ongoing Marketing & Tourism partnering with Western Melbourne Tourism Groups	

Strategic Focus Areas - Goals and Actions	Development Area					Timeframe		
	Product Development	Supporting Infrastructure	Marketing & Branding	Industry Development	Research, Planning & Governance		Timing & Budget Who	Cost
3. IMPROVE VISITOR DISPERSAL ACROSS WYNDHAM								
3.1.1 Undertake Visitor Journey Market Research to understand: - Dispersal within Wyndham and across neighbouring regions - Average length of stay for day-trippers, barriers to overnight stay - VFR Visitor and host motivations and preferences - Product Packaging Opportunities			✓		✓	Short	4th Qtr 23-24 Marketing & Tourism	\$15-\$20k Achievable within operational budget
3.2.1 Improve transport connectivity and amenity between, and at key destinations: - Assess feasibility of a hop-on hop-off Shuttle Bus Service taking visitors to visitor attractions including learnings from the Quest Hotels shuttle bus pilot - Collaborate with Advocacy team to realise major transport projects, in particular completion of the Geelong Fast Rail, and Roads & Maintenance to see the completion of the K Road upgrade and adequate parking at Werribee South		✓			✓	Ongoing	Scope Feasibility 4th Qtr 23-24 EOI 1st Qtr 24-25 Marketing & Tourism	\$20k catalyst funding

Strategic Directions & Actions

Strategic Focus Areas - Goals and Actions	Development Area					Timeframe		
	Product Development	Supporting Infrastructure	Marketing & Branding	Industry Development	Research, Planning & Governance		Timing & Budget Who	Cost
3.3.1 Develop, implement and evaluate dedicated Marketing campaigns (refer appendix for A Delightful 'Lil Detour campaign overview) to drive top of mind awareness, to position the region as a destination of choice vs competitor set to increase visitation, dispersal and spend			✓	✓		Ongoing	Annual marketing campaigns Marketing & Tourism	Annual marketing campaigns \$100k per annum
3.4.1 Deliver dedicated VFR marketing campaign targeting residents 'as hosts/ ambassadors' via: - regular Pop-Up Visitor Information kiosks during peak holiday seasons, minimum 2 per annum - use of owned channels eg: editorial features in Wyndham News		✓	✓			Ongoing	Marketing & Tourism	\$30k per annum for Pop up Kiosks
3.5.1 Upgrade 'Gateway' entrances to Wyndham including landscaping, lighting and public art to strengthen visual amenity and sense of place: - Work with Open Space team to develop a business case as part of Council's annual budget planning process		✓	✓			Short	Marketing & Tourism in partnership with Open Space	Budget to be confirmed as per business case

Short Term Delivered within first 1 to 2 years	Medium Term: Completed in 3 to 5 years	Ongoing Duration of the Strategy
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Strategic Focus Areas - Goals and Actions	Development Area					Timeframe		
	Product Development	Supporting Infrastructure	Marketing & Branding	Industry Development	Research, Planning & Governance		Timing & Budget Who	Cost
4, DEVELOP WYNDHAM’S SECONDARY TOURISM DESTINATIONS								
4.1.1 Build on and continue to promote Wyndham’s Night-Time Economy to ensure: - Marketing support and marketing campaign imagery /focus reflects night-time offerings - Work with Economic Growth, Economy, Design & Place on investment attraction for this sector and leverage evening events, activations eg: LIT, Point Cook pop up park	✓		✓	✓		Ongoing	Marketing & Tourism in partnership with Economy, Design & Place	Marketing Support achievable within operational budget
4.2.1 Improve internet access for visitors and tourism operators: - Collaborate with Parks Victoria and Council’s Advocacy and Smart Cities teams.		✓			✓	Ongoing	Marketing & Tourism in partnership with Advocacy, Parks Victoria, Western Melbourne Tourism	
4.3.1 Amplify and develop awareness of Wyndham’s Arts & Culture: - upgrades to the Wyndham Cultural Centre (planned 2023) - First Nations mural, Hunter Building (see 2.3.2) - Work in partnership with Advocacy and Arts, Culture and Events to fund a feasibility study for a regional Art Gallery to allow for large scale exhibitions		✓	✓		✓	Ongoing	Marketing & Tourism in partnership with Advocacy and Arts, Culture and Events	

Goals, Evaluation & Monitoring

This strategy provides the overarching framework and rationale to provide direction for Wyndham City and industry to work together to foster a sustainable and prosperous visitor economy and support recovery from the impacts of COVID-19.

The strategy should be considered a 'live' document and strategic directions should be reviewed and updated in response to the macro-environment, industry and organisational priorities, and when circumstances beyond Council's remit occur.

Tourism data will be sourced annually to track key performance indicators to achieve the following performance targets.

VISITOR ECONOMY 2027 PERFORMANCE TARGETS

1. Total Visitor Expenditure: \$561 million
2. Domestic Daytrip Expenditure: \$175 million
3. Domestic Overnight Expenditure: \$155 million
4. International Expenditure: \$232 million
5. Average Total Nights Stayed in Commercial Accommodation: 200,000 Nights per annum

Appendix A.

VICTORIA'S VISITOR ECONOMY MASTERPLAN DIRECTIONS PAPER, MARCH 2022

The Visitor Economy Master Plan will be Victoria's 10-year blueprint to guide our development of world-class tourism experiences. It will set the future vision for our visitor economy and the statewide priorities for supply-side development to achieve this. The Plan sets out the following vision and strategic pillars:

Victoria's visitor economy will lead in exceptional, diverse and connected experiences for every visitor. We will:

- Build on our **signature urban lifestyle** as a visitor drawcard.
- Grow our unrivalled leadership and **innovation in events, food, arts and culture.**
- Become a market leader in **wellness, nature-based and First Peoples' tourism.**

The seven key strategic directions to deliver this vision are as follows:

1. Draw people to Melbourne by building on its unique experiences and liveability, supporting its role as a gateway.
2. Position Victoria as Australia's premier destination of choice for wellness travel.
3. Curate a diverse range of arts and culture experiences across Victoria to create an all-encompassing 'living gallery'.
4. Be led by Victoria's First Peoples' communities to support distinctive and authentic First Peoples experiences.
5. Deliver unique food and drink experiences that showcase Victoria's quality produce and provenance.
6. Build on Victoria's one-of-a-kind expertise in delivering events, extending it to our regions and scaling up event activations.
7. Enhance our spectacular landscapes and waterways to deliver immersive nature-based experiences.

Appendix A.

Key target markets are ‘lifestyle leaders’ in the domestic market, and ‘high-value travellers’ in international markets.

Victoria’s primary market, lifestyle leaders, are most likely to be motivated by our product offerings.

Key market gaps and opportunities identified in the report include:

- New avenues for visitor participation and spending (regional visitor facilities and new nature-based and First Peoples’ tourism products)
- Expanding our existing strengths into more places (such as greater activation of culinary strengths in regional areas) and specialisations (such as expanding our existing strengths in natural springs and bathing to broader wellness and luxury experiences)
- Supporting longer stays (regional accommodation and connected experience packages)
- Growing our industry capability to support service excellence for every experience.

Appendix B.

GLOSSARY OF TERMS

Daytrip Visitor	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.
International Visitor	A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia less than one year and are aged 15 years or over.
MICE	MICE is an acronym that stands for meetings, incentives, conferences, and exhibitions. Traditionally, MICE encompasses mostly business events with leisure events like concerts or festivals falling into a different category.
Overnight Visitor	People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.
Pre-pandemic or Pre COVID-19	For the purposes of this report, pre-pandemic or pre-COVID19 visitation statistics represent a five-year average between 2015 to 2019 (YE Dec).
Tourism Event	Tourism events are identified by their capacity to attract a high ratio of visitors to the region - with the event being the 'main' reason for travel. By contrast, community events are considered those that predominately draw on the local catchment.

Appendix C.

A Delightful Lil' Detour Campaign

The overarching objective of the campaign was to build awareness of Werribee & Surrounds as a destination and intention to visit by positioning the region as a destination offering high quality experiences close to home. Specifically to:

- Drive visitation, especially from further than the neighbouring suburbs
- Encourage dispersal and increase yield
- Build awareness of Werribee & Surrounds

The A Delightful Lil' Detour marketing campaign (2021-23) encourages visitors to experience something new, close to home – to take a delightful little detour that could easily fill an hour, a day or a weekend and to start their journey at www.visitwerribee.com

Based on market research and expenditure data, this campaign targets prospective visitors living in Metropolitan Melbourne and Geelong (excluding Western suburbs of Melbourne), within the 'Lifestyle Leader' (progressive, curious, socially active) Roy Morgan Helix Persona, representing a target market size of almost 2 million.

Campaign activity is further segmented by brand pillars - (animals, outdoor adventures and food & wine) and by audience demographic (Family Travellers, Older Households and Single/Double Income No Dependents).

Driven by budget and best return on investment the campaign has had a digital focus, including online display advertising, online video and catch-up TV, social media advertising, search engine marketing and strategic outdoor billboard advertising.

The campaign aims to build consideration by showcasing the breadth and depth of experiences using the www.visitwerribee.com website, and drive conversion, funnelling website traffic through to operator websites to book.

Impact

The Delightful Lil' Detour Campaign has been very successful to date. It is strongly resonating with our target markets, with the tourism industry and internal stakeholders and having a positive impact addressing the challenges of COVID-19 recovery and cost of living pressures.

Spendmapp credit card data from the first phase of campaign activity November 2021 - May 2022 also reveals that during campaign activity (compared with the same time in 2020/21) visitor expenditure in our region was up 17% for dining and entertainment and up 9.4% for retail.

Between November 2022 and June 2023, the campaign generated over 68,000 outbound referrals to operator websites and social platforms.

As a result of campaign activity, we have seen a residual impact on growth of our website, [visitwerribee.com](https://www.visitwerribee.com). There has been a sustained uplift in visitation/users between campaign periods.

The campaign was awarded Silver at the 2022 Victorian Tourism Awards in the Tourism Marketing and Campaigns category.

From November 2021 – June 2023 the campaign has delivered

- 310,324 Sessions from 257,820 users for the Visit Werribee website with more than 82% of this visitation from 'new' visitors to the website, specifically driven by the campaign and residing outside of Wyndham and outside of the inner western suburbs
- Social media advertising reach of 1.9 million with 6.3 million impressions
- Google Search results resulting in 735,77 impressions and 114,136 click throughs
- Display and Native Ads delivering combined impressions of 2.86 million
- Instream and Catchup TV video ads combined views of 1.4 million
- Pre-campaign the website received an average of 2,484 sessions per month compared with most recent campaign activity in 2023, where we are averaging 30,360 website sessions per month.