

Experience Hobsons Bay Tourism Strategy Action Plan

2019-20

HOBSONS
BAY CITY
COUNCIL



Introduction

Developed in conjunction with the Experience Hobsons Bay Tourism Strategy 2019-24, this action plan outlines the key priorities and actions for the 2019 to 2020 financial year, and future actions.

The actions align with the four strategy themes of **Recognising the visitor economy**, **Rich experiences**, **City image and presentation** and **Leadership**. The action plan outlines each objective, timing and an indication of the level of funding required to deliver the desired outcome.

The cost level of funding has been estimated based on current and past program costs. As a guide, the following funding classifications have been used:

Indicative cost	Classification
Officer time, no additional cost incurred	Nil
\$0 – \$5,000	Low cost
\$5,001 – \$10,000	Medium cost
\$10,001+	Major cost
Additional funding will be required in future years	Future

In some cases further work will be needed to determine funding requirements.

Some of these actions are subject to change based on available funding and partnerships.

Theme 1 – Recognising the visitor economy

The location, heritage, environment, and cultural attractions of Hobsons Bay make it an appealing destination for visitors. However, there will always be opportunities to enhance and improve awareness of its offering with locals and visitors alike.

Delivering a suite of programs and services for tourism operators in Hobsons Bay will continue to be a priority, as Council works collaboratively with local operators and other stakeholders to strengthen and grow the local visitor economy.

By providing the resources required to ensure an engaged and inclusive visitor economy, and improving access to and awareness of the assistance available to tourism operators, Council will aim to increase collaboration and ensure that Hobsons Bay continues to be recognised as a great place to visit and explore.

Objective 1.1 – Increase community awareness of, and participation in local tourism attractions and activities

Objective 1.2 – Raise awareness of the Hobsons Bay visitor offering through cohesive branding

Objective 1.3 – Work with tourism operators to enhance their understanding of the visitor economy and visitor service standards

Objective 1.4 – Recognise achievements and celebrate success

<i>Objective</i>	<i>Action</i>	<i>Timing</i>	<i>Budget requirement</i>
1.1 Increase community awareness of, and participation in local tourism attractions and activities	1. Undertake a perception survey to discover what locals love about Hobsons Bay and seek to promote these experiences.	Jul – Sept 2019	Nil
	2. Provide opportunities for residents to contribute to the sector through Council’s Portfolio Advisory Committee Arts, Culture and Tourism.	Two year term	Nil
	3. Plan and deliver an annual visiting friends and relatives (VFR) program targeted at Hobsons Bay residents.	March 2020	Low
	4. Run an Instagram competition to generate social media engagement and the use of regional hashtags such as #AltonaBeach to drive further content.	Ongoing	Nil
	5. Prepare a minimum of four tourism articles to be featured in the Hobsons Bay Community News each year, showcasing diversity of the city and operators.	Quarterly	Nil
1.2 Raise awareness of the Hobsons Bay visitor offering through cohesive branding	1. Develop and distribute a brand pack to encourage tourism operators and event producers to use the ‘Experience Hobsons Bay’ brand and provide access to images and materials through Council’s website.	October 2019	Nil
	2. Actively promote the Experience Hobsons Bay brand, including the website.	Ongoing	Nil
	3. Host a familiarisation tour (famil) to showcase local tourism, with participation from at least five media and industry stakeholders.	June 2020	Low
	4. Deliver an annual program of events for Melbourne Tourism Week.	September 2019	Low

<i>Objective</i>	<i>Action</i>	<i>Timing</i>	<i>Budget requirement</i>
1.3 Work with tourism operators to enhance understanding of the visitor economy and visitor service standards	1. Ensure Council's economic development business visits program includes a minimum of ten tourism operators each year.	Ongoing	Nil
	2. Publish a minimum of six articles relating to the value of the visitor economy or business spotlights in Hobsons Bay Business e-Works.	Bi-monthly	Nil
	3. Deliver at least two workshops per year, to build capacity of local tourism operators and staff.	Annual	Low
	4. Develop a web based tourism toolkit to inform understanding of the visitor economy, industry trends and visitor service standards.	August 2019	Nil
1.4 Recognise achievements and celebrate success	1. Work with local media to promote local visitor attractions and case studies, generating a minimum of three articles each year.	Annual	Nil / Low
	2. Promote excellence within the tourism sector by including a Tourism category within the Hobsons Bay Business Excellence Awards program.	October 2019	Nil
	3. Report on the outcomes of the annual action plan, providing operators with a snapshot of the year, including the economic impact of local events.	June 2020	Nil

Theme 2 – Rich experiences

Hobsons Bay is home to a diverse visitor offering, characterised by vibrant activity centres, tourism assets of state significance and a growing number of experiences for locals and visitors alike.

People visit Hobsons Bay for many different reasons, however their willingness to linger in the area, or to return, is influenced substantially by their experience of the area. Enhancing and expanding the local visitor offering also has the ability to attract more visitors to the area.

Through the implementation of this strategy, Council aims to enhance the entire visitor journey, and ensure that locals and visitors have a wide variety of quality experiences to choose from, enjoy and share.

Objective 2.1 – Strengthen and support new and existing tourism experiences.

Objective 2.2 – Increase visitor awareness of opportunities to extend and/or enhance their visit.

Objective 2.3 – Encourage diversity in local visitor offering and align the local visitor offering with community needs.

Objective 2.4 – Improve the visitor journey by investing in service offering.

<i>Objective</i>	<i>Action</i>	<i>Timing</i>	<i>Budget requirement</i>
2.1 Strengthen and support new and existing tourism experiences	1. Conduct an annual review of the local tourism offering and identify industry trends and opportunities.	May 2019 May 2020	Nil
	2. Work in partnership with Events and Arts and Culture units to identify opportunities and leverage major events.	Ongoing	Nil
	3. Produce a business events and conference information pack to distribute as part of the Hobsons Bay Investment Prospectus suite of materials.	September 2019	Nil
	4. Facilitate regular meetings with key stakeholders from the maritime sector to identify new opportunities to enhance and promote the maritime history of Hobsons Bay.	July 2019 Ongoing	Nil
	5. Support the identification and implementation of eco-tourism and nature-based tourism opportunities.	Ongoing	Low
2.2 Increase visitor awareness of opportunities to extend and enhance their visit (leverage opportunities)	1. Explore feasibility of mobilising visitor servicing to encourage dispersion of visitors across the municipality.	October 2019	Future
	2. Produce the Hobsons Bay accommodation guide for inclusion on the Experience Hobsons Bay website and promote to operators and event producers.	June 2020	Nil
	3. Create a minimum of three visitor itineraries that are available for download from the Experience Hobsons Bay website.	Annual	Nil
2.3 Encourage diversity in local visitor offering and align the local visitor offering with community needs.	1. Identify creative clusters, boutique destinations, multicultural assets and heritage sites as visitor attractions for the Visiting Friends and Relatives (VFR) market.	Ongoing	Nil

<i>Objective</i>	<i>Action</i>	<i>Timing</i>	<i>Budget requirement</i>
2.4 Improve the visitor journey by investing in service offering.	1. Operate the Visitor Information Centre in Williamstown according to current accreditation levels including opening 363 days per year.	Ongoing	Major
	2. Provide at least two training and development programs for Visitor Information Centre staff and volunteers each year.	June 2020	Low
	3. Review the current visitor service offering and implement continuous improvement initiatives to ensure service expectations are met and servicing aligns with industry trends.	June 2020	Nil

Theme 3 – City image and presentation

Council recognises the important role that it plays in creating an environment that makes locals and visitors feel welcome, and enhances their experience of the area.

Further investment in city image and presentation will allow Hobsons Bay to influence how the area is perceived and how the story of Hobsons Bay is shared.

Objective 3.1 – Strengthen the local sense of welcome, place, character and amenity.

Objective 3.2 – Support the further development and promotion of existing activity centres, to support a network of vibrant commercial areas across the municipality.

Objective 3.3 – Establish Hobsons Bay as an accessible and diverse visitor destination in which all local residents and visitors can access attractions and experiences.

Objective 3.4 – Support and advocate for investment in infrastructure that will enhance the visitor experience.

<i>Objective</i>	<i>Action</i>	<i>Timing</i>	<i>Budget requirement</i>
Objective 3.1 Strengthen the local sense of welcome, place, character and amenity.	1. Identify and review gateways and arrival points into Hobsons Bay and advocate or plan for upgrades to improve signage and access.	July 2019	Future
	2. Invest in our shared trail network to improve wayfinding and enrich the visitor experience.	Ongoing	Future
Objective 3.2 Support the further development and promotion of existing activity centres, to support a network of vibrant commercial areas across the municipality.	1. Support local trader groups to market, brand and promote local retail centres.	Ongoing	Nil
	2. Support the establishment of new experiences that enhance the night time economy and activate local activity centres out of hours.	Ongoing	Nil - Future
Objective 3.3 Establish Hobsons Bay as an accessible and diverse visitor destination in which all local residents and visitors can access attractions and experiences.	1. Conduct a review of accessibility resources to ensure that they are relevant and inspiring to local operators.	December 2019	Nil
	2. Ensure accessibility resources and information are promoted on Council's website and through the Hobsons Bay Business e-Works newsletter.	Ongoing	Nil
	3. Continue to promote accessible beaches through publications such as the Official Visitor Guide (OVG).	Ongoing	(See 4.1.3)
	4. Identify and distribute research on multicultural audiences and advocate for opportunities to increase visitation from these markets.	Ongoing	Nil

<i>Objective</i>	<i>Action</i>	<i>Timing</i>	<i>Budget requirement</i>
Objective 3.4 Support and advocate for investment in infrastructure that will enhance the visitor experience.	1. Compile a three year plan, identifying current and future infrastructure needs to prioritise through Council's budget process.	November 2019	Future
	2. Continue to promote unique ways to visit the city and support transport operators.	Ongoing	Nil
	3. Support a review of policies relating to water based transportation.	June 2020	Nil
	4. Establish a success criteria and undertake an audit of potential public place WiFi locations and general technical capacity, to propose an implementation plan in line with Council's Enterprise Digital Strategy.	February 2020	Nil (audit) Future
	5. Support the planning of a wetlands centre in Altona Meadows that promotes the unique habitat of Hobsons Bay.	Ongoing	Future
	6. Advocate for increased investment in the preservation and enhancement of rail heritage assets.	Ongoing	Nil

Theme 4 – Leadership

Hobsons Bay City Council acknowledges the important role of tourism and visitation in improving the vibrancy, liveability and prosperity of the city. Council is committed to being recognised as a progressive council of excellence, and to achieving the vision of this strategy, namely that “Hobsons Bay is a place that locals are proud to call home. A place that is recognised globally for its rich experiences and visitor offering”.

Achieving the best results for Hobsons Bay will require collaboration with local, regional, state and national partners. Council will take a proactive role in advocating for investment and support for the local visitor economy.

Objective 4.1 – Ensure Hobsons Bay is represented at a regional, state, national and global level by establishing and fostering strategic partnerships which will benefit the local visitor economy.

Objective 4.2 – Encourage collaboration between tourism operators and stakeholders.

Objective 4.3 – Advocate for investment and support for the tourism industry across Hobsons Bay and Melbourne’s west.

Objective	Action	Timing	Budget requirement
Objective 4.1 Ensure Hobsons Bay is represented at a regional, state, national and global level by establishing and fostering strategic partnerships which will benefit the local visitor economy.	1. Continue to participate in Western Melbourne Tourism and other opportunities to contribute to and grow a regional visitor economy.	Ongoing	Major 28k p.a
	2. Contribute to the implementation and promotion of the Western Melbourne Tourism Strategic Plan, the Melbourne West Destination Management Visitor Plan and other relevant regional plans and strategies.	Ongoing	Nil
	3. Work with Destination Melbourne to deliver an annual program of marketing initiatives to promote the local visitor offering including Official Visitor Guides, DYOB, etc	Ongoing	Major 9k qtr*
	4. Provide local content to Tourism Australia and encourage local operators to participate in state and national tourism campaigns.	Ongoing	Nil
	5. Ensure Hobsons Bay is represented at relevant state tourism and economic development forums.	Ongoing	Nil
	6. Provide material to the Australian Tourism Data Warehouse, increasing Hobsons Bay and western region representation.	Ongoing	Nil
	5. Recognise and promote Hobsons Bay businesses that are accredited as part of the Australian Tourism Accreditation Program (ATAP).	Ongoing	Nil
7. Create a major events branding pack for national and international audiences.	Aug – Oct 2019 Ongoing	Nil	

Objective	Action	Timing	Budget requirement
Objective 4.2 Encourage collaboration between tourism operators and stakeholders.	1. Facilitate an annual tourism industry networking session to encourage collaboration between local businesses.	September 2019	Low
	2. Identify and participate in regional projects that aim to enhance and promote Melbourne's west.	As projects arise	Low
	3. Establish a marine operator network group to increase collaboration and identify opportunities for the enhancement and growth of the marine tourism sector.	July 2019	Nil
Objective 4.3 Advocate for investment and support for the tourism industry across Hobsons Bay and Melbourne's west.	1. Proactively build relationships with key government and industry stakeholders to attract and facilitate investment to Hobsons Bay and the surrounding region.	Ongoing	Nil
	2. Ensure the local tourism industry is represented in Council's investment attraction and facilitation programs.	As per meeting schedule	Nil
	3. Review visitation data to identify key markets and trends, and identify opportunities to improve data collection.	Ongoing	Nil
	4. Produce a paper analysing the current and future accommodation needs of visitors to Hobsons Bay, to align with Council's Investment Attraction and Facilitation programs.	February 2020	Nil
	5. Support major local tourism attractions, such as Seaworks, Scienceworks, the Substation and the Williamstown Maritime Precinct to identify and secure further investment.	Ongoing	Nil