Tourism is an important contributor to Australia’s economy. It helps to generate substantial investment and jobs. It also adds to our cultural and recreational experiences. Hume City, located in Melbourne’s outer north-west, benefits from tourism activity. Tourism directly supports many small businesses and has a strong multiplier effect on other sectors of our economy such as business services, personal services and retail. In addition it provides a ‘window’ for people outside of Hume to view our area as a place to visit and explore further. In time visitors may choose to live, work and invest in Hume. Tourism also builds community pride and a sense of ownership among local people.

Hume City Council has supported tourism for many years. Council’s role in supporting tourism is very much a facilitatory one. It includes: visitor servicing (e.g. resourcing the Sunbury Visitor Information Centre), providing regional tourism leadership, supporting local events, brokering new partnerships, advocacy to government, helping new tourism product to be established, auspicing training for operators and promoting Hume’s tourism assets. Council’s Economic Development Department has developed strong relationships with the travel writing media, generated an increase in media coverage, assisted the development of tourism businesses and established strong links with tourism industry bodies.

Some of Hume’s well known tourism attractions are found in the west of the municipality in Sunbury and surrounds. Many are based on food and wine and the region’s white European heritage. There are however many hidden tourism gems sprinkled across Hume and the broader region awaiting discovery and further promotion.

Partnerships are crucial to advancing tourism regionally. Accordingly Hume City is a member of the Daylesford and Macedon Ranges Regional Tourism Board which has the strong support of Tourism Victoria. In addition, Council works collaboratively with Destination Melbourne, the organisation charged with developing tourism across metropolitan Melbourne. These partnerships are assisting with the marketing of Hume’s tourism attractions and the development of new ‘product’. In addition, Council maintains a strong relationship with Melbourne Airport, the international gateway to Victoria and an integral player in tourism in its own right.

Council, with help from its partners, works closely with local tourism businesses by providing access to training, networking and professional development activities. These help businesses to stay informed, be innovative and develop their staff to provide visitors with high quality experiences. Council also has an emphasis on steering tourism businesses into environmentally sustainable business practices.

The tourism landscape is not one that stands still. Our world is becoming increasingly global and connected, approaches to tourism are changing. In response to the challenges of globalisation, we are witnessing a ‘return to local’. Hume tourism operators advise that visitors want to experience a place and have an authentic and real experience. There is a deep-seated desire to connect with local people and a place. The Strategy picks up on this theme as a key reference for action.

In summary, this 2011-2015 Hume Tourism Strategy guides the direction for tourism within Hume City. Drawing upon the broader region, it emphasises developing new tourism experiences, involving local people in tourism product development and facilitating stronger relationships between Council and the local tourism industry. It also encourages a greater sense of ‘local tourism’ ownership by all stakeholders, raising the profile of Hume as a quality repeat visitor destination and further developing the ‘Visiting Friends and Relatives’ segment.

Hume City Council invites your support in further advancing tourism within Hume and surrounds.
Introduction

This Strategy has been prepared with input from local tourism operators, representatives from the Victorian tourism sector and those who submitted during consultations of the Draft Strategy. It describes the importance of tourism to Hume’s economy and the many variables that impact on tourism. A number of strategic themes are presented and these inform a range of actions. Accompanying the Strategy is a Background Document that includes a review of previous Hume tourism activities, and an audit of Hume City tourism product.

Vision

Our vision is to build on Hume’s existing tourism assets and improve the visitor experience. We wish to get more industry involvement in tourism planning and encourage local people to embrace and seize tourism opportunities. We want to work in partnership with the Daylesford Macedon Ranges tourism region to develop and promote our tourism attractions. We aspire to lead environmental sustainability in our tourism activities and promote Hume’s rich Indigenous and multi-cultural history. We want to embrace the unique advantage of Melbourne Airport within our boundaries and leverage Hume as the gateway to Melbourne and Victoria.

Overarching Principles

The following principles underpin the Strategy:

Connected and Informed

Successful tourism products and services are underpinned by businesses with a long-term outlook. Tourism businesses benefit from being informed about their markets. They do this by increasing their knowledge, keeping up with visitor trends, understanding customer needs, networking with their peers and by embracing rigorous business planning.

Innovation and Collaboration

A commitment to innovation and collaboration helps Hume tourism businesses to thrive. They do this by providing services to visitors that are creative and multi-faceted. Businesses that develop synergies with other businesses and ‘bundle and package’ their products and services can create an improved experience for visitors.

Building Local Identity

The physical and cultural assets of Hume distinguish it from other areas. The Indigenous history of Hume City is
largely untapped and untold. In addition, Hume featured prominently in white European settlement and has cultural and artistic landmarks from these times. Furthermore, much of Hume serves as a home to many nationalities. These assets should be acknowledged, promoted and celebrated in tourism activities. This will encourage local people to appreciate what they have in their vicinity and help them to create and contribute to providing rich cultural experiences for visitors.

Improving Labour Force Skills
Efforts to improve the skills and professionalism of those working in Hume tourism businesses will help these companies to prosper and grow. Tourism is a labour intensive, seven-day-a-week industry. Tourism is increasing at a rate faster than most other sectors of the workforce, however nationally it has low levels of post-school qualification, and many frontline staff are casual or part-time unskilled employees.

Environmental Sustainability
An increasing number of visitors want to have an experience that is sympathetic to the natural environment. They want one that doesn’t involve a substantial ‘carbon footprint’. Tourism enterprises that pursue environmentally sustainable business practices will be able to distinguish themselves from others in the marketplace and tap into what is becoming an increasing tourism market segment globally. This ranges from their approach to facilities management, their built form, land management and commitment to ‘reduce, reuse and recycle.’

Strategy Themes
This Strategy has a number of themes, each with their individual set of objectives. The themes encompass:

- Tourism Product & Business Development;
- Marketing & Promotion;
- Visitor Servicing;
- Visitor Support Infrastructure & Investment; and
- Developing Industry Leadership.

Hume City Council Local Government Area
The Local Government Area of Hume City is bounded by the Merri Creek, the Western Ring Road and the Calder Freeway and covers the localities of Sunbury, Bulla, Tullamarine, Broadmeadows and Craigieburn. Urban development makes up only 31% of the total land area.
Tourism incorporates activities that bring people into an area they don’t normally reside in for a period of time. This brings in ‘new money’ to a local economy. The World Tourism Organisation defines tourists as people who “travel to and stay in places outside their usual environment for more than twenty-four (24) hours and not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.”

Tourism can be found in activities including:

- Food and wine;
- Accommodation;
- Shopping;
- Attractions;
- Sports and recreational activities;
- Art and cultural activities;
- Community events and festivals;
- Sport;
- Visiting for business purposes;
- Visiting friends and relatives;
- Appreciating local flora and fauna and enjoying the outdoors; and
- Education (eg school groups, visiting students at Hume education institutions etc).

Tourism also includes people who visit a destination for less than twenty-four (24) hours for the aforementioned purposes, as daytrips.

Hume City has some significant tourism drawcards. These include:

- Melbourne Airport. Victoria’s international airport enjoys a curfew-free status and is currently experiencing increasing passenger growth.
- The Sunbury Wine Region. This officially-gazetted wine region is Melbourne’s closest and one of Victoria’s oldest. Wineries are boutique, renowned for their quality product and full of character and charm.
- The birthplace of cricket’s most-coveted prize, The Ashes, at historic Rupertswood Mansion in Sunbury.
- Victoria’s oldest Homestead, Emu Bottom.
- The home to past Melbourne Cup winners at Living Legends - the International Home of Rest for Champion Horses at Woodlands Historic Park and Homestead.
- Stunning natural landscapes, vistas and wildlife corridors.
- Festivals and events including: Hume Festival of Music, Broadmeadows Festival, Cragieburn Festival and Carols by Candlelight.
- Over 1,300 accommodation rooms, spanning boutique hotels; 5 star hotels, motels, bed and breakfasts, farm stays and caravan parks.
- Over 22 conference, meeting and wedding spaces.

According to the National Visitors Survey, (conducted by Tourism Research Australia), for the year ending June 2009:

- Hume received 134,000 domestic overnight visitors (1.3% of total domestic visitors to Victoria), mainly defined as ‘Older Couple’ with the most popular purpose to visit friends and relatives.
- Hume received 35,000 international overnight visitors (11.0% of total international visitors to Victoria), mainly aged between 45 to 54 years with the main purpose being “In transit”.
- Hume received 768,000 daytrip visitors, (3.3% of total daytrips taken in Victoria) mainly aged between 35 to 44 years with the main purpose to visit friends and relatives.

The number of overnight visitors, both international and domestic, is clearly buoyed by Melbourne Airport and the hotels in the Airport’s vicinity.

Statistics gathered at the Sunbury Visitor Information Centre reveal that the profile of visitors to Sunbury, in particular, are for either leisure or business purposes. Visits are typically from two people from the Melbourne Metropolitan region. The most popular lines of enquiry are for things to see and do, and requests for maps/directions.
## Strengths
- Melbourne Airport – curfew-free international airport, averaging 450 international movements and 3010 domestic movements weekly.
- Sunbury Wine Region - an officially gazetted wine region that is closest to Melbourne’s CBD.
- High quality conference, meeting and wedding spaces. Many with unique features (eg city skyline; historic buildings).
- Hume Council represented on Daylesford Macedon Ranges Regional Tourism Board. This board is aligned to Tourism Victoria’s Jigsaw Marketing Campaign. Opportunities to leverage funding for tourism product development and operator business development initiatives and marketing.
- Close to metropolitan Melbourne.
- Good access to major rail and road networks (Hume Highway, Calder Freeway, Western Ring Road), V/Line and metropolitan trains).
- Closely positioned to other important tourism regions (eg Macedon Ranges, Daylesford, Bendigo, Central Victoria).
- Unique tourism products (eg birthplace of cricket’s Ashes; Living Legends, historic homesteads).
- Extensive walking and cycling trails throughout Hume City, attracting walking and cycling enthusiasts from across the State.
- Many tourism year-round experiences and activities that do not suffer from seasonal fluctuations.
- Australian wildlife that can be viewed in natural settings.
- Public Transport and Melbourne Airport are in close proximity to many tourism experiences.
- Emerging number of quality cultural events.
- Home to a strong equine industry (Inglis & Son Bloodstock Auctioneers, Living Legends, horse studs and riding schools), attracting many interstate visitors.

## Weaknesses
- Relatively small number of tourism ‘experiences’.
- Insufficient levels of accommodation (particularly for the budget-conscious and caravanning markets) to meet current demand. This is also a barrier for attracting larger sporting and community events to Hume.
- Lack of major anchor attractions to lever off.
- Low critical mass of tourism attractions.
- Many tourism products do not qualify for tourism signage as per Tourism Victoria and VicRoads signage guidelines.
- Some marketing activities undertaken by tourism businesses are not measured.
- Lack of awareness of Hume as a tourism destination.
- Select Hume tourism operators see little value in an affiliation with the Daylesford Macedon Ranges Tourism Region (see themselves as Melbourne-based).
- Green Wedge planning controls limit some tourism activities in Hume City.
- Tourism products are generally not accessible seven days a week.
- Minimal cooperation between various tourism businesses (eg formalised partnering/packageing of products).
- The standard of visitor servicing varies across Hume City (ie Sunbury is the only location to offer a Visitor Information Centre).
- No Hume tourism association to provide local tourism leadership and cooperative marketing.
- Many competing regions have wineries, making cut-through of marketing and promotion difficult.
- Low number of Hume City tourism businesses with websites that rank well in search engines.
- Lack of industry skills and resourcing in marketing.

This SWOT Analysis provides important context on some of the major issues facing Hume City as it seeks to further advance tourism across the region.
Opportunities

- Work more closely with Melbourne Airport to capitalise on arrivals.
- Potential for unique tourism experiences to be developed with existing tourism products.
- Potential to uncover niche tourism experiences in non-traditional areas of industrial tourism (eg tours of manufacturers), arts/crafts, learning tourism, sporting tourism, particularly in Broadmeadows, Craigieburn and Greenvale.
- Leverage off Tourism Victoria’s $7.3 million marketing campaign on the Daylesford Macedon Ranges area.
- Greater utilisation of Woodlands Historic Park for tourism activity (eg wildlife, cycling, Indigenous education).
- Potential to capture more of the ‘Visiting Friends and Relatives’ market. Based on growing National Visitors Survey data, the continued growth of Melbourne Airport and an ever-increasing local residential population.
- Tapping into the multicultural communities of Hume and their visitor-servicing needs.
- Building on Hume’s association as being the Birthplace of The Ashes at Sunbury.
- To attract more tourism-oriented public events.
- Provide professional development opportunities for tourism businesses.
- To develop a Local Tourism Association(s)/Network.
- To make Hume more widely known as a conference/meeting destination.
- For local operators to work more collaboratively together to enhance Hume City’s competitiveness as a destination.
- Expand visitor servicing to other parts of Hume City.
- The electrification of the Sydenham railway line to Sunbury and surrounds. Easier accessibility for people to travel to Sunbury on public transport from Melbourne’s CBD.
- Building on Hume’s heritage as home to the Sunbury Music Festival between 1972 and 1975 at Diggers Rest.
- Promote the benefits of Hume’s partnership with the Daylesford Macedon Ranges Tourism Board to local businesses.
- Leverage from the opening of Essendon Football Club in Tullamarine and IKEA in Campbellfield.

Threats

- Urbanisation can compromise some agricultural producers (eg State Government changes to the Urban Growth Boundary, the proposed Outer Metro Ring Road).
- Climate Change – affecting agricultural producers and their yields (eg frost, drought, heat). High temperatures affect the accessibility of national/state parks on days of Total Fire Ban.
- Competition from nearby tourism product regions with close proximity to Melbourne (eg Yarra Valley, Mornington Peninsula, Werribee).
- Fluctuating global economic conditions could result in peaks and troughs in tourism visits.
Improved tourism product and business development are vital for Hume City’s tourism future. Today’s visitor is much more ‘experience savvy’ and wants more than just to look and see, but also to touch, feel and experience. Currently, Hume City does not have the major experiences of competitor regions (those areas within 90 minutes of Melbourne). It is important to be able to increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider breadth of things to see and do.

**Theme Objectives:**

1. Pursue industrial tourism opportunities in Hume City to create new visitor experiences.
2. Continue to strengthen Hume’s ‘Birthplace of the Ashes’ brand.
3. Further explore Sunbury Music Festival opportunities.
4. Explore Indigenous tourism opportunities.
5. Explore the tourism potential of Westmeadows, Greenvale and Craigieburn with regards to historical assets and walking and cycling paths.
6. Continue to promote Hume City as a conference, meeting & events destination.
7. Increase awareness of Hume’s aviation heritage.
8. Encourage further tourism business growth amongst existing tourism products.

**Key Performance Indicator:**

Increase in the growth of quality experiences for visitors.

**Source:** Daylesford Macedon Ranges Tourism audit report.

**Frequency:** Biennial.

**Baseline Result:** Monitoring to commence as part of the implementation of this strategy.

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**Case Study Product Development: Ansett Aviation Training & Parkroyal Melbourne Airport**

Ansett Aviation Training and Parkroyal Melbourne Airport partnered to create a product that builds the profile, not only for their individual businesses, but for the region in general. This has provided a ‘value-add’ for Hume visitors. The idea was generated by thinking about what the Parkroyal Hotel could offer guests that was in addition to their accommodation offering. Together with Ansett Aviation Training they have put together the Parkroyal Flight Simulator Package.

The package offers accommodation and meals at Parkroyal Melbourne Airport plus a one hour simulator flight experience under the guidance of an experienced airline Captain. This is a unique product that has generated much media attention and is a strong example of tourism partnering.
<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTIONS</th>
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</thead>
<tbody>
<tr>
<td>Pursue industrial tourism opportunities in Hume City to create new visitor experiences.</td>
<td>Promote factory outlets and direct-to-public businesses in Hume (e.g. Broadmeadows, Campbellfield and Tullamarine, subject to planning controls). Approach industry (e.g. in Broadmeadows, Campbellfield and Tullamarine) about providing new industrial tourism experiences (e.g. visits, educational tours).</td>
</tr>
<tr>
<td>Continue to strengthen the Birthplace of the Ashes brand.</td>
<td>Host and support a range of events to celebrate the 175 years milestone for Sunbury including the unveiling of the Cricketer’s busts and historic bus tours. Work in partnership with Rupertswood Mansion to promote and strengthen the history of the Birthplace of the Ashes through Hume City Council’s Tourism Ambassador Program.</td>
</tr>
<tr>
<td>Further explore Sunbury Music Festival opportunities.</td>
<td>Explore interpretation options at the Billy Thorpe Memorial site in Diggers Rest.</td>
</tr>
<tr>
<td>Explore Indigenous tourism opportunities.</td>
<td>Hold discussions with Kangan Institute’s Gunung-Willam-Balluk Learning Centre to investigate how to promote local Indigenous history and tourism.</td>
</tr>
<tr>
<td>Explore the tourism potential of Westmeadows, Greenvale and Craigieburn with regards to historical assets and walking &amp; cycling paths.</td>
<td>Hold discussions with local historical societies and Council departments with regards to structured walking tours, interpretation etc. Support the promotion of Hume’s walking and cycling experiences.</td>
</tr>
<tr>
<td>Promote Hume City as a conference, meeting &amp; events destination.</td>
<td>Continue to work with Council’s Marketing &amp; Communications Department to promote and support major cultural and community events. Develop partnerships with Melbourne Convention &amp; Visitors Bureau, including membership for Hume City Council. Investigate possibility of joint product representation at conference trade shows such as Australian Incentive and Meeting Exchange (AIME). Organise ‘familiarisation days’ for relevant conference and meeting organisers as requested. Work with local businesses to promote their conference, meeting and event facilities. Provide promotional support to Hume’s equine sector including Inglis.</td>
</tr>
<tr>
<td>Increase awareness of Hume’s aviation heritage.</td>
<td>Explore aviation heritage in Hume. Audit and profile aviation events and history. Promote plane spotting vantage points within Hume.</td>
</tr>
<tr>
<td>Encourage further tourism business growth amongst existing tourism products.</td>
<td>Continue to provide Council support for existing, new and potential businesses. Explore ways for Hume City businesses to secure marketing assistance (e.g. Tourism Victoria, VECCI, Destination Melbourne, Daylesford Macedon Ranges Tourism). Continue to provide relevant information about networking, promotion and business opportunities and forward on relevant information. Continue to encourage operators to network and link their products (e.g. packaging and bundling). Continue to provide operators with professional development and labour force opportunities including workshops/seminars on relevant themes (e.g tourism excellence workshops, tourism accreditation, bundling and packaging, mentoring, business development, marketing, environmentally sustainable practices). Establish a regular Tourism Business Survey of visitors to identify the industry’s strengths, issues and challenges. Hold discussions with Parks Victoria with regards to Woodlands Historic Park and explore partnership opportunities.</td>
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<tr>
<td>OUTCOMES</td>
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<tr>
<td>A tour and/or network of factory outlets/direct to public businesses, giving an added hands-on experience. Promotes and encourages tourism in the City.</td>
<td>Subject to private sector funding.</td>
</tr>
<tr>
<td>To create a better understanding and perception of Sunbury as the Birthplace of the Ashes.</td>
<td>In-kind support.</td>
</tr>
<tr>
<td>Establishment of innovative interpretation at the Billy Thorpe Memorial site in Diggers Rest.</td>
<td>Subject to private sector funding and grant funding.</td>
</tr>
<tr>
<td>New tourism product to offer visitors.</td>
<td>Subject to private sector funding.</td>
</tr>
<tr>
<td>Promotion of Westmeadows, Greenvale and Craigieburn as visitor destinations. Incorporating more ‘non-traditional’ tourism businesses into the local industry and understanding their role.</td>
<td>Funded within existing Council budget.</td>
</tr>
<tr>
<td>Increase awareness of Hume as a destination to do business and hold events. Increase awareness among local residents and businesses. Building on Hume’s reputation for excellence in the equine sector.</td>
<td>Not funded within existing Council budget.</td>
</tr>
<tr>
<td>Promotion of Hume’s aviation heritage.</td>
<td>Subject to external funding.</td>
</tr>
<tr>
<td>New or enhanced product to offer visitors, creating added value to stop in Hume City. Increased sustainability of tourism operators. Widens the communication channels between Council and tourism businesses and stronger business networks. Allows for Council to have a greater understanding of how tourism businesses are performing; and identifies further business opportunities. Allows Council to glean much-needed tourism research data (ie greater understanding of visitor numbers, key markets and where visitors originate from). Encourages operators to think more strategically and creatively. Encouraging more partnering/packaging and bundling activities will create a value-add for visitors, enhancing the attractiveness of Hume City and making our products more accessible. Drive visitation to Woodlands Historic Park.</td>
<td>Funded within existing Council budget.</td>
</tr>
</tbody>
</table>
Marketing and promotion are key elements of tourism development. Marketing tells a story about what the visitor will experience once they arrive in Hume City. Information technology (eg internet) is now a critical tool to help prospective and repeat visitors to make choices about their tourism experiences and is increasingly replacing the traditional brochure. It is perceived that Hume City’s tourism products are not well-known, both in the local Hume community and in greater Melbourne and Victoria. Hence innovative and creative marketing solutions are important. Key market sectors are ‘Visiting Friends and Relatives’ and day-trippers from Melbourne.

**Theme Objectives:**

1. Continue to support Hume’s tourism offer through promotional opportunities.
2. Be more active in information technology as a marketing tool, in response to consumer trends.
3. Increase media attention and coverage.
4. Focus on the Visiting Friends and Relatives (VFR) market and local community participation.

**Key Performance Indicator:**

Increase exposure of Hume as a tourist destination to the domestic and International markets through various marketing and promotional activities.

**Source:** Hume City Council Economic Development and Marketing & Communications Departments.

**Frequency:** Annually.

**Baseline Result:** Monitoring to commence as part of the implementation of this strategy.

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**Case Study Marketing & Promotions: 2009 World’s Longest Lunch**

In 2009, Hume City Council partnered with the Sunbury & District Grape Growers Association, Distinctively Delicious Catering and Kangan Institute to deliver its 4th World’s Longest Lunch, as a part of the Melbourne Food and Wine Festival. Over 100 guests dined under the historic trees at Living Legends, whilst overlooking retired Melbourne Cup champion racehorses and Melbourne Airport in the distance. Whilst also an example of tourism partnering, this successful event is used as a marketing tool to encourage wine and food lovers from Melbourne and beyond to become aware of Hume City’s wine and food producers. The event was marketed through the Festival’s liftout in The Age, the Festival’s website and directly to past attendees and existing networks. Approximately 30% of guests were food and wine lovers from metropolitan Melbourne.
<table>
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<tr>
<th>OBJECTIVES</th>
<th>ACTIONS</th>
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<tbody>
<tr>
<td>Continue to support Hume’s tourism offer through promotional opportunities.</td>
<td>Review destination marketing collateral and produce as required.</td>
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<td></td>
<td>Identify gaps in existing promotional tourism images and re-shoot as/if required.</td>
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<td>Review Hume’s participation in Melbourne Food and Wine Festival-investigate opportunity for Hume tourism operator to host and deliver event.</td>
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<td>Support local tourism operators and events through in kind marketing opportunities such as SVIC brochure displays, Hume’s website and council communications.</td>
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<td>Work co-operatively with Daylesford and Macedon Ranges Tourism Board to promote Hume tourism offer to domestic and international markets.</td>
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<td></td>
<td>Provide promotional support for new tourism businesses whilst maintaining exposure for existing tourism offer.</td>
</tr>
<tr>
<td>Be more active in information technology as a marketing tool, in response to consumer trends.</td>
<td>Continue to maintain and improve the tourism section of Hume City Council’s website. Include tourism industry specific business support, resources and links.</td>
</tr>
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<td>Promote Hume’s tourism website as the site to visit for more information on Hume’s tourism offer.</td>
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<td>Explore the use of social media as a marketing tool (eg Facebook, i-phone applications).</td>
</tr>
<tr>
<td>Increase media attention and coverage.</td>
<td>Actively promote Hume tourism offer through media opportunities.</td>
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<td>Establish travel/publications media contact list. Promote Hume tourism offer via relevant tourism and travel publications.</td>
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<td>Continue to organise and conduct strategic familiarisation trips and participate in industry product briefings as requested by travel media and the tourism industry.</td>
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<td>Continue to maintain image library and distribute upon request (publications; websites etc.)</td>
</tr>
<tr>
<td>Focus on the Visiting Friends and Relatives (VFR) market and local community participation.</td>
<td>Continue working with Destination Melbourne on the Visiting Friends and Relatives campaign, involving a Melbourne-wide campaign on encouraging Melburnians to experience their ‘own backyard’. Extend campaign to local community through Hume City Council’s communications.</td>
</tr>
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<td></td>
<td>Promote the services of the Sunbury Visitor Centre to the local community as a resource for visiting friends and relatives.</td>
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<td></td>
<td>Investigate the opportunity to promote Hume tourism offer into organised arts &amp; cultural activities across Hume City, as outlined in Council’s Arts and Culture Strategy.</td>
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<tr>
<td>OUTCOMES</td>
<td>RESOURCING</td>
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</tr>
<tr>
<td>Increase profile and consumer awareness of Hume as a tourist destination in order to increase visitation to the region.</td>
<td>Funded within existing Council budget.</td>
</tr>
<tr>
<td>Integrate social media practices into overall marketing and promotion of tourism in Hume. Encourage repeat visitation to Hume’s tourism website as a source of tourism information for the region.</td>
<td>Funded within existing Council budget. Subject to external funding.</td>
</tr>
<tr>
<td>Lift the profile of Hume as tourist destination and generate positive publicity and exposure in tourism publications and media outlets.</td>
<td>Funded within existing Council budget.</td>
</tr>
<tr>
<td>Create greater awareness of Hume as a tourism destination to both the local Hume community and greater Melbourne and Victoria. Increase community participation in tourism activities. Better promote local product and therefore reduce economic leakage by encouraging local residents to spend money locally.</td>
<td>Funded within existing Council budget. Subject to external funding.</td>
</tr>
</tbody>
</table>
Support for Council’s Sunbury Visitor Information Centre (VIC) is important as it provides valuable services to both the community and the local tourism industry. Almost half of the visitors to the VIC are locals asking for local things to see and do as well as local services. The role of a VIC is to influence visitors to stay in the region longer than originally planned, increasing local expenditure, enriching a visitors’ experience through talking to passionate VIC local volunteers and referring visitors on to local businesses. The Sunbury VIC’s has an Annual Business Plan that guides its activities. Apart from the Sunbury VIC, there is opportunity in Hume City to expand visitor servicing to other parts of the City.

**Theme Objectives:**

1. Support and resource the Sunbury Visitor Information Centre as a fully-accredited Visitor Information Centre.
2. Further promote the services of the VIC to the local community/Hume City residents and businesses.
3. Explore new ways of expanding visitor servicing throughout the City (eg alternate locations, using technology such as applications on mobile devices).
4. Capitalise on the significant number of passengers passing through Melbourne Airport.

**Key Performance Indicator:**

Increase in visitor contacts by domestic visitors (walk-ins; phone; email and website traffic), via visitor servicing programs and at Hume City tourism venues (the visitor dispersion).

**Sources:**

- National Visitor Survey.

**Frequency:** Annually.

**Baseline Results:**

- National Visitor Survey June 2009: 768,000 domestic day trip visitors year ending June 2008.
<table>
<thead>
<tr>
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<th>ACTIONS</th>
<th>OUTCOMES</th>
<th>RESOURCING</th>
</tr>
</thead>
</table>
| Support and resource the Sunbury Visitor Information Centre as a fully-accredited Visitor Information Centre. | Daily operation of the VIC, including constant updating of resources.  
Implement and regularly review the annual Sunbury VIC Business Plan.  
Continue to support volunteers in their role by providing training to empower them to anticipate and understand the needs of visitors to the VIC, including linking in with training offered by volunteer-based programs within Council. Develop a training roster accordingly.  
Support volunteers in their role by providing first-hand experiences such as familiarisation trips, networking events and participation in the Daylesford Macedon Ranges Visitor Information Centre Network Volunteer Forum.  
Annually renew accreditation (reapplication due 2012) and adhere to guidelines. Ensure standards outlined in accreditation are maintained (eg customer service practices).  
Network and attend meetings with other VIC’s to share VIC management knowledge and trends.  
Attend industry professional development seminars and conferences. | Fully-accredited Visitor Information Centre.  
A VIC offering accurate and relevant information to users.  
Low-volunteer turnover.  
Visitors to extend their length of stay in the region. | Funded within existing Council budget. |
| Further promote the services of the VIC to the local community / Hume City residents and businesses. | Host community Open Days.  
Promote the VIC and its services throughout Council. | Greater knowledge and awareness of the wide array of services at the VIC to the local community.  
Knowledge about the VIC volunteer program to the local community.  
Build community pride. | Funded within existing Council budget. |
| Explore new ways of expanding visitor servicing throughout Hume City (both pre- and after arrival). | Explore new and contemporary ways of visitor servicing including options such as portable web based applications.  
Identify and investigate new services from the existing Sunbury VIC (e.g., possibilities include walking tours; iPod hire etc.).  
Identify strategic points for additional visitor information (e.g. Melbourne Airport; visitor attractions, train stations, major arterials, service stations).  
Improve web-based information for visitors before they arrive in Hume City.  
Implement Volunteer Ambassador Program over 12 month trial period at Rupertswood Mansion.  
Provide temporary visitor information services at relevant tourism events i.e. Inglis, Living Legends Open Day. | Improved visitor flow throughout Hume City. | Not funded within existing Council budget. Subject to industry partnerships, private sector funding and grant funding. |
| Capitalise on passengers passing through Melbourne Airport. | Further work towards developing an accredited visitor information service within terminals.  
Further work towards forums, briefings and familiarisations with the existing Traveller Information Services Desk in the International Arrivals hall at Melbourne Airport. | Improved visitor services relationships with staff in terminals.  
Higher visitation of passengers leaving Melbourne Airport and utilising Sunbury Road as an alternative route to their destination.  
A fully accredited visitor information service, on par with Victoria Tourism Industry Council standards. | Not funded within existing Council budget. Subject to industry partnerships, private sector funding and grant funding. |
Theme 4: Visitor Support Infrastructure & Investment

Visitor support infrastructure is vital to support tourism activities and Hume City as a destination and services the needs of visitors. In Hume City’s context, visitor support infrastructure includes: accommodation, shared paths and tourism signage. Encouraging these kinds of investments enhances and strengthens Hume’s existing tourism products and can act as a catalyst for further projects.

**Theme Objectives:**
1. Encourage visitor support infrastructure and investment opportunities to add to Hume City’s mix of tourism offerings.
2. Explore transport options and accessibility around tourism attractions.
3. Maintain tourism signposting (ie brown & white signs).

**Key Performance Indicator:**
Increase in the number of tourism investment and development enquiries to Hume City Council.

**Source:** Hume City Council.

**Frequency:** Annually.

**Baseline Results:** Monitoring to commence as part of the implementation of this Strategy.

**Case Study Visitor Support Infrastructure & Investment:**

**Mantra Tullamarine Hotel**
Developers, The Saraceno Group, recognised the need for a second 4.5 star hotel to cater for the growth in passengers at Melbourne Airport. Located on Melrose Drive in Tullamarine, the Mantra Tullamarine Hotel primarily caters for the corporate market in both accommodation and for their conferencing/meeting needs. The 4.5 star hotel features 277 rooms, 24 hour reception, a lap pool, gym and the Woodlands Restaurant.

Importantly, staff and management of the Hotel have been very enthusiastic and supportive of the local tourism industry in Hume City. For example, they serve local wines, sponsor local community events and foster strong relationships with local tourism operators.
<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTIONS</th>
<th>OUTCOMES</th>
<th>RESOURCING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage visitor support infrastructure and investment opportunities to</td>
<td>Identify tourism product gaps based on feedback from tourism business surveys and promote these opportunities to</td>
<td>Extra support for existing tourism businesses in the form of physical assets and services.</td>
<td>Funded within existing Council budget/subject to additional council resourcing.</td>
</tr>
<tr>
<td>add to Hume City’s tourism offerings.</td>
<td>prospective investors. Work closely with Tourism Victoria and the Department of Business and Innovation on investment</td>
<td>Increased awareness within Local, State and Federal Government of infrastructure that has tourism industry benefits and advocate where appropriate.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>attraction initiatives. Identiﬁable available land and possible uses and prepare fact sheets identifying tourism</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>business opportunities to potential investors (e.g. accommodation, food and beverage).</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Work and link in with Council departments to ensure capital works projects contain a tourism benefit.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explore transport options and accessibility around tourism attractions.</td>
<td>Identify opportunities arising from Tourism Business Surveys and analyse visitor flows to gauge demand for public</td>
<td>Improved infrastructure.</td>
<td>Subject to industry partnerships, private sector funding and grant funding.</td>
</tr>
<tr>
<td></td>
<td>transport and/or private transport operators.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain tourism signposting (brown &amp; white signs).</td>
<td>Assist tourism operators to secure effective signage for major arterials and seek funding accordingly.</td>
<td>Removal of redundant and outdated signage and replacement with effective signage. Clear tourism signage throughout the City.</td>
<td>Subject to external funding.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Theme 5: Developing Industry Leadership

There are many players involved with advancing tourism within Victoria. It is important at a local level to have in place leaders that can advocate for small, local operators. Strong local leadership will continue to strengthen Hume City as a destination. When local operators work together they can achieve common objectives by pooling resources and taking a holistic approach. An informal tourism network will help to advance Hume’s tourism assets.

- Developing local leaders will help to maximise the effectiveness of Hume as a tourism destination.
- Provides a voice for tourism issues for media enquiries or advocating to industry bodies.
- Encourages indirect tourism businesses to become a part of the wider industry and educates about the benefits of tourism.

Theme Objectives:
1. Support Sunbury’s Wine Region.
2. Support a local tourism network.
3. Continue active membership of the Daylesford Macedon Ranges Regional Tourism Board.
4. Continue relationships with neighbouring councils and their tourism operators and industry bodies.

Key Performance Indicator:
Encourage tourism business in Hume to network and work collaboratively in order to increase leadership in sector.

Source: Hume City Council.
Frequency: Annually.
Baseline Results: Monitoring to commence as part of the implementation of this Strategy.

Case Study Developing Industry Leadership: Sunbury & District Grape Growers Association

The Sunbury & District Grape Growers Association (SDGGA) was formed to promote and market the Sunbury Wine Region, share information and knowledge about viticulture practices and to advocate on winemaking issues to industry bodies.

A key activity of the group is to organise the Sunbury Wine Festival, held each year in August.

Hume City Council provides support for the Sunbury Wine Festival in recognition of the importance of their product to the local industry.
<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>ACTIONS</th>
<th>OUTCOMES</th>
<th>RESOURCING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Sunbury's Wine Region</td>
<td>Support the Sunbury &amp; District Grape Growers Association (SDGGA) and its activities.</td>
<td>Maintain working relationships.</td>
<td>In-kind support.</td>
</tr>
<tr>
<td>Support a tourism network / related organisation.</td>
<td>Encourage and support tourism stakeholders to establish a Hume City Tourism Network as an opportunity to converse and collaborate.</td>
<td>To support a local industry that has increasing ownership from industry and stakeholders.</td>
<td>In-kind support.</td>
</tr>
<tr>
<td>Continue to support the Daylesford Macedon Ranges Regional Tourism Board, as per Memorandum of Understanding with Tourism Victoria.</td>
<td>Explore buy-in opportunities for campaigns. Participation in Daylesford Macedon Ranges Regional Tourism Board meetings. Provide Sunbury and surrounds content for inclusion in marketing and promotional opportunities.</td>
<td>Greater regional involvement via Board-appointed Tourism Officer(s). Greater industry development, industry participation and advocacy for the region as a whole.</td>
<td>Funding within existing Council budget.</td>
</tr>
<tr>
<td>Continue relationships with neighbouring councils and their tourism operators and industry bodies.</td>
<td>Participate and attend relevant tourism workshops, seminars, conferences and forums.</td>
<td>Maintain and strengthen relationships. Identify synergies with neighbouring councils and possible projects.</td>
<td>Funding within existing Council budget.</td>
</tr>
</tbody>
</table>
Measuring the Key Outputs of Tourism in Hume

Gauging the performance of the tourism sector in Hume City and surrounds is both complex and multi-faceted. This is because there are many public and private players within the tourism space. In addition, tourism cuts across many industry sectors and its benefits extend beyond purely financial. Tourism helps to build social capital and improve people’s health and wellbeing.

This Strategy presents a range of actions outlined against five themes. The progress of these actions, with the help of a range of partners, will in time further improve the standing and positioning of tourism locally.

Table 1 – Hume City Tourism Strategy Key Outputs

<table>
<thead>
<tr>
<th>KEY OUTPUTS</th>
<th>NUMBER</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic overnight visitors</td>
<td>134,000</td>
<td>National Visitor Survey, June 2009, Tourism Research Australia</td>
</tr>
<tr>
<td>Length of Stay</td>
<td>2.9 nights</td>
<td>National Visitor Survey, June 2009, Tourism Research Australia</td>
</tr>
<tr>
<td>Estimated Hume workforce employed in the tourism industry</td>
<td>4,000 (6.5% of workforce)</td>
<td>Victorian Tourism Employment Atlas 2005</td>
</tr>
<tr>
<td>International overnight visitors</td>
<td>35,000</td>
<td>International Visitor Survey, June 2009, Tourism Research Australia</td>
</tr>
<tr>
<td>Domestic daytrip visitors year ending June 2008</td>
<td>768,000</td>
<td>National Visitor Survey June 2009, Tourism Research Australia</td>
</tr>
<tr>
<td>Domestic daytrip travel: ‘Visiting Friends and Relatives’</td>
<td>14%</td>
<td>National Visitor Survey June 2009, Tourism Research Australia</td>
</tr>
<tr>
<td>Hume City proportion of daytrips to Regional Victoria</td>
<td>3.3%</td>
<td>National Visitor Survey June 2009, Tourism Research Australia</td>
</tr>
<tr>
<td>Sunbury Visitor Information Centre annual ‘walk ins’.</td>
<td>8,365</td>
<td>Visitor Information Centre Statistics Report 2009/10, Victoria Tourism Industry Council</td>
</tr>
<tr>
<td>Sunbury Visitor Information Centre annual ‘phone calls’</td>
<td>2,494</td>
<td>Visitor Information Centre Statistics Report 2009/10, Victoria Tourism Industry Council</td>
</tr>
<tr>
<td>Accommodation, cafes and restaurants - regional exports (ie annual demand beyond local demand)</td>
<td>$34.91m</td>
<td>Remplan (2009)</td>
</tr>
</tbody>
</table>

Strategy Review

To help with gauging the success of these actions, a number of Key Outputs have been assembled (Table 1). The Key Outputs will be used to gauge the success of tourism development initiatives in Hume City. They will also serve as a benchmark to monitor performance and growth in the years ahead.

The Key Outputs will be supplemented by the survey results of Hume tourism stakeholders to be conducted by Council. The monitoring and review activities undertaken by the Daylesford Macedon Ranges Tourism Board will also help to measure performance as will the results of the Visiting Friends and Relatives campaign and research undertaken by Destination Melbourne.

To ensure the currency and relevance of this Strategy, a review will be reported back to Council annually. Incorporated into these reviews will be:

- Council’s performance against the outputs and key themes and objectives;
- Feedback on the achievements of the Daylesford Macedon Ranges Regional Tourism Board; and
- Feedback from industry, obtained from completed Hume City Tourism business surveys.