



Inner Melbourne Action Plan
'Making Melbourne More Liveable'

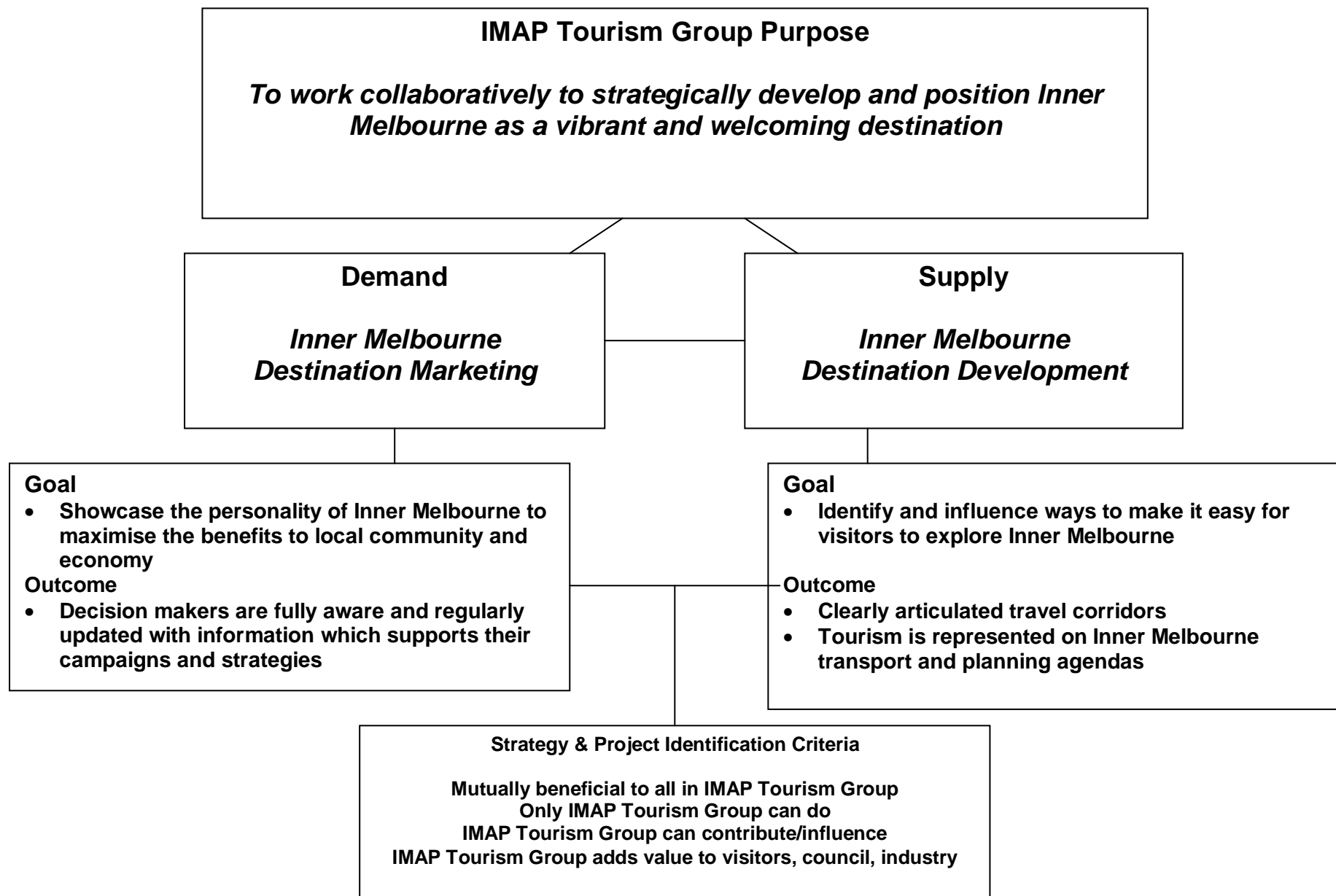


Inner Melbourne Action Plan (IMAP) Tourism Working Group

Strategic Plan 2010-2013

Progress Report (Year 2 - 2011/2012)

May 2012



Guiding Principles:

The implementation of the strategic plan will be guided by:

- Ethical, responsible, sustainable tourism
- Aligning with national/state and community agendas
- Seeking to balance community needs with visitor expectations

Critical Factors for Success:

The Tourism Working Group identified the success in implementation of the strategic plan would be contingent upon the following:

Critical Success Factors	Outcomes
Working collaboratively as a group and in partnership with the Melbourne tourism industry	<ul style="list-style-type: none">▪ A strong working relationship has formed between all member Councils.▪ The Tourism Working Group proactively participates in the implementation of the Strategic Plan.▪ Partnerships have been forged with the inner Melbourne tourism industry and industry associations and organisations such as Destination Melbourne, Tourism Victoria and the Victoria Tourism Industry Council.
IMAP Tourism Working Group members commit to attending regular meetings to share information, progress projects and receive updates on key projects from Melbourne tourism industry stakeholders	<ul style="list-style-type: none">▪ Meetings have been held bi-monthly and attended by all member Councils.
Annual action plan and progress reports to be reviewed annually by the IMAP Implementation Committee for approval and funding support	<ul style="list-style-type: none">▪ This report to the IMAP Implementation Committee represents the first progress report on the year two action plan.
IMAP tourism projects form part of individual group member's work plans	<ul style="list-style-type: none">▪ All member Councils have included the IMAP tourism projects into their work plans.

INNER MELBOURNE DESTINATION MARKETING

Goal <ul style="list-style-type: none"> • Showcase the personality of Inner Melbourne to maximise the benefits to local community and economy 				3 Year Desired Outcomes <ul style="list-style-type: none"> • Decision makers are fully aware and regularly updated with information which supports their campaigns and strategies 			
Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2011/2012	Project Partners	Measure
Inner Melbourne Map	Continue to license the map to strategic partners in the Tourism, Transport and Hospitality sector Investigate further applications of the map	<ul style="list-style-type: none"> • Administration of licensing agreements • Maintaining an up-to-date map • Investigate options to move to a more sustainable model for producing and distributing the map, including working with partners and exploring other applications of the map 	City of Yarra	\$95,500 (includes printing, distribution costs map revision and updates)	Ongoing	Destination Melbourne Yarra Trams Tourism Victoria Other tourism, hospitality and transport providers and industry stakeholders	License Agreements in place Map is updated Further map application/s developed
<u>Inner Melbourne Map Outcomes</u> The Inner Melbourne Map brochure is the most popular publication for Melbourne visitors and the Melbourne tourism industry. Since July 2011, to April 2012 470,400 copies of the brochure have been distributed. This is an average of approximately 47,000 copies per month. Currently the brochure is distributed throughout a range of channels, including (but not limited to): <ul style="list-style-type: none"> • Melbourne Visitor Information Centre at Federation Square • 3 to 5 star hotels throughout metropolitan Melbourne • Southern Cross Train Station • Key visitor information centres across Victoria 							

- IMAP Councils

In addition, an A3 and A4 version of the IMAP Map has also been made available for licence to tourism, hospitality and transport providers. To date, the Map has been licensed for a fee to three organisations including:

- Destination Melbourne (for use in all their publications)
- Carrington Publishing (for use in the monthly Where Melbourne magazine)
- Publicity Press (for use in the annual Destinations Victoria magazine)

All IMAP Councils are licensed to use the IMAP Map.

Negotiations are currently underway with Tourism Victoria and St Kilda Tourism Association, who are also interested in licensing the Map.

Inner Melbourne Map Notes

The Tourism Working Group acknowledges the huge success of the Inner Melbourne map brochure and recognises that it is an asset for both the Melbourne Tourism industry and visitors to Melbourne.

Despite the success, the Inner Melbourne Map brochure in its current form is expensive to maintain, print and distribute. Since July 2011, the Tourism Working Group has spent \$95,481 on administering, managing and distributing the map.

In addition, Destination Melbourne produces a similar Melbourne map brochure, which results in a duplication of publications and resources. Although Destination Melbourne commenced distributing their brochure after IMAP, the IMAP Tourism Working Group is committed to moving towards a more sustainable model for producing and distributing the IMAP Map.

Currently the Group is exploring options which include:

1. Partnering with Destination Melbourne, to produce one Melbourne map brochure, which meets the needs of visitors, and utilises resources more effectively
2. Investigating alternative applications of the map, for example web-based or digital applications and
3. Continuing to ensure that the IMAP Map is available for tourism, hospitality and transport providers to licence.

It is anticipated that the transition to producing 'one Melbourne map' brochure will take approximately 12 months; longer than first anticipated.

Given the success of the Inner Melbourne brochure, it is not possible to stop producing and distributing the map brochure, without having a communications and exit strategy in place. Therefore the Tourism Working Group proposes to continue to fund the maintenance, printing and distribution of the map brochure until negotiations with Destination Melbourne are completed.

To enable us to meet the demands of visitors, the Melbourne tourism industry and IMAP initiatives over the next 12 months, the Tourism Working Group has:

- Undertaken an extensive review of the IMAP Map brochure, which included:
 - Improving the presentation of public transport information to align with Public Transport Victoria (PTV) guidelines (this was undertaken in partnership with PTV and Yarra Trams)
 - Revising editorial and updating visitor information to include Myki
 - Testing the proposed changes for clarity and use with the City of Melbourne ambassadors and visitor information centre staff and volunteers.

This review is the first major review that has occurred since the map was first produced and has resulted in the map going from a 'great' product to an 'outstanding' product.

The Tourism Working Group committed to undertake a print run of 1 million copies of the map. 500,000 copies will be printed within the 2011/12 financial year and 500,000 during 2012/13. One million copies will enable us to continue to meet distribution requirements as well as ensure the map is available for the Tourism Working Group to use for projects planned in 2012/13.

Pending the outcome of negotiations with Destination Melbourne, the Tourism Working Group proposes to then discontinue with the printing and distribution of the Inner Melbourne Map brochure, although both an A4 and A3 version of the map will remain available for licence.

The costs to complete the recent review and undertake the 1 million print run totals approximately \$83,000. This has been funded through the IMAP Tourism Working group budget and an additional contribution of \$15,000 from the City of Melbourne. The additional financial support provided by the City of Melbourne was made possible due to a phase out of a similar map brochure titled the *Inner City Map & Transport Guide*. Feedback received from staff and volunteers from the City of Melbourne's visitor services identified the Inner Melbourne Map as the better option out of the two publications available.

A budget of \$40,000 for 2012/13 has been proposed for this project to cover the cost of the administration, maintenance, design, print and distribution of the map brochure and scope digital/online applications of the map.

Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2011/2012	Project Partners	Measure
Increase Inner Melbourne Profile	Inner Melbourne product is featured in key source markets	<ul style="list-style-type: none"> Showcase inner Melbourne product and at key regional Visitor Information Centres and at significant Melbourne entry points and transport hubs 	City of Stonnington	\$35,000 To facilitate arrangements and production of collateral Will carry forward to 2012/13 projects	June 2012	Destination Melbourne	Development of display material
		<ul style="list-style-type: none"> Education of volunteers at VICs including briefings and famils 		\$9074	1 May 12	Tourism Victoria Victoria Tourism Industry Council	Schedule for regional showcase
		<ul style="list-style-type: none"> Highlight Inner Melbourne product and experiences to audiences in regional Victoria 		\$7000	Winter 2012	Geelong Otway Tourism Melbourne Style Magazine (winter edition)	Develop and conduct a 'pilot' famil Publication of editorial, advertising and competition

Increase Inner Melbourne Profile Outcomes

IMAP Tourism Working Group approached Destination Melbourne to identify opportunities for the two groups to work together to raise the profile of Inner Melbourne and deliver more visitation and increased yield.

Objectives:

- Tap into drive market through regional Visitor Information Centres (VICs)
- Attract interstate visitors
- Encourage regional Victorians to visit Inner Melbourne

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There is an existing network of VICs supported by the Victoria Tourism Industry Council. The VICs are by and large well organised at a regional level and are motivated by product famils and opportunities to experience product. They have excellent capacity to influence visitor behaviour and will respond positively to a well organised approach.

Geelong VIC Visitor Centre Volunteer Famil of Inner Melbourne

The Tourism Working Group contracted Destination Melbourne to coordinate a famil for volunteers from the Geelong Visitor Information Centre, in conjunction with Geelong Ottway Tourism.

The Geelong VIC is the busiest Information Centre in regional Victoria. Geelong is a key gateway for visitors coming to Melbourne. Volunteers have a tremendous influence over what visitors see and do in Melbourne. The aim was to educate them about Inner Melbourne tourism product and experiences so they'll send more visitors our way.

The famil was conducted on Tuesday, 1 May and the 54 volunteers who participated in the famil were bused, accompanied by a Destination Melbourne host, from Geelong to visit Melbourne CBD, Abbotsford, Prahran, St Kilda and Footscray and in each location were met by a 'local' ambassador or the ambassador travelled on the bus with them. Volunteers received a welcome pack which contained information and goodies from each of the five Council areas.

The famil cost \$9074 which included \$4774 for transport, venue, catering and entertainment plus a coordination fee for Destination Melbourne of \$4300.

Initial feedback indicates the famil was a success. Volunteers indicated they had a sense of inner Melbourne but limited knowledge of product and found the famil provided them with first-hand experience and knowledge that will enable them to better service visitors to the Geelong VIC and provide qualified information on how to get the most out of exploring inner Melbourne as a destination.

Famil Initial Feedback

Thank you for organising a fantastic day in Melbourne yesterday for our volunteer and staff familiarisation tour. The itinerary was excellent (some already planning return visits) well organised and scheduled. You even managed a prefect Melbourne day weather wise!

I appreciate the time that went in to organising and hope it will prove beneficial for the operators involved. Thank you again and I look forward to continuing our relationship with the Destination Melbourne team. Kind regards Elizabeth Curtain, Visitor Information Centres Coordinator - Geelong Otway Tourism

I want to tell you how much I have enjoyed todays outing, everything was arranged so well. All the places we visited were worthwhile and interesting, I enjoyed meeting the other volunteers and am proud to be part of such a lovely group of people.

Thank you for giving me the opportunity to work as a volunteer.

Regards, Barbara Jackson, Volunteer

Thanks for an informative and wonderful day discovering Melbourne. Gwendy Beck, Volunteer

Profile Inner Melbourne Product and Experiences

The Tourism Working Group secured a full page advertisement and editorial to showcase inner Melbourne tourism product and experiences in the winter edition of Melbourne Style magazine – an insert into the Herald Sun, distributed in regional Victoria.

Publication and distribution date is 1 July 2012.

The profile of inner Melbourne will be further highlighted with a competition to win a winter getaway in Inner Melbourne with prizes donated by tourism operators valued at nearly \$3000:

- Two nights accommodation mid-week in July or Aug 2012 + breakfast for two at **The Lyall Hotel** - value \$1590
- Sunrise balloon flight for two with **Global Ballooning**, followed by a champagne breakfast- \$750
- Guided tour with **Artwalk Melbourne** - \$140.00
- Dining at **Cutler & Co** - \$250.00
- Dining on the **Colonial Tramcar Restaurant** – \$154.00
- Myki visitor cards for 2 - \$70

The full page ad is based on the artwork used for the Inner Melbourne Map, with the addition of a new image from Maribyrnong. Provided as an attachment.

Increase Inner Melbourne Profile Background Notes

In 2011/12 the Tourism Working Group will put a stronger emphasis on increasing the profile of inner Melbourne by showcasing inner Melbourne product to key Visitor Information Centres including city and regional and at significant Melbourne entry points and transport hubs. The Tourism Working Group will work to educate volunteers at Visitor Information Centres – with briefings and familiarisations. Discussions were held with PTV (Formerly Metlink) to update the product and destinations featured in the tram itineraries in Inner Melbourne.

PHOTOS OF THE GEELONG VOLUNTEERS ENJOYING THE INNER MELBOURNE FAMIL:



Federation Square



Abbotsford Convent



Prahran Market



Beachcomber, St Kilda



Harambe African Hut, Footscray

INNER MELBOURNE DESTINATION MARKETING

Goal <ul style="list-style-type: none">• Showcase the personality of Inner Melbourne to maximise the benefits to local community and economy				3 Year Desired Outcomes <ul style="list-style-type: none">• Decision makers are fully aware and regularly updated with information which supports their campaigns and strategies			
Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2011/2012	Project Partners	Measure
Strategically position Inner Melbourne	Highlight the IMAP model and collaborative approach	<ul style="list-style-type: none">• Sponsorship of the CAUTHE National Conference 2012 – The Golden Age of Tourism & Hospitality <p>(added to the Strategic Plan in October 2012)</p>	City of Port Phillip	\$2,500	6-9 February 2012	Council for Australasian University Tourism and Hospitality Education	IMAP presence at two significant industry Conferences in 2012
		<ul style="list-style-type: none">• Seek sponsorship opportunities to align with 2012 Tourism & Events Excellence Conference – Defining Excellence		\$15,000	16 & 17 July 2012	School of Management, La Trobe University Tony Charters & Associates Victoria Tourism Industry Council	Raise the profile of IMAP and the strategic tourism partnership & projects

Strategically Position Inner Melbourne Outcomes

Sponsorship of the 2012 CAUTHE National Conference - *The Golden Age of Tourism and Hospitality*

CAUTHE – the Council for Australasian University Tourism and Hospitality Education – comprises universities in Australia and New Zealand who offer degrees and undertake research in the field of tourism and hospitality management. It promotes the development of tourism and hospitality education and research in Australasia and has developed an international reputation, attracting leading academics from around the world to the annual conference.

The 22nd annual CAUTHE National Conference, with a forward-looking theme of *The Golden Age of Tourism and Hospitality*, was held from 6 – 9 February at the Melbourne Conference and Convention Centre. This was the first conference since the expansion of CAUTHE to include New Zealand and therefore the first Australasian conference of its kind. It attracted delegates from Australia, New Zealand and around the world.

The 2012 conference was convened and organised by a local host committee drawn from the School of Management at La Trobe University, a member university.

The IMAP Tourism Working Group determined sponsoring this conference would provide an excellent opportunity to promote the IMAP model and the collaboration achieved across the member Councils in conjunction with the tourism industry. This was added to the Strategic Plan in late 2011.

It also presented an excellent opportunity to be involved in developing the future tourism and hospitality professionals via education and research, as well as the member Councils being at the forefront of the new *Golden Age* of tourism and hospitality. The Tourism Working Group acknowledges there are skills shortages within the tourism industry and supporting this conference confirmed the importance of driving an agenda of education and training within the tourism industry and legitimising it as a 'career of choice'.

IMAP Tourism Working Group took up a Silver Sponsorship at a cost of \$2,500 (+ GST) which included:

- Naming rights of a concurrent session – Eco-Tourism & Climate Change, as a means of introducing the IMAP agenda
- IMAP Tourism Working Group member chaired the concurrent session which formally acknowledged the work of IMAP within the tourism industry
- Member councils were provided single day conference passes to attend and network with conference delegates
- Inner Melbourne Map brochure was included in all delegate packs
- Two IMAP banners were displayed and the IMAP logo was included on all collateral and PowerPoint presentations

It is reported that the total conference expenditure within Inner Melbourne was in excess of \$500,000 including registration, accommodation, transport, food and entertainment etc and this figure would naturally be higher if delegates brought their families or stayed longer, which was not tracked.

Total delegates over 4 days: 247

PhD Students: 22 (all 4 days), Full time academics: 179 (all 4 days), Industry representatives: 46 (normally choose 1 of the 4 days), Of these, International delegates including NZ: 71, Interstate: 133, Victorian: 53, Total volunteers: 7

Future opportunities explored with La Trobe University include:

- Work Integrated Learning in the Tourism, Hospitality and Events programs of the University
- Possible positions for IMAP Tourism Working Group members on La Trobe University (LTU) Advisory Board in relation to the University's Tourism, Hospitality & Events programs
- Potential research support for IMAP Tourism Working Group projects at the postgraduate level or above



Tourism & Events Excellence Conference Sponsorship

Arrangements are confirmed for the IMAP sponsorship of the 2012 Tourism and Events Excellence Conference being held on 16 and 17 July 2012 at the Melbourne Cricket Ground.

The IMAP sponsored stream 'Excellence in Strategic Partnerships' will focus on the opportunities to:

- Develop the destination values within its jurisdiction and adjoining jurisdictions
- Maximise visitor dispersal through co-operative programs across product supply and marketing
- Highlight economic benefits of local government involvement in events and tourism
- Winning events and achieving sponsorship and
- Achieving community and local business engagement in events, festivals and tourism.

The Conference call for presentations attracted some intra- and interstate examples that explore the topic of strategic partnerships. The IMAP agenda will be showcased along with other urban, regional and operator strategic partnership case studies that further endorse the value of collaboration.

IMAP sponsorship benefits include:

- Recognition as a Stream Host in all collateral and on the conference website
- Recognition as Stream Host on screen and in the conference opening speech
- Active involvement in the development of the stream program so that it has both local, regional and of National relevance
- Opportunity to present two (2) papers in the Stream
- Opportunity to facilitate the Stream
- Opportunity for one (1) private executive briefing for member Council's councillors and Senior with the international keynote speaker prior to or after the conference at the conference venue or the IMAP office, for the maximum duration of two (2) hours
- Opportunity to provide two (2) banners for display during the Stream presentations
- One (1) full page (A4) colour advertisement in the conference delegate book
- One (1) insert in the delegate satchel
- One (1) freestanding display space at the conference venue (display space only, internet and additional requirements may be an extra charge)
- Ten (10) x one (1) day conference registrations (excl networking events). Each of the single day registrations maybe shared between up to 3 representatives from member Councils.

The TEE Conference Organisers would like to showcase outstanding key personnel, international and national media, clients, colleagues, councillors and operators. They are confident that partnering with IMAP will assist in delivering this vision.

The IMAP partnership with TEE provides a fantastic opportunity for IMAP to support some of the outstanding tourism products that Australia, in particular Melbourne/Victoria, has to offer as well as the outstanding visionaries who assist these operators. It also affirms the IMAP agenda and its valued support for tourism and events excellence and innovation.

Strategically Position Inner Melbourne Background Notes

Tourism & Events Excellence Conference

The Tourism Working Group is seeking strategic opportunities to profile Inner Melbourne (and IMAP) by aligning with the Tourism and Events Excellence Conference being held in Melbourne in July 2012.

Conference Background: Melbourne is set to host the second of Australasia's permanent leadership conference for the \$15.8 billion tourism and event industry. The Victoria Tourism Industry Council (VTIC) and national tourism organisation, Tony Charters and Associates (TCA), have signed a Joint Venture Agreement that will bring the Tourism & Events Excellence national conference to Melbourne. The conference will focus on innovation, leading practices and successful growth strategies within the tourism and events industry.

The Conference will take a whole of industry approach and focus on the elements that deliver industry growth and development. It will examine leading practices that result in excellence across the tourism and event sectors. Top practitioners from around the globe will be invited to join national and Victorian industry leaders. The Conference will have all the players represented – leading operators, marketers, developers, investors, infrastructure providers, policy makers, regulators, educators and researchers. It is anticipated that the Conference attracted around 550 delegates from Australia and New Zealand in 2011 and build to 800-1000 international delegates over coming years.

CAUTHE Conference Sponsorship

Sponsorship of the CAUTHE Conference was added to the Strategic Plan 2010 – 2013 in October 2011 as it was identified as a viable opportunity to further progress the intent to strategically positioning Inner Melbourne.

INNER MELBOURNE DESTINATION DEVELOPMENT

Goal <ul style="list-style-type: none"> Identify and influence ways to make it easy for visitors to explore Inner Melbourne 				3 Year Desired Outcomes <ul style="list-style-type: none"> Clearly articulated travel corridors Tourism is represented on Inner Melbourne transport and planning agendas 			
Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2011/2012	Project Partners	Measure
Melbourne Visitor Signage and Wayfinding Project	For IMAP region: Encourage visitor dispersal to make it easy for them to move around Inner Melbourne	<ul style="list-style-type: none"> To leverage opportunities and findings from Visitor Signage Project 	City of Melbourne	Tourism Working Group to have watching brief	Ongoing	IMAP Executive Officer IMAP Councils – urban designers, strategic and transport planners	Keep updated on project progress Provide input where possible

Melbourne Visitor Signage and Wayfinding Project

Visitor Signage Project Update

The Melbourne Visitor Signage and Wayfinding project has been completed as far as the brief provided by the Melbourne Tourism Partnership (MTP) CEOs. A plan has been developed along with a series of key recommendations, one of which is to establish a Committee that sits under the MTP to progress the plan and act as a referral authority. An IMAP representative would be asked to sit on this committee. A presentation to the MTP CEOs took place on Wednesday, 9 May 2012, which will determine a way forward and proposed committee structure.

Visitor Signage Project Background Notes

The Tourism Working Group will seek to leverage opportunities and findings from the Visitor Signage Project, being lead by the City of Melbourne through the Melbourne Tourism Partnership.

Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2011/2012	Project Partners	Measure
MYKI transition to travel cards and options for visitors	To inform industry about MYKI ticket transition (no paper tickets by Dec 2012)	<ul style="list-style-type: none"> Seek active engagement with Metlink on transition to MYKI In conjunction with Metlink, develop communications re options for visitors Flag with IMAP councils possible integration of MYKI with existing Council systems e.g. library cards 	City of Melbourne	Tourism Working Group	Ongoing	Metlink Yarra Trams IMAP Councils	<p>Successful dialogue with Metlink</p> <p>Development of communication plan to industry and</p> <p>Be kept informed about developments re visitor options for purchase of travel card</p>

Transition to MYKI System Update

Considerable lobbying by key industry representatives has resulted in the development of a MYKI Visitor Pass. This pass will include the MYKI card, approximately one day of travel in Zone 1 and a range of offers to key attractions and destinations in greater Melbourne. The pass will cost less than \$15 (including the \$6 cost of the card) and will be released early in the 2012-2013 Financial Year. MYKI machines are to be installed at Melbourne Airport and MYKI passes will be sold via SkyBus as an interim measure while an integrated MYKI-SkyBus offer is negotiated.

On a very positive note, MYKI will be extended to the VLine network in 2013, specifically to the major regional centres such as Geelong, Bendigo and Ballarat.

Transition to MYKI System Background Notes

The move to a ticketless transport system by December 2012 presents challenges for visitors. The Group will actively seek engagement with Metlink to understand the impact of the new system and develop communications for industry, outlining options for visitors in purchasing travel cards e.g. hotels.

Strategy	Strategic Intent	Key Considerations	Lead Council	Resources	Timeline 2011/2012	Project Partners	Measure
Inclusion of City of Maribrynong	To integrate the City of Maribrynong as an associate member of IMAP into the IMAP Tourism Working Group.	<ul style="list-style-type: none"> City of Maribrynong to conduct a familiarisation tour for members of the IMAP TWG City of Maribrynong included in the Geelong Visitor Information Centre famil Opportunity for City of Maribrynong to develop a visitor map which stems from the IMAP Map 	All	Tourism Working Group	Ongoing	IMAP Councils	<p>City of Maribrynong integrated into IMAP TWG</p> <p>City of Maribrynong active participation in Strategic Plan projects, where possible.</p> <p>City of Maribrynong included in the Geelong VIC famil</p> <p>Members of IMAPTGW undertake a famil of Maribrynong</p>
<p><u>Integration of the City of Maribrynong</u></p> <p>Invitations have been extended to the Tourism Officer of the City of Maribrynong to attend the IMAP Tourism Working Group meetings and Maribrynong participated in the Geelong Visitor Information Centre famil. The IMAP Tourism Working Group is yet to undertake the famil of Maribrynong.</p>							

Recommendation

1. That the IMAP Implementation Steering Committee receives the Progress Report (Year 2 – 2011– 2012) of the IMAP Tourism Working Group Strategic Plan 2010 – 2013 and endorses the project outcomes and expenditure as at May 2012.