



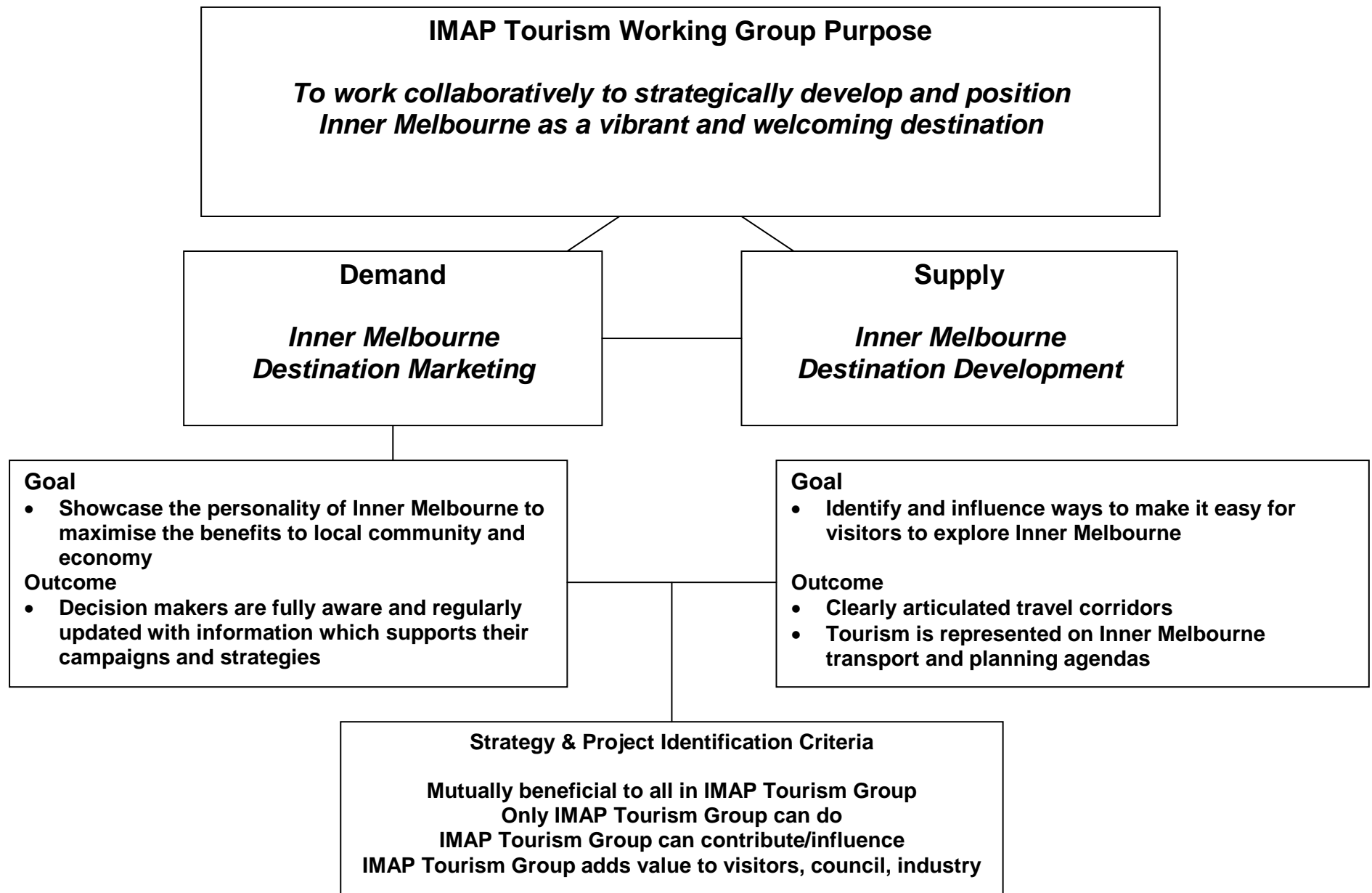
Inner Melbourne Action Plan
'Making Melbourne More Liveable'



Inner Melbourne Action Plan (IMAP)

Tourism Working Group Strategic Plan 2010-2013

Progress Report 2010-2011 (Year 1)



Guiding Principles:

The implementation of the IMAP Tourism Working Group 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 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 and Tourism Victoria.
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 every six weeks 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 annual 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.

Purpose

The purpose of this report is to update the IMAP Steering Committee on progress made by the Tourism Working Group on its Action Plan in Year 1, the outcomes achieved and to provide an outline of activities and the proposed budget for Year 2.

Background

The Tourism Working Group undertook a strategic review after substantially completing actions 11.1 and 11.2 of the Inner Melbourne Action Plan. The intention of the review was to clarify the purpose of the Working Group going forward, identify strategic goals and key projects and to develop an action plan.

The Group defined a new purpose:

- To work collaboratively to strategically develop and position inner Melbourne as a vibrant and welcoming destination.

As a result, two strategic goals were identified which relate to destination marketing and destination development:

- To showcase the personality of Inner Melbourne to maximise the benefits to the local community and economy
- To identify and influence ways to make it easy for visitors to explore Inner Melbourne

An Action Plan for 2010/2011 (Year 1) was developed and approved by the IMAP Steering Committee in May 2010.

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 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 2010/2011	Potential Partners	Measure
Inner Melbourne Map Brochure	Ensure the long term sustainability of the map, including preserving the integrity of the map and investment considerations	<ul style="list-style-type: none"> • Review current licensing agreements and resolve ownership rights • Investigate potential partners • Transition map to partner/s 	CoPP	\$10,000	August 2010	Destination Melbourne Yarra Trams Other transport providers and industry stakeholders	Documented position and partnership agreements in place

OUTCOMES

Considerable time and resources were spent on addressing issues concerning the intellectual property of the IMAP Map and the development of a license agreement for use by third parties.

In March 2011, the IMAP Steering Committee approved the:

- Intellectual Property License Agreement for the IMAP map.
- Memorandum of Understanding between the four Councils in relation to ownership of the map's IP, treatment of any revenue, and use of the map by the four Councils beyond the life of IMAP; and
- Distribution strategy for the map.

To date, one license agreement has been issued. This is for Carrington Publishing (Melbourne Where Magazine). Negotiations are currently underway with Tourism Victoria, Destination Melbourne and Yarra Trams to license the map.

600,000 copies of the IMAP map brochure were printed in 2010/11. As the map is also featured in the Official Visitors Guide and forms the basis of the Official Visitor Map (of which 750,000 copies are printed and distributed by Destination Melbourne), the Group has agreed to no longer print the map brochure.

This provides the opportunity to evolve the map, potentially broaden the distribution in years to come and place the map on a more sustainable platform. It also means that resources are not being duplicated, as the Official Visitors Map and IMAP Map brochure are servicing the same market.

To achieve this transition, the Tourism Working Group agreed to a final print run of 300,000 map brochures for 2011/12 and will develop a communication strategy for current users and industry informing them that the map brochure will be withdrawn from the market by June 2012 and raise awareness of the map's availability through a licensing arrangement and other brochures and publications.

Research Program	Review current research program and investigate new model to support Inner Melbourne tourism knowledge	<ul style="list-style-type: none"> Document research needs for Councils Undertake a review of available, reliable data and identify gaps/opportunities 	CoY	\$10,000	December 2010	Tourism Victoria Destination Melbourne VECCI	A new research program that delivers reliable visitor and economic data for LGAs
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OUTCOMES

A review of tourism research was undertaken in 2010/11. Issues with the statistical validity of the sample size for the IMAP region and individual LGAs were identified in relation to the 'Value of Tourism' Research.

The Working Group sought advice from Tourism Victoria, who advised that to ensure consistency with reporting on tourism trends, it would be better to utilise the data available for the Greater Melbourne Region (of which a large proportion relates to inner Melbourne).

The Working Group proposes to commit no further IMAP resources for research (unless it relates to specific projects) and, where available, existing sources of data will be utilised.

Increase Inner Melbourne Profile	Inner Melbourne product is regularly featured in marketing campaigns	<ul style="list-style-type: none"> Review and document available opportunities Develop a plan for leveraging from marketing opportunities 	CoPP	\$5000 (copywriting for Official Visitor Guides) \$15,000 for marketing initiatives	January 2011	Tourism Victoria Destination Melbourne Business Associations	Marketing Plan that outlines key markets, tactics and distribution
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OUTCOMES

This project was not developed in 2011 by the Tourism Working Group. The City of Melbourne produced fact sheets on inner Melbourne product and destinations for use by the City Ambassadors. Metlink developed itineraries for tram routes through inner Melbourne featuring local landmarks and destinations.

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 2010/2011	Potential Partners	Measure
Tourism Infrastructure & Amenity Plan	Encourage targeted visitor dispersal to make it easy for visitors to move around Inner Melbourne Align with IMAP action 11.2	<ul style="list-style-type: none"> Undertake desktop research Project brief developed and agreed Develop project plan and seek external funding 	CoM	\$40,000	June 2011	IMAP Executive Officer IMAP Councils – urban designers, strategic and transport planners	Project brief developed for IMAP Committee Approval
<p><u>OUTCOMES</u></p> <p>This project was not developed in 2010/11 by the Tourism Working Group. A substantial visitor signage project is being developed by the Melbourne Tourism Partnership, a collaborative project between the City of Melbourne, Tourism Victoria and Metlink.</p> <p>The objective of the project is to identify signage and wayfinding improvements that will:</p> <ul style="list-style-type: none"> Assist international and domestic visitors orient themselves on arrival in Melbourne Encourage visitors to explore the city and to travel on foot, by public transport and bike Increase visitor numbers to key precincts and attraction in the city, inner and metropolitan Melbourne and the surround regions Encourage arriving tourists to go to the City of Melbourne's visitor services network for information on things to see and do in Melbourne and Victoria <p>The Tourism Working Group has, through the City of Melbourne, determined to keep a watching brief on the Melbourne Tourism Partnership visitor signage project and opt in where possible to support the delivery of the project.</p>							

2010/11 Expenditure

It is important to note that the resource allocations against the 2010-2011 strategies was adjusted throughout the year as the Tourism Working Group investigated further the various opportunities. As noted earlier in the report, some strategies have either not been developed further or were determined as no longer relevant.

The Tourism Working Group reviewed the 'live' projects and re-allocated resources to support the strategies that were being implemented. Outlined below is an overview of the actual expenditure against the projects delivered.

Project	Actuals	Notes
Map Printing	\$69,075.00	
Map Distribution	\$ 3,941.55	
Consulting Fees	\$11,155.00	consulting fees for workshops on developing the strategic plan
Legal Fees	\$ 8,174.00	relates to advice for licensing the map, license agreement and protection of the intellectual property
TOTAL	\$92,345.55	

Recommendation:

- That the IMAP Implementation Committee receives the IMAP Tourism Working Group Progress Report 2010-2011 and endorses the project outcomes and expenditure for Year 1.



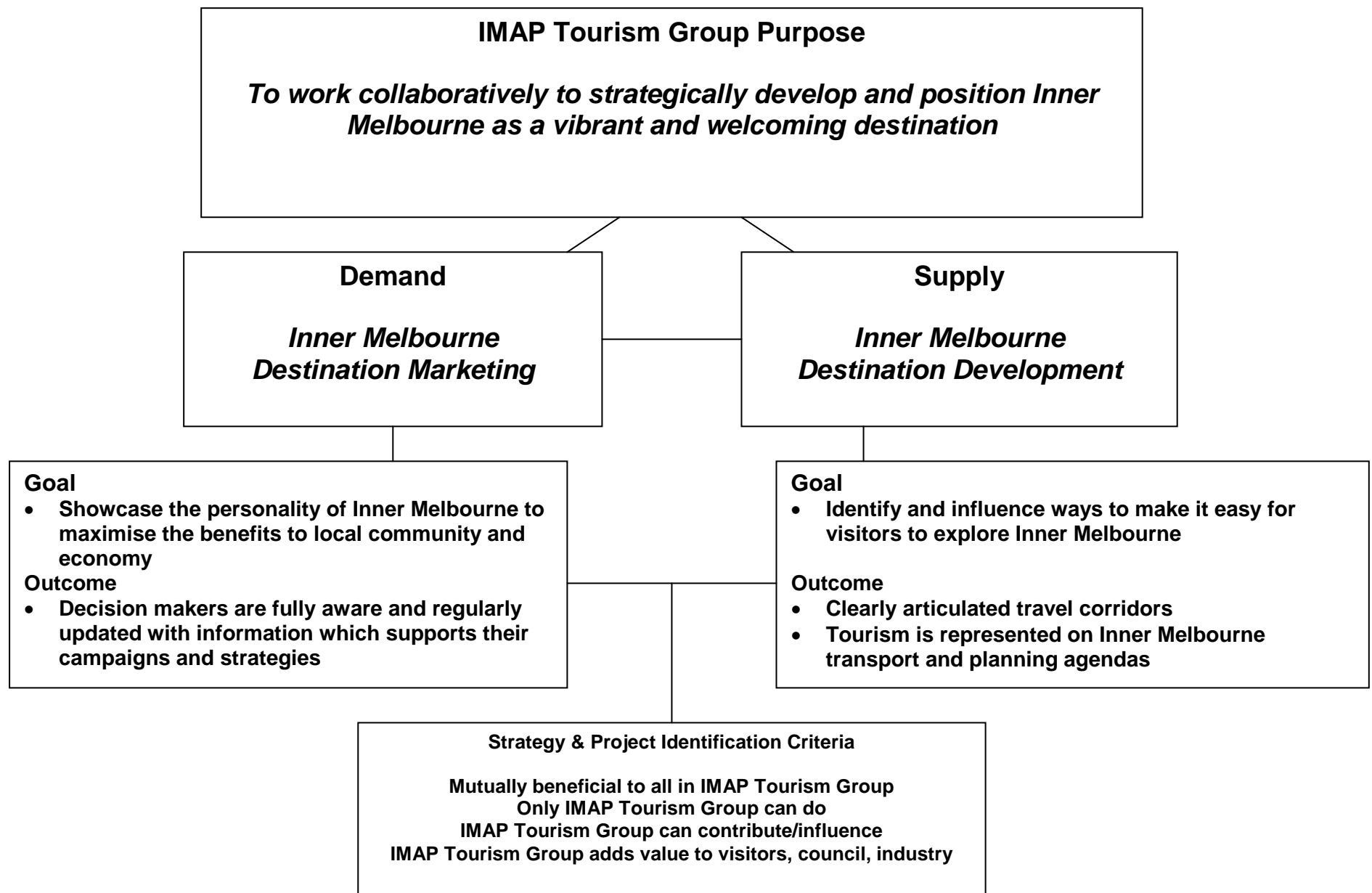
Inner Melbourne Action Plan
'Making Melbourne More Liveable'



Inner Melbourne Action Plan (IMAP) Tourism Working Group

Strategic Plan 2010-2013

Action Plan 2011/2012 (Year 2)



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:

Success in implementation of the strategic plan will be contingent upon the following:

- Working collaboratively as a group and in partnership with the Melbourne tourism industry
- IMAP Tourism Group members commit to attending regular meetings to share information, progress projects and receive updates on key projects from Melbourne tourism industry stakeholders
- IMAP tourism projects form part of individual group member's work plans
- Annual action plan and progress reports to be reviewed annually by the IMAP Implementation committee for approval and funding support

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	Potential 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 • A final print run then discontinue printing IMAP map brochure • Development of Communication Strategy to notify industry of changes transition the map to licensed partners and licensing options • Maintain an up-to-date map • Investigate further applications of the Inner Melbourne Map 	TBA	\$30,000	Ongoing	Destination Melbourne Yarra Trams Tourism Victoria Other transport providers and industry stakeholders	License Agreements in place Map is updated Further map application/s developed

Inner Melbourne Map Notes

With the development of the license agreement, the Tourism Working Group has an obligation to maintain an up-to-date version of the Inner Melbourne map as well as administer the licensing agreements.

There are resources required to develop a communication strategy for stakeholders and industry (hotels etc) to promote that:

- The Inner Melbourne Map is being phased out and will no longer be produced in its current format (pink brochure)
- It is available to license; and,
- It is available within the Official Visitors Guide and the Official Visitors Map.

A budget of \$30,000 is allocated to this project to cover the cost of outsourcing administration of the map, graphic design changes, legal fees and the development and delivery of a communication strategy. The Tourism Working Group will also investigate further applications of the map e.g. a digital app, interactive map and website applications.

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 Melb entry points and transport hubs• Education of volunteers at VICs including briefings and famils	TBA	\$45,000 To facilitate arrangements and production of collateral	December 2011	Destination Melbourne Tourism Victoria	Development of display Schedule for regional showcase
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Increase Inner Melbourne Profile Notes

In 11/12 the Tourism Working Group will put a stronger emphasis on increasing the profile of inner Melbourne by showcasing inner Melbourne product at 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 will be held with Metlink to update the product and destinations featured in the tram itineraries in Inner Melbourne.

Strategically position Inner Melbourne	Highlight the IMAP model and collaborative approach	<ul style="list-style-type: none"> Seek opportunities to align with 2012 Tourism & Events Conference - Melbourne 	CoPP	To be negotiated	Conference date September 2012	Tony Charters & Associates Victoria Tourism Industry Council	IMAP presence at Conference in 2012
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Strategically position Inner Melbourne Notes

The Tourism Working Group will look at a strategic way to profile Inner Melbourne (and IMAP) by seeking opportunities to align with the Tourism and Events Conference being held in Melbourne in September 2012.

Background: Melbourne is set to host 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 from 5-7 September 2011. 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 will attract around 550 delegates from Australia and New Zealand in 2011 and build to 800-1000 international delegates over coming years.

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	Potential 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 	CoM	Tourism Working Group to have watching brief	Ongoing	IMAP Executive Officer IMAP Councils – urban designers, strategic and transport planners	Updated on project progress
<u>Visitor Signage Project</u> The 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.							
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 	CoM	Tourism Working group	Ongoing	Metlink Yarra Trams IMAP Councils	Successful dialogue with Metlink Development of communication plan to industry and Be kept informed about developments re visitor options for purchase of travel card
<u>Transition to MYKI system</u> 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.							

For Consideration

The Tourism Working Group is also considering new opportunities to expand its agenda to include a focus on economic development in Inner Melbourne and the impact of the visitor economy.

Recommendations

1. That the IMAP Implementation Committee receives and approves the Tourism Working Group 2011– 2012 Action Plan (Year 2).
2. That the IMAP Implementation Committee approves the proposed project budget allocations in the Tourism Working Group 2011–2012 Action Plan (Year 2).