melbourne's west

Strategic Tourism Direction
Growing our visitor economy
2017/18 - 2019/20

JULY 2017

Contents

Introduction

Western Melbourne Tourism Inc (WMT) is a regional cooperative association incorporated for the purposes of developing a stronger more competitive tourism sector in Melbourne's west. The region embraces the municipal boundaries of Brimbank, Hobsons Bay, Maribyrnong Melton, Moonee Valley and Wyndham councils.

This document sets out WMT's three year strategic plan (2017/18 to 2019/20) and provides a framework to work collaboratively to grow the visitor economy of Melbourne's west.

The Plan outlines strategies to connect and support industry operators, advocate on regional issues impacting the visitor economy and to position Melbourne's west as integral part of the Melbourne visitor experience. As a local voice for the tourism sector the Strategic Plan is a further phase of the Board's mission to improve the visitor profile of the region, grow private investment and public infrastructure development and improve service delivery for visitors.

The Board is committed to working to increase recognition of the value of tourism to the regional economy and it's direct links to employment and prosperity of the region.

The WMT Board comprises representation from five of the six western metropolitan Council funding partners (listed above currently excluding Maribynong), LeadWest, Victoria University, Parks Victoria, Quest Apartments, Zoos Victoria and the arts sector.

Utilising our close integrated partnership with Leadwest, WMT will continue to build on the partnerships already forged and leverage the resources to broaden engagement with businesses and other industry stakeholders.

The value of WMT is in its regional approach and the synergy it is able to achieve between individual members and councils. This approach also aligns more closely with the mindset of visitors who will consider a visit based on the broader intrinsic attributes of a place or region (i.e apart from social reasons such as visiting family, work or education destinations in a region). A regional tourism board is also uniquely placed to attract industry funds for cooperative marketing, brand and research projects; and, only at the regional level, would it qualify for state and federal regional tourism campaign funding.

It is important to note that the first comprehensive Destination Management Plan for Greater Melbourne will be delivered in late 2017. WMT has partnered with Destination Melbourne, and 24 Local Councils and State Government partners in this major research and planning initiative. The key purpose of the Plan is to strategically identify future developments and improvements in relation to visitor products, experiences and the overall visitor journey in and out of Melbourne.

The overarching DMVP for Greater Melbourne will be underpinned by sub-regional plans including one for Melbourne's West.

1   OUR VISION – WHAT WE ASPIRE TO ACHIEVE

Melbourne's West is a welcoming place of discovery

2   OUR PURPOSE – WHAT IS OUR ROLE

Through our regional collaboration we will grow the visitor economy of Melbourne's West

3   OUR VALUES – WHAT WE WILL NOT COMPROMISE

We believe in what the west offers visitors. We add strategic value to the region based on our values: Integrity, Collaboration, Accountability, Innovation and Respect

4   OUR STRATEGIC GOALS – WHAT WE WILL FOCUS ON

- **Influencing** – *To get the best for Melbourne's West*
- **Positioning** – *To position the best of Melbourne's West*
- **Connecting** – *To support industry deliver their best across Melbourne's West*
- **Organisation Sustainability** – *To drive success for Melbourne's West*

Goal 1: Influencing – To get the best for Melbourne's West

DESIRED OUTCOMES

- *We are recognised by government, industry and lead tourism agencies as the credible voice for our region*
- *Visitor economy is valued by our stakeholders*

REF NO	STRATEGY	WMT BOARD'S INDICATOR OF SUCCESS
1.1	**Advocate** • Identify what matters for our region and advocate on behalf of our industry and stakeholders	• Acknowledged by the visitor sector as the lead voice for our region's visitor economy • Latest research informs our advocacy approach
1.2	**Represent** • Represent our industry on strategic issues and opportunities that impact our visitor experience	• Represented our industry's interest on strategic boards, regional steering committees and project groups • WMT is the recognised vehicle which achieved regional grant funding
1.3	**Alignment** • Align our strategic priorities to enhance the visitor experience in our region	• Agreed list of regional priorities focused our advocacy approach • Agreed priorities are aligned and/or integrated into State and Local Government plans and strategies

Goal 2: Positioning – To position the best of Melbourne's West

DESIRED OUTCOMES

- *Melbourne's West is known as an integral part of the Melbourne experience*
- *Our value proposition motivates visitation from our priority markets*

REF NO	STRATEGY	WMT BOARD'S INDICATOR OF SUCCESS
2.1	**Value Proposition** • Present a singular proposition to communicate the essence of our visitor experiences	• Consistent and compelling message that differentiates our region
2.2	**Regional Attributes** • Identify and leverage our regional attributes to strengthen our position within the Melbourne visitor experience (Greater Melbourne Destination Management Visitor Plan)	• Focused on our key attributes that delivered distinctive regional experiences
2.3	**Regional Awareness** • Facilitate collaborative marketing opportunities to build awareness of the region and to extend our reach	• Industry informed of strategic marketing opportunities (map, major events, famils) • Growth in social media performance and positive editorial coverage

Goal 3: Connecting – To support industry to deliver their best across Melbourne's West

DESIRED OUTCOMES

- *Our stakeholders understand who we are, what we do and our collaborative value*
- *Our industry is informed and connected to benefit from the visitor economy*
- *Our industry invests in their professionalism*

REF NO	STRATEGY	WMT BOARD'S INDICATOR OF SUCCESS
3.1	**Partnerships** • Identify and nurture partnerships and strategic alliances for long term mutual benefit	• Growth in the effective and productive partnerships and collaborative projects
3.2	**Communications** • Inform, update and engage our industry, stakeholders and partners on our progress and achievements	• 8 e-bulletins distributed per annum • maintain an up to date data base list of contacts
3.3	**Knowledge/Capability** • Support industry's learning by making available the latest visitor intelligence to build capability	• Annual visitor economy oriented program for industry delivered • Shared the latest research and research implications with our industry
3.4	**Networking** • Provide opportunity for business to business connections, networking and information sharing	• 2 networking forums delivered per annum • Active Social Media B2B visitor economy community

Goal 4: Organisation Sustainability – To drive success for Melbourne's West

DESIRED OUTCOMES

- *WMT Inc operates on a stable platform with a sustained mix of public and private sector funding*

| REF NO	STRATEGY	WMT BOARD'S INDICATOR OF SUCCESS
4.1	**Operations** • Implement a structure and governance framework that supports the delivery of our strategic direction	• Operations are resourced to reflect our priorities • 3 year strategic direction reviewed annually and 12 month plan delivered within budget
4.2	**Financial Sustainability** • Secure our financial base to realise our strategic direction	• % growth in alternate revenues streams

CONTEXT OF MELBOURNE'S WEST : ROLES OF KEY TOURISM ORGANISATION

Local councils x 5

- Support to ratepayer businesses in the tourism sector eg networking, economic development initiatives
- Campaigns, collateral, websites promoting local destinations
- Provision of local visitor information & navigation
- Local events/festivals

Western Melbourne Tourism Inc

- Regional cooperative tourism support focused on strategic interests of the 5 western metropolitan councils. Focus on collaborative activities that individual councils cannot achieve in their own right.
- Promotion focused on the broader attributes of the region to embrace networked activities/events/ itineraries not tied to LGA boundaries (aiming to be more aligned with mindset of the consumer)
- Offers a network of collaborative advocacy and strengthened representation on behalf of the 5 councils as a regional group
- Provides support/facilitation to the metropolitan partnership activities undertaken by Destination Melbourne and Visit Victoria. Pursue representation of the west by these agencies including the development and implementation of the Greater Melbourne Destination Management Visitor Plan
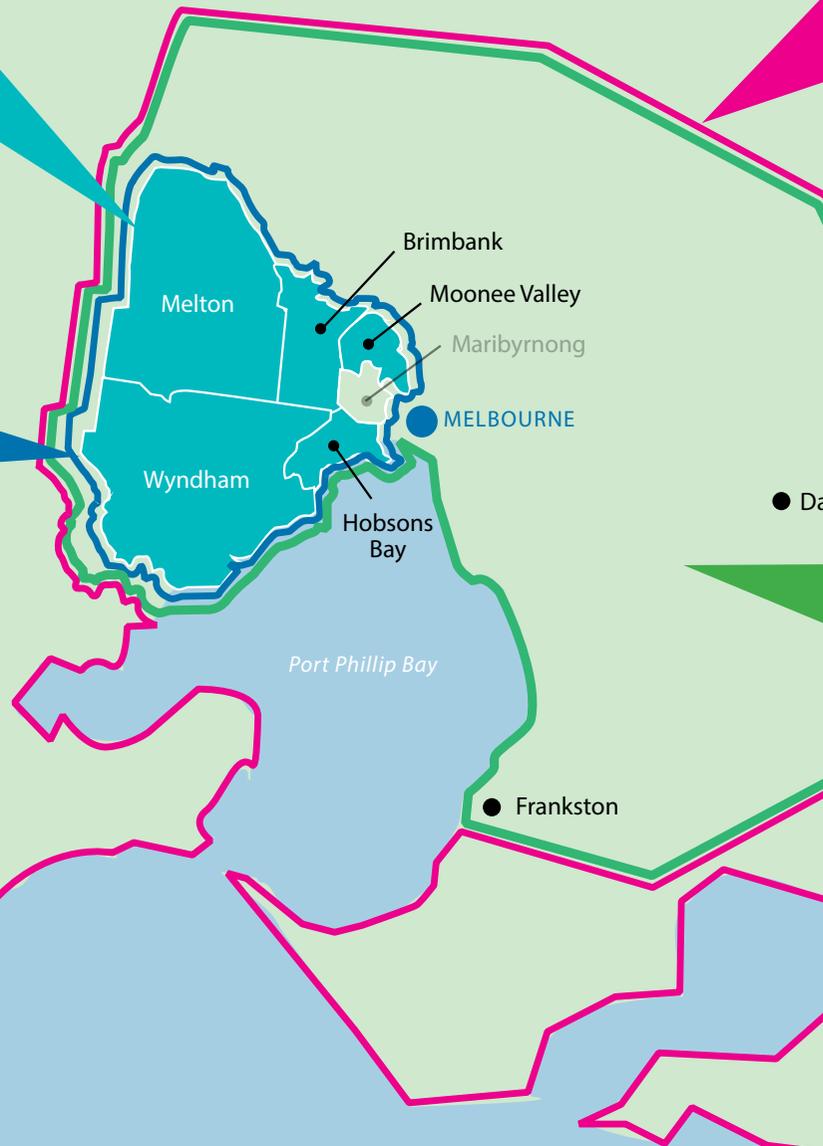
Visit Victoria

- Promotion of Melbourne and Victoria to regional interstate and international markets.
- Can support region through activities including PR/Media coverage, famils, website and social media
- Limited day to day involvement with LGA's, but works directly with significant industry operators eg. Avalon, Werribee Park, Quest
- Now includes Melbourne Major Events and Melbourne Convention Bureau

Destination Melbourne

- Melbourne's designated regional tourism organisation (RTO) but based on user pays
- Forms relationships with LGA's and industry operators via an annual prospectus
- Produces key annual publications, maps and guides for the Melbourne metro region
- Dedicated programs embracing visitor industry development, networking events and social media
- Manages the 'Discover Your Own Backyard' campaign targeted at local VFR for attractions at a local civic level

Brimbank
Moonee Valley
Maribyrnong
Melton
MELBOURNE
Wyndham
Hobsons Bay
Dandenong
Port Phillip Bay
Frankston

WMT BOARD MEMBERSHIP

Jan Jacklin (Chair) – Independent

Dr Colin Drake (Dep Chair) – MBA Program Director, Faculty of Business & Law, Victoria University

Cr Sophie Ramsey – Melton City Council

Cr Richard Lawrence – Moonee Valley City Council

Cr Daniel Allan – Brimbank City Council

Craig Rowley (Treasurer) – CEO, LeadWest

Daryl Wilson – Manager Economic Development, Wyndham City Council

Janet Dawes - Manager Cultural and Economic Development, Hobsons Bay City Council

Rocky Barca – Manager Werribee Park and Western Melbourne District, Parks Victoria

Michael Canny – Franchisee, Melbourne Airport, Quest Apartments

Brad Spolding – Director, The Substation, Newport / Artswest

Daisy Jenkins – Tourism Coordinator Business Development, Zoos Victoria

Richard Ponsford – Executive Officer

Connect With Us

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/LoveTheWest

/MelbsWest

@love_the_west

Glossary

WMT	Western Melbourne Tourism Inc
Melbourne's West	Melbourne's west embraces the municipal boundaries of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham councils.
KPI	Key Performance Indicator
LGA	Local Government Area
Melbourne	The geographic area covered by 31 metropolitan local governments
EO	Executive Officer
VV	Visit Victoria
DML	Destination Melbourne Ltd
PV	Parks Victoria
VU	Victoria University
PR	Public Relations
Famil	Familiarisation visit often targeted to media or other stakeholders
VFR	Visiting Friends and Relatives