



MARIBYRNONG TOURISM VISITATION STRATEGY

PREPARED BY **URBAN ENTERPRISE** FOR MARIBYRNONG CITY COUNCIL | MAY 2017

AUTHORS

Mike Ruzzene

Chris Funtera

Danielle Cousens

URBAN ENTERPRISE URBAN PLANNING LAND ECONOMICS TOURISM PLANNING INDUSTRY SOFTWARE

389 ST GEORGES RD, FITZROY NORTH, VIC 3068 | PH: (03) 9482 3888

www.urbanenterprise.com.au

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Front Cover Credits: Hop Nation, FCAC, Sun Theatre, City of Maribyrnong

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ACRONYMS

African Australian Small Business Association	AASBA
Destination Melbourne	DML
Discover Your Own Backyard	DYOB
Footscray Asian Business Association	FABA
Footscray Community Arts Centre	FCAC
Footscray Traders Association	FTA
Major Activity Centre	MAC
Inner Melbourne Action Plan	IMAP
Victoria University	VU
Visit Victoria	W
Visiting Friends and Relatives	VFR
Western Melbourne Tourism	WMT
Yarraville Traders Association	YTA



<https://s-media-cache-ak0.pinimg.com/originals/10/e2/7b/10e27b66c31cd8fc0a2c92a1bc2a03c4.jpg>

PART A: BACKGROUND

MARIBYRNONG TOURISM AND VISITATION STRATEGY

This Section includes a review of major drivers of Maribyrnong's visitor economy and considerations for the development of the Strategy.

1. INTRODUCTION

1.1. BACKGROUND

Maribyrnong is a vibrant and culturally diverse City that has a growing reputation for its eclectic precincts, shopping centres, markets, dining scene and creative communities. The City is currently experiencing a significant period of population growth, demographic change and an increase in business and investment opportunities, driven primarily by its strategic inner city location.

The overarching vision for Maribyrnong's visitor economy is:

Maribyrnong is a vibrant inner-city destination and the heart of Melbourne's growing West. Visitors are attracted to the City's unique precincts that celebrate the City's cultural diversity and offers compelling and memorable experiences.

The Tourism and Visitation Strategy sets a framework for decision-making and investment in tourism and the visitor experience over the next five years, 2017-2021. The purpose of the Strategy is to:

- Identify, assess, and recommend a range of opportunities for Council to engage with tourism organisations and bodies, focussing on positive visitor experiences;
- Identify and assess opportunities to attract visitors to the City; and
- Outline projects and programs for Council to deliver over 5 years to foster the visitor experience and position the City as a destination of choice for major tourism and activation opportunities.

The Strategy document is divided into two sections:

- **Part A: Background.** Review of the major considerations that influence the development of the Strategy, including product and experience opportunities, visitor markets and marketing.
- **Part B: Future Directions.** Strategic framework to guide future decision-making including Strategies and an Action Plan.

WHAT DOES 'TOURISM' MEAN TO MARIBYRNONG

'Tourism' in a local government context can be somewhat vague. The vast majority of visitors to the City would not identify themselves as 'tourists' or would not undertake traditional tourism activities. Therefore, given the many reasons for visiting Maribyrnong (for example visiting family and friends, working, shopping, or convenience), any definition of tourism must take into account this broader perspective.

For the purpose of this Tourism Visitation Strategy, the following definition of tourism has been adopted:

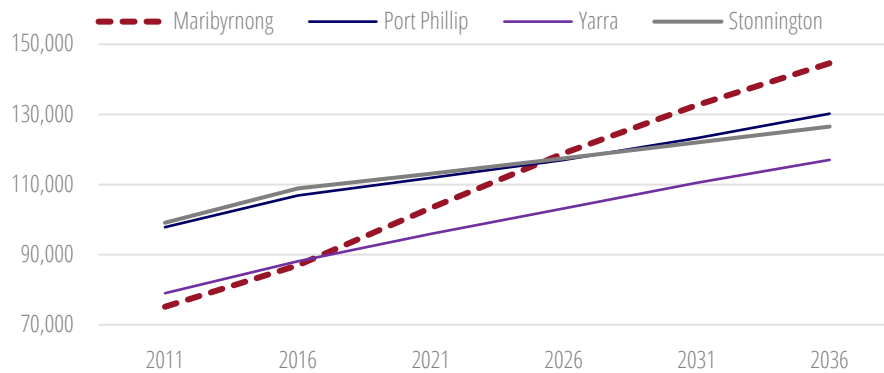
- Travel to Maribyrnong to visit friends and relatives, for leisure, business, shopping, sport and recreation or for education;
- The visitor's purpose of travel is generally to visit or stay in a place that is outside their usual place of residence; and
- Travel includes residents from Maribyrnong visiting places and enjoying experiences (for example hosting visiting friends and relatives) within their City.

1.2. STRATEGIC CONTEXT

A GROWING AND CHANGING CITY

This Strategy coincides with a period of significant growth, investment and transition in the City. The City of Maribyrnong's strategic inner city location and growing lifestyle attributes have positioned the area as a desired residential location; Maribyrnong's population is projected to almost double over the period 2011-2041, growing to the largest inner-city LGA (other than City of Melbourne). The demographics of the area are changing with an influx of young residents and families as well as continuing to be a destination for new arrivals to Australia.

FIGURE 1 FORECAST ID POPULATION PROJECTS TO 2036



Source: Forecast ID Online Profiles for various Councils, compiled by Urban Enterprise 2016

At the same time, the economic role of the inner city is changing and Maribyrnong's industrial legacy is likely to face increased pressure from residential development and more service oriented businesses types. This may support the development of new commercial businesses and precincts that have a greater focus on attracting visitors to the area.

The significant forecast population growth will generate a 'natural' increase in visitation to the area, however, the strategic location and transitioning nature of the area will bring opportunities to draw additional visitors through increased activation of precincts and development of new and contemporary experiences.

STRATEGICALLY LOCATED

Maribyrnong is strategically located in Inner Melbourne; a region which has experienced significant tourism growth over the past decade based on its position as Australia's arts and cultural capital, major festivals program, and significant education and business base.

Importantly, recent growth has been driven by precincts outside of the CBD, indicating that visitors are increasingly dispersing to inner-city areas other than the CBD. Inner areas such as Fitzroy, Collingwood, and Richmond have undergone significant change in recent decades and are increasingly perceived as being an integral part of the 'Melbourne experience' for visitors.

Although Maribyrnong has also experienced growth, it has the lowest visitation levels in the IMAP region. As Maribyrnong's precincts continue to evolve, there is increasing opportunity to grow the visitor base and draw larger numbers of visitors from Inner Melbourne.

SHIFTING VISITOR PREFERENCES

There has been a significant shift in the tourism market in recent years with visitors seeking more 'authentic and 'local' experiences. This has been facilitated by apps such as Airbnb, which allows travellers to stay within local communities and away from the traditional tourism and accommodation nodes.

Maribyrnong's precincts have retained their character and community atmosphere and provide unique cultural experiences. Given the level of change and gentrification of other inner city areas, this is a key competitive advantage for Maribyrnong moving forward.

1.3. A PARTNERSHIP APPROACH

In delivering this Strategy, the Council cannot act alone and seeks to create strong partnerships and networks with the community, industry and state and federal government, to achieve positive outcomes.

Maribyrnong City Council works in key partnership with:

- **Inner Melbourne Action Plan.** The Inner Melbourne Action Plan (IMAP) partnership is unique in bringing local Councils and Government stakeholders together to develop and deliver regionally based actions. The LGA's of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong are the partner Councils that make up the membership of the IMAP group.
- **Destination Melbourne.** A regional tourism organisation for Greater Melbourne that works with business, community and government to maximise Melbourne's visitor potential. Specialising in cooperative visitor marketing, industry development and advocacy.
- **Leadwest.** An important advocacy body for the development of western Melbourne (not tourism specific) and platform for Maribyrnong to work with other Councils and major institutions in the west.
- **Trader associations.** Maribyrnong City Council has strong partnerships with trader associations and representatives that play an important role in promoting specific precincts.
- **Victoria University (VU).** Maribyrnong City Council is working in partnership with Victoria University to improve the learning environment for students studying and living in the City through the Footscray University Town Initiative.

INNER MELBOURNE ACTION PLAN

An updated Action Plan was prepared by the IMAP Councils in 2016, following a review of the previous plan developed in 2005,

The Action Plan includes five key goals:

- A globally significant, strong and diverse economy;
- A connected transport network that provides real travel choices;
- Diverse, vibrant, healthy and inclusive communities;
- Distinctive, high quality neighbourhoods and places;
- Leadership in achieving environmental sustainability and climate change adaptation.

There are a number of other significant institutions located in Maribyrnong that play an important role in marketing and attracting visitors to the city, including:

- Western Bulldogs Football Club;
- Highpoint Shopping Centre (managed by GPT);
- Footscray Community Arts Centre (FCAC);

2. PRODUCT & EXPERIENCE

2.1. INTRODUCTION

This Section provides an overview of the key tourism product and experiences available in the City and opportunities to build on existing strengths. Tourism product within the City is diverse and centred around shopping, dining, arts, culture, education, sports, the environment and heritage. Festivals and events also play an important role in attracting visitors.

Figure 2 (page 7) shows the distribution of key tourism product in the City of Maribyrnong. There are a number of places of interest located along the Maribyrnong River Corridor or concentrated within and around Footscray.

TABLE 1 EXISTING AND EMERGING EXPERIENCES

Existing / Emerging Strengths	
Shopping	Highpoint, Villages, Markets
Night-time Economy	Sun theatre, emerging bar scene
Dining	Diverse and contemporary cuisine
Events and Festivals	Cultural vibrant and contemporary festivals
Cultural	Temples, Vietnamese diaspora
Arts	FCAC, creative arts sector, Victoria University
Education	Footscray University Town
Sport & Recreation	Whitten Oval, Victoria University (sporting excellence program), trails; Footscray Park, Highpoint, MAC
Environment & Heritage	Maribyrnong River Corridor, Pipemakers Park, Jacks Magazine

2.2. HOSPITALITY

Hospitality is an important part of the visitor economy within inner Melbourne. An audit of licensed venues identified 168 venues in the Maribyrnong LGA, the majority being restaurants, cafes and/or bars. Only seven venues were late night venues (open after 1am), three were in Footscray, the major venue hub in Maribyrnong, with 70 hospitality venues in total.

Figure 3 shows the distribution of licenced venues in the City of Maribyrnong. Yarraville and Maribyrnong (incorporating Highpoint Shopping Centre) with 34 and 27 venues respectively, were also major venue nodes. Table 2 provides a comparison of Maribyrnong LGA venues to Moreland and Yarra LGAs, which are of a similar distance from the CBD.

TABLE 2 VENUES WITH A LIQUOR LICENCE

	Maribyrnong	Moreland	Yarra
Restaurant, Café and/or Bar	152	187	489
Late Night Venue (open after 1am)	7	25	64
Producer (e.g. Brewery)	1	5	4
Recreation or Event Venue	8	4	9

FIGURE 2 CITY OF MARIBYRNONG TOURISM PRODUCT MAP

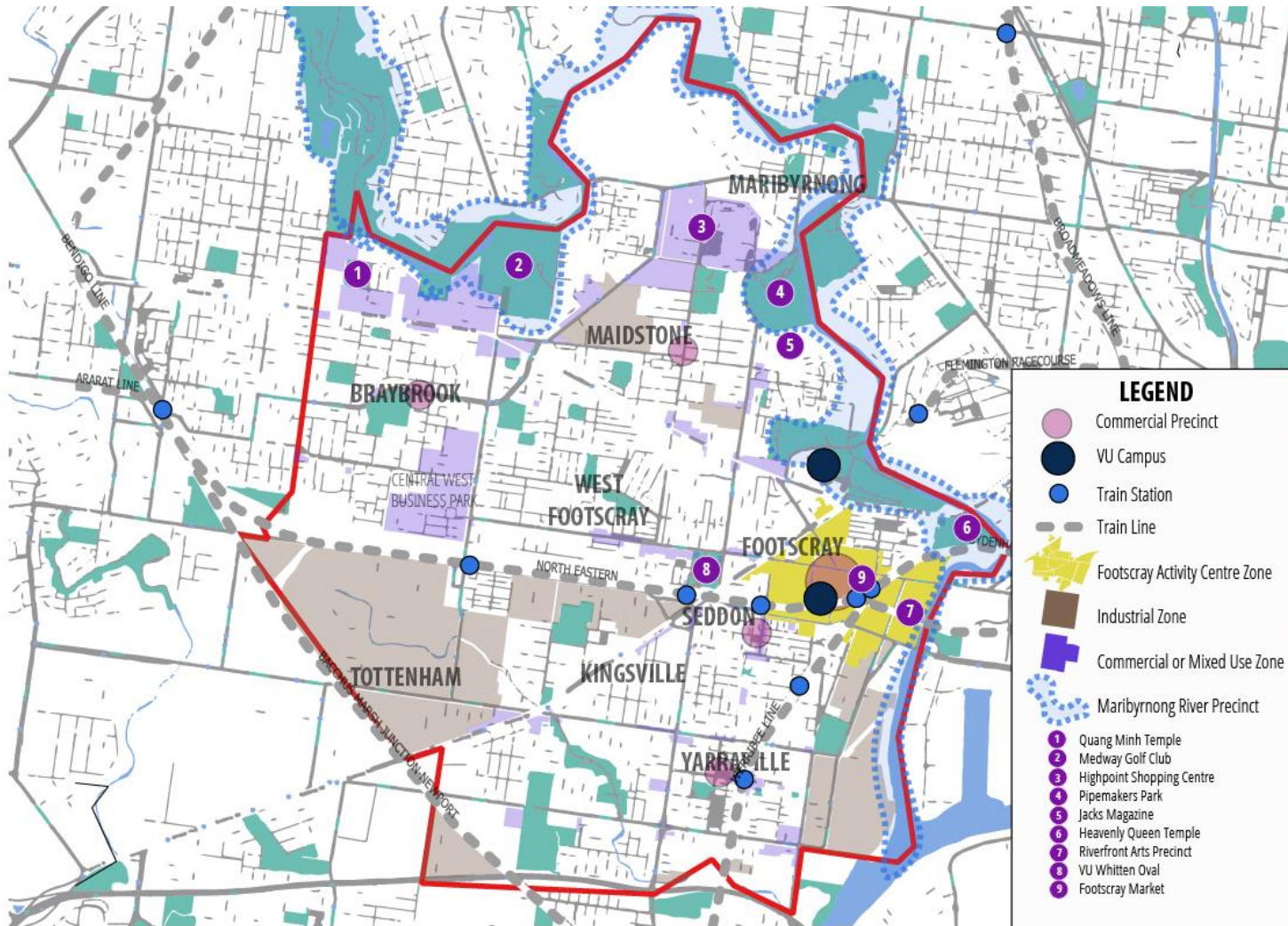
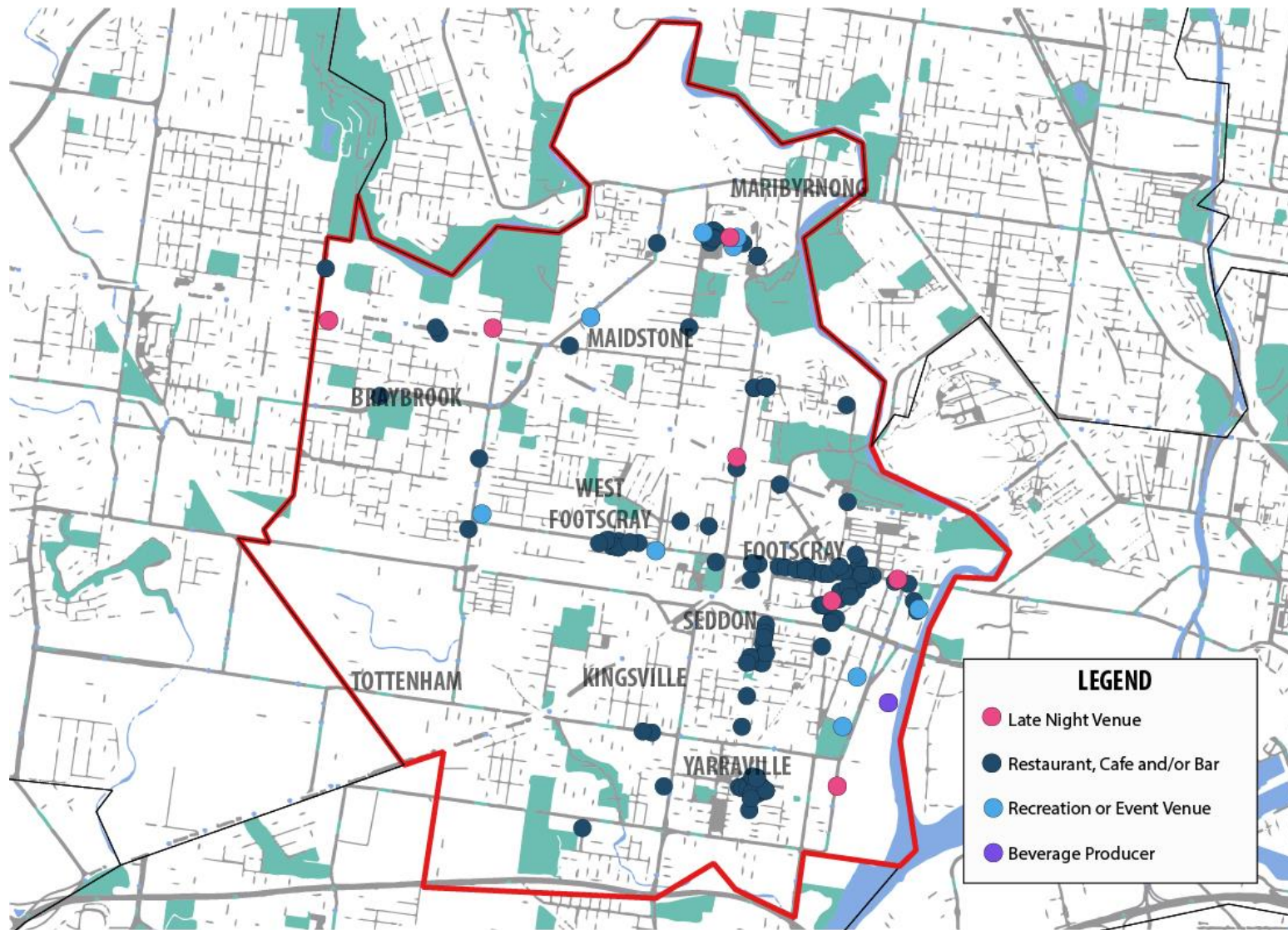


FIGURE 3 DISTRIBUTION OF LICENSED VENUES BY TYPE



2.3. MAJOR PRECINCTS

HIGHPOINT SHOPPING CENTRE

Highpoint Shopping Centre is located in the north of the City, adjacent to the Maribyrnong River. It is the second largest shopping centre in Melbourne and the third largest in Australia. The centre's tertiary catchment covers an area of 1.3 million residents and extends across western Melbourne (from Footscray to Werribee) and also captures parts of northern Melbourne (up to Coburg). Highpoint also attracts visitors from regional Victoria, particularly the major centres of Geelong, Ballarat and Bendigo.

Future expansions are being planned with a vision for the centre to become a more integrated 'town centre' including new uses and services including civic uses (local library), accommodation, healthcare, education, office and residential. The centre includes a significant area of at-grade parking that could potentially be redeveloped. Planning is currently in the early stages.

Transport and car parking capacity is a limiting factor for future growth. The centre is located away from the freeway and major arterial road network with limited public transport accessibility. On weekends, the carparking is at over 95% capacity and traffic in and surrounding the centre is congested.

The centre's management has a close working relationship with other large institutions in the City of Maribyrnong including Victoria University, Western Bulldogs, Western Health and FCAC, as well as collaborating with Maribyrnong City Council.

Highpoint Shopping Centre is one of the largest visitor attractors in the City (16.9m visitors annually). Although in the early stages of planning, the centre's evolving role as a 'town centre' will grow its importance as a visitor hub, increase the diversity of uses and number of visitors to the centre. Council should continue to work closely with the centre to identify opportunities for marketing collaborations; strategies to disperse visitors to other destinations; and advocate for improved transport connections.

HIGHPOINT OVERVIEW

- Second largest shopping centre in Melbourne and third largest in Australia
- 530 individual retailers
- 185,000sqm of retail floorspace
- 16.9 million visitors annually
- Tertiary catchment of approximately 1.3 million residents

Source: Based on discussions in GPT



Source: GPT Group

FOOTSCRAY

Footscray is the largest activity centre in Maribyrnong and the west and is an important hub and gateway to the wider western region (also known as the 'heart of the west'). A Structure Plan and associated Masterplan was developed for the centre in 2013. The key precincts in Footscray are outlined below.

CENTRAL FOOTSCRAY PRECINCT

Footscray is a vibrant and unique centre in inner Melbourne. The centre retains a diversity of roles and functions. The major roles include:

- **A University Town:** Victoria University has a strong presence with two campuses located either side of the town centre. Staff and students play an important role in activating the Footscray Town Centre and there is significant opportunity to increase the presence and economic impact of the university through the 'University Town' program (see opposite).
- **Transport Hub:** Footscray Station is the second busiest train station in Melbourne (outside of the City Loop) with an average weekly patronage of 75,000 passengers.³ The station services three metropolitan lines (Sunbury, Williamstown and Werribee), regional passengers as well as freight transport. The redevelopment of the station as part of the Regional Rail Link project has modernised the station and provided opportunity to activate the forecourt space (as demonstrated by the Night Food Market series in 2016).
- **Retail & Shopping:** Footscray is renowned for its fresh food offer that draw customers from a wide catchment and provide a unique experience for visitors. The precinct comprises small independent businesses with an absence of national chains (apart from the newly developed Kmart and Coles).
- **Dining & Hospitality:** Footscray has a celebrated food culture, reflecting the diverse character of the area, with a strong offering of Vietnamese and other Asian and African cuisine. A number of

new restaurants and cafes have established in recent years, adding to the food offering and café culture.

- **Civic, Employment and Services:** Footscray is home to a number of civic and government services including the Maribyrnong City Council, State Trustees and City West Water. Medical practices and social support services including the ASRC are also significant employers in the City along with a growing number of creative enterprises including FCAC, Dream Factory and Kindred Studios.

FOOTSCRAY UNIVERSITY TOWN

The City of Maribyrnong has developed a key strategic relationship with Victoria University to coordinate initiatives to revitalise Footscray based on the following vision:

"Footscray is recognised as Australia's premier University Town, at the forefront of the knowledge economy. Through harnessing University and community knowledge and resources, Footscray is a smart, creative and vibrant multicultural community with access to opportunity and prosperity."

A Business Plan has been developed to guide actions to 2020, including six outcome-focused objectives:

1. Smart Footscray;
2. Creative Footscray;
3. Healthy and Active Footscray;
4. Great Places and Connections;
5. Sustainable Footscray; and
6. Collaborative and Engaged.

³ Passenger Activity by Metropolitan Station 2013-14, Public Transport Victoria

FOOTSCRAY OPPORTUNITIES

There are several opportunities to improve the economic function and visitor experience in Footscray:

- **Improving Perceptions.** Historically Footscray has suffered from poor perceptions of crime and safety which have sustained over time despite the actual reduction in crime and improvement to amenity. Increased residential development, activation of the centre and new businesses will continue to change this. Council, in association with local business and traders groups and stakeholders, should continue to address these misconceptions in marketing and messaging.
- **Night-Time Economy & Activation.** Footscray's night-time offering has a limited number of entertainment options. Although there are dining options, many of the establishments are 'cheap eats'. The night-time offering is expanding with a number of new small bars and a 6-screen cinema development (proposed). This will be a catalyse Footscray's nightlife and encourage businesses to extend opening hours and attract new hospitality and entertainment options to the centre.
- **Amenity & Beautification.** Council has undertaken a number of significant works in recent years including redevelopment of Nicholson Street Mall and Little Saigon Precinct Activation, including the new Saigon Welcome Arch. Continued beautification and place making of key areas of the city centre should be implemented to improve the activation of public spaces and encourage visitors to spend more time in the city. Addressing the lack of street landscaping and green public space should be a priority .
- **Major Site Redevelopment.** There has been significant development activity in Footscray in recent years, driven by demand for residential capacity due to Melbourne's significant growth. The Council owned at-grade car parking sites (which are well suited to mixed-use development) should be prioritised to bring forward development opportunities. Development concepts should consider the contribution to visitor experiences and amenity and should integrate commercial uses that contribute to the activation of the city and address exiting gaps (for example accommodation).
- **Movement & Access.** Footscray is unique relative to other inner city precincts. Rather than strip-based shopping, Footscray is a genuine town centre and is compact and walkable. Despite

this, wayfinding in the centre is considered poor, particularly for new visitors to the centre. Cycling movement and infrastructure is also considered poor. A high volume of freight movements in and around the centre make cycling a challenge. Improved wayfinding and cycling infrastructure is an important initiative of the University Town Plan.

The Melbourne Metro Rail Project will bring significant benefit to Maribyrnong and result in additional peak hour services from West Footscray and Footscray.

- **Interpretation & Points of Interest.** Although Footscray has a significant heritage story, both as a vibrant industrial centre and magnet for new arrivals to Australia, its history is not apparent or tangible for new visitors. Council should encourage the development of new interpretative points of interest such as signage, murals and public art (the Saigon Welcome Arch is a good example). There has been some interest in the development of a Vietnamese Cultural Centre and Museum, and Korean War Memorial which would be a significant positive addition to the city.



Artist: Heesco, Source: Leader Newspapers

FOOTSCRAY RIVERFRONT PRECINCT

The Footscray Riverfront Precinct is emerging as a popular node for the local community and visitors alike. The former industrial area has seen the introduction of a number of contemporary commercial uses in recent years such as bars, a brewery, art studios and office space for creative enterprises (The Dream Factory, Docklands Cotton Mills). At the heart of the precinct is the Footscray Community Arts Centre (FCAC); a community-engaged, contemporary arts centre which has a growing reputation across Melbourne for their programming and community learning workshops.

The Precinct also hosts the iconic St Jeromes Laneway Festival each year. There is great potential for this area to evolve into one of Melbourne's iconic arts and cultural precincts, with vibrant and lively round the clock activities.

The continued development of the Precinct for arts and cultural uses should be encouraged. The River Edge Masterplan 2014 provides direction on the revitalisation of the Precinct. Key recommendations include:

- A major boardwalk and promenade between Footscray Road and Hopkins Street;
- Wetland upgrade and boardwalk trail at Newells Paddock;
- Playground at Grimes Reserve;
- Youth space and skate park at Hopkins Street bridge;
- Wider shared trails for walkers and cyclists;
- Open lawn areas to enable festivals and events;
- Public moorings and access to the river;
- Pontoon and Jetties for recreational fishing;
- Interpretive signage detailing the rail and water trading heritage of the area; and
- Increased tree planting and seating.



Source: <http://lanewayfestival.com/>



Source: www.hopnation.com.au/footscray/

WEST FOOTSCRAY PRECINCT

The commercial centre (focused along Barkly Street) has a growing hospitality offering including a concentration of Indian restaurants and grocers. The West Footscray Precinct also includes the Whitten Oval, home of the Western Bulldogs (2016 AFL premiers). The Precinct is growing into a large activity node and already plays an important local role with community facilities and Victoria University teaching space, merchandise store, small museum and café.

In 2017, the area will host an increasing number of larger events including:

- 4 Women's AFL matches;
- 9-10 VFL games; and
- NAB Challenge games.

The Melbourne Metro Rail Project will bring a significant boost to the precinct including improvements to the station, additional peak hour services, and commercial development of underutilised Victrack land.



Source: Leader Newspapers

YARRAVILLE

Yarraville Village is a popular shopping, hospitality and entertainment precinct which has a strong local community character and village atmosphere. The compact and walkable centre includes a range of boutique and artisan stores and is a strong night-time destination with a concentration of restaurants and bars, anchored by the Sun Theatre. The historic Theatre draws on a large catchment and enables the centre to function both as a strong local centre and visitor destination. The Sun Theatre is listed in TripAdvisor as the 2nd most popular 'Thing to Do' in Greater Melbourne.

Yarraville has a dynamic traders group representing approximately 110 businesses who are implementing a new marketing strategy for the centre.

The key objectives of the marketing strategy include:

- Create a new and recognisable logo and branding style guide;
- Implement a new digital strategy including a new website and village app;
- Create a memorable calendar of events and promotions throughout the year.



Source: Sun Theatre

SEDDON

Seddon is at the heart of a rapidly changing suburb. Although still a locally focused centre, new businesses are changing the character of the area, transforming the shopping strip with new cafes and retail shops. The area is quickly growing into a character filled shopping strip that is becoming increasingly recognised across all of Melbourne, with potential to draw visitors from a larger catchment.

MARIBYRNONG RIVER CORRIDOR

A significant number of attractions are located on, and are connected by, the Maribyrnong River. Historically, the Maribyrnong River has been perceived as an industrial waterway, with low amenity (relative to the Yarra River). However, as new developments and uses emerge along the river, it is emerging as a key recreational and tourism asset in Maribyrnong for active and passive uses.



Source: City of Maribyrnong

The key areas of interest located on the river include:

- **Footscray Riverfront Arts Precinct (including FCAC);** as described in the Footscray Section
- **Heavenly Queen Temple, Footscray;** Significant Buddhist temple which draws worshippers and visitors from across Melbourne. A temple trail is currently being developed to link with Quang Ming Temple in Braybrook.
- **Victoria University Footscray Park Campus;** Footscray Park is the largest VU campus and includes a range of student facilities as well as newly developed student accommodation.
- **Pipemakers Park;** The park was created on the site of the former pipe works and meat preserving company and retains historic buildings adapted to a museum (Melbourne's Living Museum of the West). A high level masterplan for the site, completed by Council in 2015, includes improvements including viewing platforms, public art, activated buildings, improved bushland trails, and a public events space.
- **Jacks Magazine;** Historical site including a number of heritage bluestone buildings showcasing the areas industrial and military history. Working Heritage has recently taken management of the site and are in the process of developing a business plan to open it to visitors alongside integrated commercial uses. The project 'Jack's Reloaded' in partnership with Renew Australia aims to reactivate the site and a business plan is currently being completed. Potential uses being investigated include events, community spaces, arts installations and art studios and maker spaces, food and beverage and food processing (for example distillery, micro-brewery). However, the site must address some significant limitations such as poor access, parking, and provision of other services infrastructure.
- **Newells Paddock;** Important saltmarsh habitat with varied and endangered wildlife;
- **Medway Golf Club;** 18-hole private golf course located in Maidstone.
- **Quang Minh Temple;** A centre for the Vietnamese Buddhist community in Victoria located in Braybrook. The centre regularly hosts free lunches and events.

- **River Cruises;** There is currently one operator that runs cruises along the Maribyrnong River. As the points of interest continue to develop, there may be opportunity to increase the number and frequency of cruises.
- **Dales Stables;** Nestled along the river near the corner of Plantation Street and Chifley Drive and built in 1931. The stables became a kind of 'horse motel' for horses taking part in races at the nearby Maribyrnong Racetrack, Flemington Racecourse and harness racing at the Showgrounds.

Although the amenity of the river has improved in recent years, further work to enhance the environmental values and recreational assets along the river should be pursued. Council should continue to work with Parks Victoria and neighbouring Council's to implement initiatives such as 'Greening the West'.

There is opportunity for greater commercial activation of the river and trails to service cyclists, pedestrians and rowers (for example cafes and bike stores), which leverage off passing trade.

2.4. FESTIVALS AND EVENTS

Festivals and events are a strong part of Maribyrnong's visitor economy attracting a significant number of visitors and building awareness amongst new visitor markets.

An analysis of the 2015 Festival City program found that:

- Over 200,000 people attended festivals and events in Maribyrnong;
- 62% of attendees were from outside of Maribyrnong;
- 96% of attendees surveyed stated they intended to revisit Maribyrnong in the future;
- The gross economic impact of the Festival City program is estimated at \$6.02 million per annum based on amount spend on festival setup, expenditure by attendees and other revenue (for example. food van licenses);
- The net economic impact to Maribyrnong is estimated at \$2.67 million; and
- For every dollar invested by the City of Maribyrnong, the City received \$3.43 net economic benefit.

Since its adoption in 2010 the Festival City Program has significantly increased the size, value, number, profile, and diversity of festivals in the City of Maribyrnong.

2.5. VISITABILITY

The concept of 'Visitability' was first identified by Destination Melbourne and the City of Melbourne. The term refers to the factors that have a significant impact on visitor experience and the critical services at every point of the visitor journey. This has been crucial to the development of City of Melbourne's successful visitor servicing approach.

For Maribyrnong, the following elements are considered crucial to improve the 'visitability' of the City and to facilitate future tourism growth.

- **Digital Connectivity / Visitor Information.** Visitors increasingly rely on the internet to plan, book, travel to and share their holiday experiences. It is crucial that Council, in partnership with stakeholders (for example trader groups), improve the quality and availability of up to date visitor information about Maribyrnong's tourism opportunities and individual businesses are visible online and are using up to date technology.
- **Transport Accessibility.** Council should continue to work to ensure that transport connections, to and within, major precincts are convenient, easy to navigate and safe. Active transport infrastructure is considered poor in Maribyrnong, and further work is required to improve pedestrian and cycling links and wayfinding signage.
- **Precinct Presentation / Sense of Welcome.** "Sense of Welcome" refers to the first impressions of a visitor to a destination, as well as the misconceptions that may be a barrier to visitation.

This includes:

- Some areas of the Maribyrnong, particularly Footscray suffer perceptions of crime and personal safety. Council, in collaboration with partners, should continue to work with relevant authorities and human services to reduce crime in the area and promote 'good news stories'.
- Continuing beautification and place making of key areas of the City should be implemented to improve the activation of public spaces and encourage visitors to spend more time in the City.

This includes the lack of street landscaping and public open green space, graffiti management and public art.

- Advocating to City of Melbourne and VicRoads to clean up their entry to Melbourne CBD through Maribyrnong, particularly along Dynon and Footscray Roads.
- **Industry Development.** Continue to work with local businesses and trader groups to grow awareness of the local tourism industry and the opportunities to capture new markets and improve visitor servicing (for example. customer service, store presentation and visual merchandising).

3. VISITOR MARKETS & MARKETING

3.1. INTRODUCTION

This section provides a profile of the existing visitors in Maribyrnong, analysis of emerging markets, as well as the current approach to visitor marketing and branding.

An overview of key visitor markets is shown below.

TABLE 3 OVERVIEW OF KEY MARKETS

Geographic Segment	Description	Visitor Purpose
International	International arrivals to Melbourne for various purposes	VFR, Holiday/Leisure, Education
Interstate	Interstate arrivals to Melbourne for various purposes	VFR, Holiday/Leisure
Regional Victoria	Large institutions (e.g. Highpoint) draw on a regional catchment including Ballarat, Bendigo and Geelong. Footscray Station receives an important V/line station.	VFR, Holiday/Leisure, Shopping
Western Melbourne	Maribyrnong includes a number of significant regional hubs which draw on a large catchment in the rapidly growing western region	VFR, Holiday/Leisure, Education, Health, Shopping
Greater Melbourne (other than Western Melbourne)	Historically it has been difficult to draw visitors from 'across the bridge' but the strategic inner-city positioning and new investment is changing perceptions of the area opening new opportunities.	VFR, Holiday/Leisure, Business, Shopping
Local	Growing residential population and with an influx of higher income households.	VFR, Holiday/Leisure

3.2. A GROWING POPULATION

Maribyrnong is experiencing significant growth from a 2015 resident population of 83,515, to a projected resident population of 156,290 by 2041. This equates to the strongest growth of any IMAP region over the next 30 years. This is particularly important considering the current value of VFR visitation to the IMAP region.

CENTRAL AND WESTERN MELBOURNE REGION

Maribyrnong is located in the centre of the growing western Melbourne region. Population forecasts for the LGA's surrounding Maribyrnong (within the Melbourne-West SA4 region) estimate growth from 550,000 to just under one million residents by 2031.

This region is a key market for businesses and institutions located in Maribyrnong, and growth in the broader region is expected to have a significant impact on the local economy.

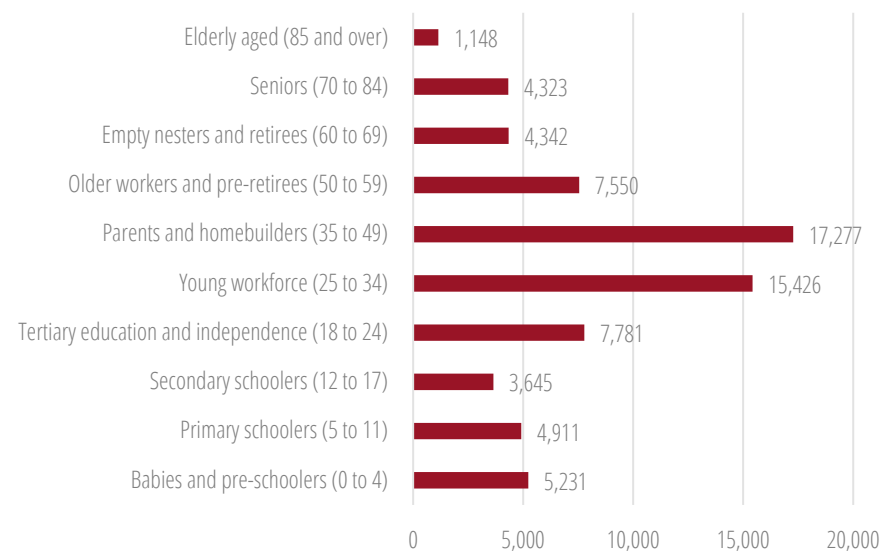
3.2.1. SHIFTING DEMOGRAPHICS

The demographic profile of Maribyrnong and the inner-west region is changing as its becomes a desirable residential location, particularly for young families and professionals.

AGE GROUPS

In 2011, the majority of Maribyrnong residents comprised of parents and homebuilders, young workforce or those about to enter the workforce (tertiary education and independence) (Figure 4).

FIGURE 4 SERVICE AGE GROUP STRUCTURE BY NUMBER OF RESIDENTS 2011



Source: Profile ID, 2011 Maribyrnong Community Profile

This represented strong growth in these age groups between 2006-2011, as well as in the babies and pre-schoolers age group, along with noticeable decline in the senior age group (Table 4).

TABLE 4 POPULATION AGE CHANGE 2006-2011

Service age group (years)	2006 – 2011 Growth	
	Number	% Growth
Babies and pre-schoolers (0 to 4)	+1,079	26%
Primary schoolers (5 to 11)	+471	11%
Secondary schoolers (12 to 17)	+163	5%
Tertiary education and independence (18 to 24)	+864	12%
Young workforce (25 to 34)	+2,603	20%
Parents and homebuilders (35 to 49)	+2,075	14%
Older workers and pre-retirees (50 to 59)	+1,299	21%
Empty nesters and retirees (60 to 69)	+422	11%
Seniors (70 to 84)	-575	-12%
Elderly aged (85 and over)	+102	10%
Total population	+8,503	13%

Source: Profile ID, 2011 Maribyrnong Community Profile

There has been a significant increase in the number of young families moving to the City and Council can consider greater opportunities for family friendly experiences and events.

INCOME

In 2011, both the median weekly household income (\$1257) and personal income (\$577) in Maribyrnong LGA were higher than the Victorian average (\$1216 and \$561 respectively). Table 5 shows that between 2006 and 2011, there was a shift in income profile of residents, with an increase in the number of residents in higher income brackets.

TABLE 5 POPULATION PERSONAL INCOME CHANGE 2006-2011 BY PROPORTION

Suburb	2006	2011
Nil income	6%	7%
\$1-\$399	30%	23%
\$400-\$999	25%	23%
\$1,000-\$1,999	12%	17%
\$2,000 or more (\$104,000 or more)	2%	5%
Not stated	9%	8%
Not applicable	16%	17%

Source: ABS Tablebuilder 2016, data compiled from 2011 Census Employment, Income and Unpaid Work, and 2006 Census Labour Force data.

3.2.2. DIVERSE POPULATION

Maribyrnong is an area of strong cultural diversity and is a preferred destination for newly arrived Australians. Key indicators for Maribyrnong are outlined below (for 2011). The 2016 Census data would provide more up-to-date information.

- 43% of residents spoke a language other than English at home which was significantly higher than the Greater Melbourne average (29.1%);
- Top five languages spoken at home other than English were: Vietnamese (11.9% of residents); Cantonese (3.6% of residents); Greek (2.7 of residents); Mandarin (2.6% of residents); and Italian (2.4% of residents);
- Top five ancestries of residents were English (19.6%); Australian (19.3%); Vietnamese (11.0%); Chinese (9.1%); and Irish (8.2%);
- 52.3% of residents were born in Australia, with other top responses including Vietnam (9.5%); India (4.0%); China (3.0%); and
- 39.6% of residents were born overseas in 2011, an increase of +3,933 from 2006

Recently there has been an increase in the number of residents with African ancestry. Footscray has developed a significant concentration of African restaurants, community services and other businesses.

Maribyrnong's cultural diversity is a defining characteristic of the local area (particularly Footscray) and sets it apart from other inner-city destinations. Despite the shifting demographics of the area, cultural diversity is a key opportunity within the business mix, place-making initiatives and character of local precincts.

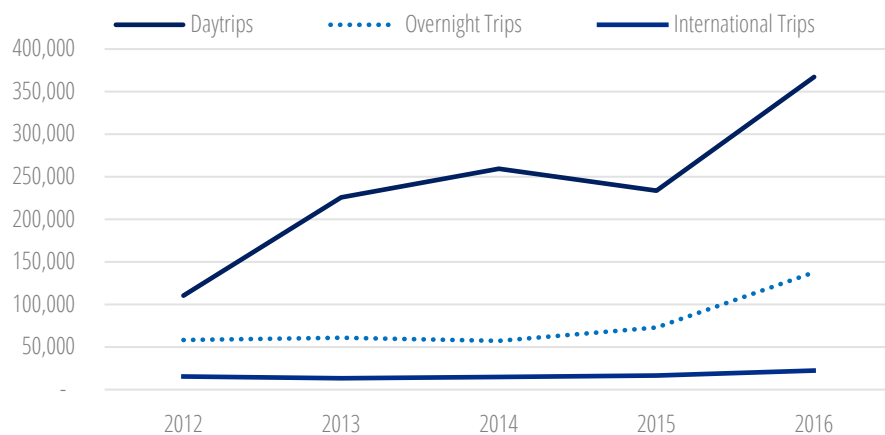
3.3. VISITATION PROFILE

Day trip visitors represent the largest market to Maribyrnong LGA (72%) with 240,000 average annual day trip visitors between 2012-2016.

Maribyrnong attracted an average of 77,500 annual overnight visitors, and 16,500 annual international visitors between 2012-2016. The average stay for domestic overnight visitors to the region was 2.7 days as compared to 2.9 days for both the Inner and West Regions. The lack of accommodation options is a key limitation for overnight visitors (other than the VFR market).

Overall, visitation to Maribyrnong LGA increased across all markets between 2012 and 2016 (Figure 5).

FIGURE 5 MARIBYRNONG VISITATION TREND 2012-2016



Source: Tourism Research Australia NVS; Tourism Research Australia IVS year ending March.

3.3.1. VISITOR PROFILE

Key differences between Maribyrnong LGA and the Inner and West region include:

- Higher proportion of domestic overnight visitors over age 55 (43%) than both the Inner Region and West Region (26% and 28% respectively);
- A higher proportion of international visitors from New Zealand than the Inner region (20% compared to 12%), although this was lower than the West region (25%);
- Lower proportion of international visitors from China (10%) compared to the inner region (20%) although this was higher than the west region (7%);
- The largest proportion of daytrip visitors were visiting to shop (28%), which was significantly higher than for the Inner (14%) and West regions (9%), and was reflected in the high proportion of daytrip visitors participating in shopping as an activity (35%) which was also significantly higher. Visiting relatives was the second most popular reason (23%);
- A higher proportion of domestic overnight visitors visiting friends and relatives as an activity (70%), compared to the inner (40%) and west (64%) regions; and
- A higher proportion of international visitors who were visiting friends (20%) than the Inner (7%) and West (18%) regions, and who were visiting for education purposes (16%) compared to the Inner and West regions (both 4%).

Appendix B outlines the key visitor demographics for the domestic daytrip, domestic overnight and international visitor markets to Maribyrnong LGA as compared to the Inner and West Region(s). This includes visitor age structure; origin state/country of visitor; reason for visit and activities.

In general, Maribyrnong's existing visitor profile is more closely related to the Western Region rather than the Inner Region, with smaller levels of traditional holiday/leisure tourists and higher number of visitors attracted by visiting friends and relatives and shopping.

3.3.2. IMAP VISITATION

Overnight and daytrip visitation to IMAP LGAs are shown in Table 6 and 7. It is important to note that there are limitations in National Visitor Survey data when analysed at the LGA level. It has been included here to provide an indication of the broad trends.

The IMAP region has experienced significant visitation growth in the past decade and importantly this growth has been driven by LGAs outside of the City of Melbourne. Visitors to Melbourne are increasingly being dispersed to areas outside of the Melbourne CBD. Inner city precincts such as Fitzroy, Collingwood and Richmond have undergone significant change and are increasingly perceived as being an integral part of the 'Melbourne experience' for visitors.

Maribyrnong has also experienced significant growth but still has the lowest visitation levels in the IMAP region. There is significant opportunity to grow the visitor base and leverage IMAP's growth.

TABLE 6 IMAP OVERNIGHT VISITATION BY LGA 2007-2016

	Maribyrnong	Port Phillip	Stonnington	Yarra	Melbourne
2007	34,938	170,742	111,920	79,364	4,355,731
2008	47,612	248,918	188,156	114,276	4,153,151
2009	47,628	239,562	144,409	162,315	4,070,951
2010	45,496	217,494	200,998	132,172	3,893,096
2011	39,218	293,758	154,014	126,427	4,032,689
2012	61,894	295,629	139,791	178,982	3,900,685
2013	72,856	285,618	148,998	158,430	4,187,423
2014	56,425	327,811	219,186	151,125	4,039,823
2015	110,314	407,224	203,835	238,492	4,442,925
2016	119,470	383,285	293,635	286,966	4,438,360
2007-2016 Growth	+84,532	+212,543	+181,715	+207,602	+82,629
2007-2016 % Growth	+265%	+114%	+167%	+216%	+2%
% of IMAP	1%	6%	4%	3%	87%

TABLE 7 IMAP DAYTRIP VISITATION BY LGA 2007-2016

	Maribyrnong	Port Phillip	Stonnington	Yarra	Melbourne
2007	115,145	265,443	292,389	226,851	5,142,181
2008	160,741	387,822	303,310	170,231	4,806,186
2009	218,088	305,094	367,855	212,052	5,566,024
2010	233,300	428,840	447,516	249,366	6,287,198
2011	147,588	454,324	632,049	277,849	5,687,204
2012	146,731	419,455	373,394	482,252	5,874,034
2013	305,150	407,303	367,497	390,185	5,525,049
2014	235,910	452,202	448,667	446,491	5,474,079
2015	260,348	417,451	349,853	410,550	5,306,390
2016	308,722	469,948	408,451	591,502	5,455,032
2007-2016 Growth	+193,577	+204,505	+116,062	+364,652	+312,851
2007-2016 % Growth	+178%	+70%	+46%	+136%	+6%
% of IMAP	3%	6%	6%	5%	81%

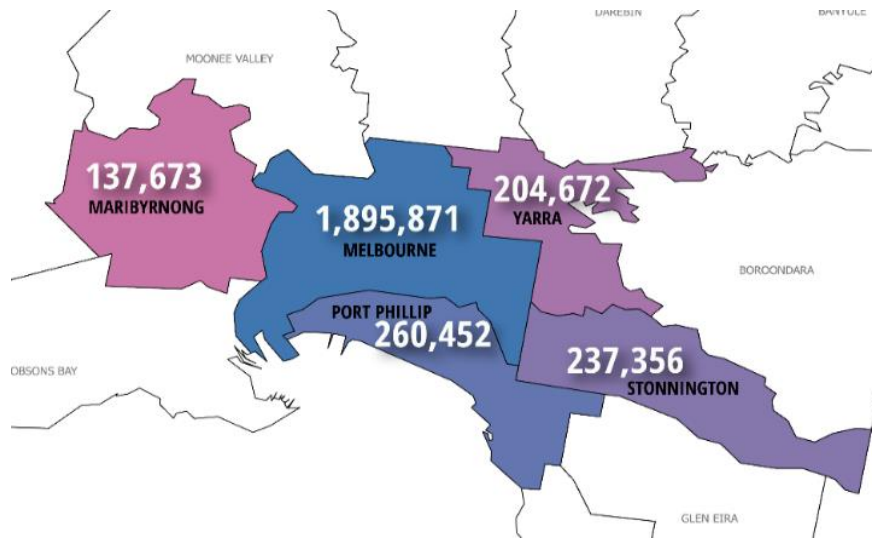
Source: Tourism Research Australia NVS, Tourism Research Australia IVS year ending September.

3.4. VISITING FRIENDS & RELATIVES (VFR)

The VFR Market is the largest visitor market in Maribyrnong and Metropolitan Melbourne. Overall, 2.8 million total VFR visitors travelled to the Inner Region of Melbourne in 2015, equal to 35% of total visitors to the region. Maribyrnong attracted approximately 137,673 VFR visitors (annual average 2011-2015), which is the lowest of the five LGAs that comprise the Inner Region (Figure 6).

The importance of the VFR market has been increasingly recognised in recent years. Programs such as the Discover Your Own Backyard Campaign (DYOB) aim to increase local residents' awareness of visitor related products and experiences in their region. Other opportunities to drive yield from the VFR market will need to be pursued.

FIGURE 6 TOTAL NUMBER OF VFR VISITORS TO THE INNER REGION BY LGA



Source: Melbourne's Visiting Friends and Relative Segment Analysis, Destination Melbourne 2016

TABLE 8 AVERAGE ANNUAL VFR VISITATION TO MARIBYRNONG LGA 2011-2015

Visitor Type	VFR visitors	Total Visitors	Proportion of VFR Visitation
Daytrip	84,150	227,251	37%
Overnight	44,504	76,066	59%
International	9,019	15,764	57%

Source: TRA CDMOTA NVS & IVS, YE Dec 2011-2015

TABLE 9 EXPENDITURE OVERVIEW FOR THE INNER REGION

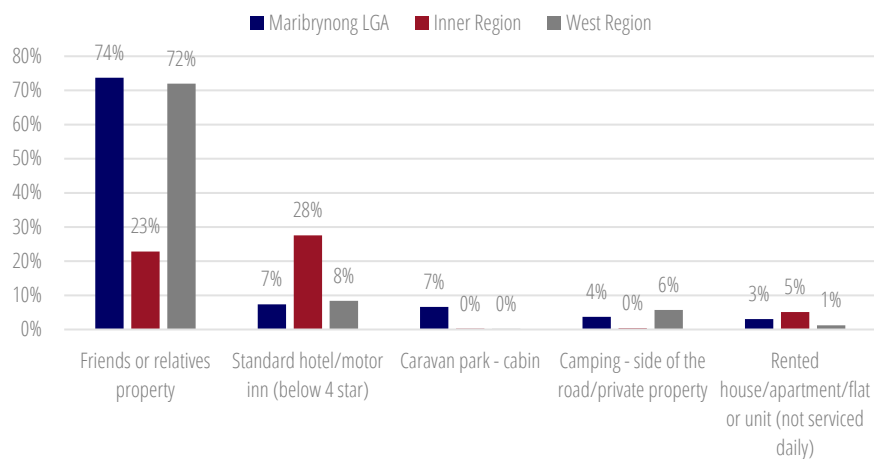
		VFR Visitors	All Visitors
Daytrips	'Local' spend (in the region)	\$126,592,295	\$794,067,824
	'Local' spend per trip/visitor	\$95.99	\$137.82
Overnights	'Local' spend (in the region)	\$668,387,120	\$4,572,884,351
	'Local' spend per trip/visitor	\$585.96	\$849.58
	'Local' spend per night	\$198.64	\$326.92
International	'Local' spend (in the region)	\$746,182,946	\$5,193,311,859
	'Local' spend per trip/visitor	\$2,230.18	\$2,990.28
	'Local' spend per night	\$159.45	\$190.79

Source: TRA CDMOTA IVS & NVS, YE Dec 2015

3.5. ACCOMMODATION PROFILE

There is very limited commercial accommodation in Maribyrnong (other than Ashley Gardens Tourist Park). Figure 7 shows the accommodation used by visitors with 74% of visitors staying with friends or relatives.

FIGURE 7 ACCOMMODATION USED BY TYPE (DOMESTIC VISITORS 2012-2016)



Source Tourism Research Australia IVS, 2012-2016, year ending March.

Despite accommodation sector growth in the wider western region, there is a significant gap in commercial accommodation in Maribyrnong. There is expected to be increased opportunity for accommodation development through increased population and business investment, particularly to service the VFR and business market.

AIRBNB LISTINGS

The popularity of Airbnb has grown significantly in recent years and there is significant demand for property rentals close to the Melbourne CBD. Table 10 compares the key number of listings, average room price and estimated occupancy for listings in Maribyrnong City compared to the surrounding LGAs.

Overall, there were approximately 313 Airbnb listings in Maribyrnong, concentrated around the suburbs of Footscray, Yarraville, Seddon and Kingsville, with the majority (59.1%) of these private rooms.

TABLE 10 AIR BNB STATISTICS FOR MARIBYRNONG LGA AS COMPARED TO THE SURROUNDING LGAS

	Number of Listings	Average Price	Estimated Occupancy	High Avail Properties	Low Avail Properties
Maribyrnong LGA	313	\$99	16%	71.2%	28.8%
Melbourne LGA	3015	\$148	30%	64.6%	35.4%
Hobsons Bay LGA	151	\$122	13%	76.2%	23.8%
Moonee Valley LGA	201	\$106	17%	70.6%	29.4%
Brimbank LGA	59	\$67	14%	64.4%	35.6%
Wyndham LGA	167	\$88	12%	88.0%	12.0%

Source: <http://insideairbnb.com/melbourne/>. Data was sourced from an independent website which uses publicly available information on Airbnb listings. Urban Enterprise has not independently verified the data.

Airbnb has facilitated a significant shift in the tourism market, allowing visitors to stay outside traditional tourism and accommodation nodes. This is driven by demand for cheaper accommodation options, as well as visitor preferences for more 'genuine' and 'local' experiences.

Airbnb has recently expanded features to include a local guidebook which is a collection of recommended local experiences and establishments from Airbnb hosts in the area, as well as Airbnb 'Experiences' which connects visitors with local guides and independent tour operators. Although it is yet to be launched in Australia, it may provide opportunity in the future for local independent operators to showcase Maribyrnong's strengths (for example cooking classes and food tours).

3.6. VISITOR FORECASTS

The outlook for Melbourne’s tourism industry is positive despite volatility in the national and international economy. Domestic tourism is expected to strengthen based on the continued population growth, low Australia dollar and steady economic growth. Visitor nights in Melbourne are forecast to increase from 23.1 million to 29.6 million by 2025.

International visitor nights in Melbourne are expected to grow by approximately 80% over the next decade. China is expected to be the largest source of growth in both inbound arrivals and inbound expenditure for Australia in the next decade, with analysis for Victoria indicating that China is estimated to generate 53 per cent of Victoria’s total international expenditure in the year 2024-25 and contribute more than two thirds (70 per cent) of the forecast total international visitor expenditure growth over the next decade.⁵

TABLE 11 DOMESTIC VISITOR NIGHTS IN MELBOURNE BY PURPOSE OF VISIT- FORECASTS 2015 - 2025

Visitor Nights (million)	2015	2025	% AAG
Holiday	7.1m	8.8m	2.3% p.a
VFR	8.7m	11.3m	2.7% p.a
Business	5.3m	7.2m	3.1% p.a
Other	2.1m	2.2m	0.6% p.a
Total Melbourne	23.1m	29.6m	2.5% p.a

Source: Tourism Research Australia Tourism Forecasts 2016 issue

TABLE 12 INTERNATIONAL VISITOR NIGHTS IN MELBOURNE BY PURPOSE OF VISIT FORECAST 2015 - 2025

Visitor Nights (000s)	2015	2025	% AAG
Holiday	10,816	20,304	6.5% p.a
VFR	15,287	26,757	5.8% p.a
Business	2,363	3,133	2.9% p.a
Other	19,841	36,645	6.3% p.a
Total Melbourne	48,308	86,839	6.0% p.a

Source: Tourism Research Australia Tourism Forecasts 2016 issue

The significant growth in tourism that Melbourne has experienced in the past decade is expected to continue, driven primarily by population growth (VFR market), business growth and international arrivals (particularly from China).

⁵Visitation forecasts for Melbourne were sourced from Visit Victoria

3.7. DESTINATION MARKETING

Maribyrnong has limited presence in the major marketing and visitor information for international and interstate travellers to Melbourne. 'Maribyrnong' is not recognised as a destination or brand, rather the major precincts (Footscray and Yarraville) are promoted.

Maribyrnong City Council marketing resources are limited to the I Heart Maribyrnong App which is primarily focused on locals. The take-up of the app is unknown, however, the number of downloads is considered to be relatively low.

The Festival City website and branding collateral has the largest presence and exposure of the current marketing initiatives.

There are a number of institutions that play an important role in marketing and promoting specific precincts including Highpoint Shopping Centre (GPT), Western Bulldogs, FCAC, and Victoria University. In

general, these organisations can be better placed to market and promote Maribyrnong's strengths as they have greater marketing resources, recognition in the broader market, and can operate without the constraints of Council.

Table 13 summarises the key tourism marketing platforms which currently promote the City of Maribyrnong.

In general, there is an opportunity to increase motivational marketing and branding to attract visitors to Maribyrnong, as well as an overall marketing strategy and an integrated approach.

TABLE 13 MARIBYRNONG MARKETING/VISITOR INFORMATION PLATFORMS

Website/Source	Description	Key Messages / Strengths Promoted	Target Market
Visit Victoria	Features Yarraville and Footscray as neighbourhood 'destinations' for the Melbourne region	Footscray – fun, growing arts scene, international cultures and cuisines, sports Yarraville – dynamic inner-city neighbourhood with a village vibe/unhurried pace, festivals, cafes, Sun Theatre, local bars and pubs	Interstate/ International
Destination Melbourne	DYOB Campaign- program 'to assist local council in increasing residents' awareness of the visitor-related products and experiences in their region and encourage them to act as local ambassadors'	Creative arts, food and recreational pursuits; Multicultural diversity; Festivals; Natural attractions (primarily parks) "Gentrification and redevelopment is leading to an influx of new residents keen to experience some of the best food and culture on offer in the West"	Greater Melbourne / VFR Market
Maribyrnong City Council	I Heart Maribyrnong App available on Apple and android, promoted as the first of it's kind for a metropolitan Council. Provides interactive maps, listings, and social media interactivity.	Food and Drink, Shopping Precincts, and Parks and Gardens are included as categories within the App	Local / VFR / Greater Melbourne
	The Maribyrnong website includes a page for visitors which includes a visitor guide for Footscray, listing of major visitors 'facilities', and links to other tourism websites. The Festival City page is part of the Maribyrnong City Council website and provides information on upcoming local events and activations.	Festivals, arts/culture; environment and sport, leisure, and recreation	Local / Greater Melbourne / VFR

	Maribyrnong has a strong social media presence including Facebook (>10,000 followers), Twitter (4,800 followers), YouTube, and Instagram (1,700 followers).	Various	Local / VFR / Greater Melbourne
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3.8. PRECINCT MARKETING

YARRAVILLE TRADERS MARKETING PLAN

The Plan details marketing strategies to raise Yarraville’s profile, not only in the West but across Melbourne and establish Yarraville Village and surrounds as a vibrant and unique destination in Melbourne’s West with a strong village pulse and offering a seamless destination for shopping and entertainment.

FOOTSCRAY MARKETING PLAN

The Footscray Marketing Plan was developed by the Footscray Traders Association, Footscray Asian Business Association, African Australian Small Business Association and the Footscray Market.

HIGHPOINT SHOPPING CENTRE

Highpoint Shopping Centre has a strong marketing presence in the western region and is a key advocate for the local area. Council will continue to seek strategic marketing partnerships with GPT (the centre’s management) to leverage their marketing resources and large existing audience.

These marketing plans recognise the importance of ‘tourism’ and the opportunity to develop new markets outside of their immediate catchment.

The development of a new website and branding for Footscray and Yarraville should address an important gap in motivational marketing for Maribyrnong’s major tourism assets. These websites can be leveraged to promote other tourism opportunities (for example the Maribyrnong River Corridor).

Currently, the marketing activities of trader’s groups are partially funded through Council’s Business Improvement District Grant Program. If the precinct groups are to play an important role in marketing moving forward, a sustainable funding mechanism needs to be investigated.



<http://mel360.com/melbourne-daily-photo-meditating-in-melbourne-footscray-heavenly-queen-temple/>

PART B: FUTURE DIRECTIONS

MARIBYRNONG TOURISM AND VISITATION STRATEGY

4. STRATEGIC FRAMEWORK

4.1. VISION & OBJECTIVES

Vision

Maribyrnong is a vibrant inner-city destination and the heart of Melbourne's growing West. Visitors are attracted to the City's unique precincts that celebrate the City's cultural diversity and offers compelling and memorable experiences.

Overarching Objectives for the Visitor Economy

- Increase visitation, length of stay and local expenditure;
- Maximise awareness of the value and economic benefit of the visitor economy;
- Create a strong sense of place, and unique identity for Maribyrnong's key visitor precincts;
- Contribute to the liveability of Maribyrnong through the development of spaces which are attractive to residents and visitors alike, celebrate cultural diversity, and build social capital;
- Maximise the ease of movement of visitors into and around the City of Maribyrnong; and
- Foster strategic partnerships with key stakeholders to assist in the promotion and marketing of Maribyrnong.

4.2. THEMES

The Strategy sets out three key areas in which the City will focus its activities. Projects grouped in these areas respond to the issues, challenges, and opportunities identified in research and consultation.

1. **Product and Experience Development.** Facilitate the development of new and contemporary product and experiences which highlight the unique character of the area, encourage greater visitation and local expenditure, and contribute to the liveability of Maribyrnong.
2. **Marketing and Branding.** Improve the market awareness and perception of Maribyrnong's key visitor precincts through an integrated marketing approach which leverages strategic partnerships.
3. **Visitability.** Improve the services and experiences for visitors coming to Maribyrnong including enhanced visitor information, transport accessibility, accommodation and precinct infrastructure.

4.3. PRODUCT AND EXPERIENCE DEVELOPMENT

Facilitate the development of new and contemporary product and experiences that highlight the unique character of the area, encourage greater visitation and local expenditure and contributes to the liveability of Maribyrnong.

There will be increasing demand for new tourism product and experiences, driven primarily by population growth, demographic change (both in Maribyrnong and the Western region), and increasing tourism activity in inner Melbourne. Council can influence the development of tourism product through:

- Working with strategic partners;
- Direct investment;
- Strategic planning; and
- Investment attraction and facilitation.

Council should continue to work with businesses and investors with a strategic focus on developing product that highlight the unique strengths of the City and addresses existing gaps such as:

- Accommodation;
- Night-time activities (particularly Footscray);
- Arts, culture, multi-cultural experiences
- Education and Health; and
- Sports and recreation.

It is important to note that festivals and events are an important part of Maribyrnong's tourism offering. The Festival City Policy 2017 provides direction on the future development of world class festivals and events.

STRATEGY 1 Promote and facilitate investment in tourism product and experiences		Partners
Key Actions		
ACTION 1.1	Include tourism investment attraction as an important part of Council's existing investment attraction activities. Showcase the City to attract investment in key areas such as accommodation, conferencing and function centres etc.	
ACTION 1.2	Continue council's program of city infrastructure upgrades which are a focal point for community and visitors.	
ACTION 1.3	Better utilise Maribyrnong's parks and gardens, natural heritage assets, sporting facilities, tracks and trails for tourism purposes (for example outdoor festivals and events, adventure races, interpretive walks, cycling)	Parks Victoria
ACTION 1.4	Strengthen Maribyrnong's arts and creative industries sector, cultural assets and opportunities to leverage increased tourism.	FCAC
ACTION 1.5	Grow the business events and conferencing sector including: <ul style="list-style-type: none"> • Undertaking an audit of existing facilities; • Identify gaps in supporting infrastructure (for example accommodation); • Explore opportunities to better utilise Council's at grade Footscray carparks (such as private-public partnerships to deliver hotel style accommodation) 	VU
ACTION 1.6	Continue to support the development of precincts (outside of existing visitor hubs) which have the potential to grow their catchment and visitor base (particularly Footscray West and Seddon)	
ACTION 1.7	Work closely with Western Health to support expansion of the Footscray Hospital and its regional role	Western Health

STRATEGY 2 Facilitate the development of new recreational and cultural tourism opportunities along the Maribyrnong River Corridor	
Key Actions	Partners
<p>ACTION 2.1 Partner with Working Heritage to facilitate the repurposing of Jacks Magazine for contemporary tourism uses. This includes:</p> <ul style="list-style-type: none"> • Over the short-term, encouraging public access to the site; and • Assist the development of viable commercial uses which reactivate the site. 	Working Heritage
<p>ACTION 2.2 Implement the recommendations of Pipemakers Park and Environs Masterplan to improve accessibility, enhance the environmental value, facilitate leisure opportunities, activate the site and facilitate commercial opportunities.</p>	
<p>ACTION 2.3 Implement the Quarry Park Masterplan to rehabilitate the site, create opportunities for passive and active recreation, a Korean War Memorial and development of mountain bike trails.</p>	
<p>ACTION 2.4 Use the Festival City Program to target event and festival opportunities that celebrate the river.</p>	
<p>ACTION 2.5 Complete and promote the temple-to-temple bicycle trail including signage and marketing material</p>	
<i>Continue to work with Parks Victoria, neighbouring Councils and regional partners to improve visitor access and amenity, including the following:</i>	
<p>ACTION 2.6 Improve the river environs including trees and landscaping through initiatives such as the Greening the West</p>	Parks Victoria, Lead West
<p>ACTION 2.7 Develop points of interest and interpretive signage that highlights indigenous significance and the industrial heritage of the river.</p>	Lead West

<p>ACTION 2.8 Maintain and improve pedestrian and cycling infrastructure, including connections to the Moonee Valley and Capital City Trail and Hobsons Bay Coastal Trail.</p>	IMAP
<p>ACTION 2.9 Develop water activities and festivals and events (for example rowing, kayaking, boats) and required supporting infrastructure.</p>	Parks Victoria
<p>ACTION 2.10 Identify potential sites along the river which could accommodate commercial uses which service visitors and passing trade (for example cafes, bike stores, boat hire, events)</p>	Parks Victoria
<p>ACTION 2.11 Capitalise on opportunities for Footscray Park as a major sports and recreation precinct</p>	



<http://mel365.com/melbourne-daily-photo-meditating-in-melbourne-footscray-heavenly-queen-temple/>

STRATEGY 3 Facilitate investment within the Footscray Activity Centre which contributes to the visitor experience and increases economic activity	
ACTION 3.1 Use Council assets in the Footscray Activity Centre to improve amenity, visitor experience, integrate commercial uses, and address existing gaps (for example accommodation, night-time activities).	
ACTION 3.2 Implement place-making, activation, and product development initiatives which celebrate Footscray's cultural strengths, including: <ul style="list-style-type: none"> • Work with community groups and relevant authorities to progress opportunities for a Vietnamese Cultural Centre; • Work with the owners of Little Saigon market to facilitate the reconstruction of the site to maintain its important role as a social and commercial hub for the local Vietnamese population, and its growing visitor role; • Initiate activation strategies which highlight the areas cultural strengths (for example city rickshaws); and • Work with community and traders groups to investigate opportunities to undertake place-making initiatives which highlight and celebrate local African culture. 	FABA, AASBA, FTA
ACTION 3.3 Continue to promote Footscray as one of Melbourne's best and most unique food and dining experiences., including: <ul style="list-style-type: none"> • Engage with local food tour operators to promote and expand food tour and cooking class opportunities; • Work with business owners and AASBA to promote Footscray as Melbourne's best destination for African food; • Continue to work with the Footscray Market to identify opportunities for marketing and promotion; • Work with Footscray traders associations to implement their marketing strategy and develop online collateral which highlights Footscray's food experiences; • Actively seek media opportunities to promote Footscray's food culture; • Promote and grow existing food events; • Continue to collaborate with the Melbourne Food and Wine Festival and seek new event opportunities. • Promote I heart Mari App as a 'go to' guide for food/ restaurants. • Position Footscray as the centre for Contemporary Vietnamese Culture. Work with FCAC and Festival city to deliver outcomes which celebrate Footscray as the cultural capital for the Vietnamese community of Australia. 	FABA, AASBA, FTA



Source: City of Maribyrnong 2017

ACTION 3.4 Develop and promote Footscray as a safe and vibrant night-time destination, including:

- Improved safety with decorative lighting in key areas;
- Work with the Footscray trader groups to promote night-time offering through marketing, branding and media. Following the opening of the proposed cinema, undertake a night-time destination marketing campaign with the FTA, VU, FAB, AASBA and other key stakeholders;
- Work with local police and relevant agencies to address concerns of safety and anti-social behaviour, and manage amenity impacts;
- Improve precinct cleaning measures;
- Encourage the development of events which bring night-time activity to Footscray (e.g. night markets, outdoor cinema);
- Continue to undertake evening economy audits to monitor progress; and
- Based on the continued growth of night-time related businesses in Footscray, consider the establishment of a night-time economy taskforce comprising local businesses and relevant agencies.
- Actively seek media opportunities to promote Footscray as a safe and vibrant night time destination.

FTA, VU,
FABA, AASBA



ACTION 3.5 Work closely with Victoria University on the implementation of the Footscray University Town Partnership.

VU

ACTION 3.6 Support the improvement of the Footscray Riverside Precinct for arts, cultural and commercial uses, including:

- Implement infrastructure and place improvement recommendations from the Footscray River Edge Masterplan;
- Engage with relevant authorities in regard to the impacts of the Coode Island industrial land and proposed alignment of the Westgate Tunnel project, on the future development of the land;
- Provide on-going engagement with FCAC and businesses located in the precinct;
- Improve cycling pedestrian connections and wayfinding signage to Footscray Train Station;
- Improve pedestrian and cycling links and signage to trails including the Maribyrnong River Trail, Hobsons Bay Coastal Trail and the Capital City Trail; and
- Investigate opportunities for creative industries incubation /acceleration with Dream Factory, Cotton Mills, and Big Fish.

FCAC



<http://www.wheretotnight.com/cityguide/melbourne/melbournes-new-bar-openings-august-2016/>

<https://comms2014.files.wordpress.com/2013/08/footscray-fcac.jpg>

4.4. MARKETING AND BRANDING

Improve the market awareness and perception of Maribyrnong’s key visitor precincts through an integrated marketing approach and leveraging strategic partnerships

There is a gap in motivational marketing and branding to attract visitors to Maribyrnong, as well as a lack of an overall marketing strategy and integrated approach. Building positive perceptions of Maribyrnong’s key destinations requires effort via a number of marketing channels and the creation of new and effective content.

Marketing strategies for Footscray and Yarraville Traders have been developed which include:

- New branding framework and logo; and
- Digital marketing strategy including a new website and associated social media.

Yarraville, Highpoint and Footscray are the largest visitor hubs and provide a platform for a strong destination-based approach to marketing. Develop content that aligns with these brand stories to support marketing efforts which raise awareness and build positive perceptions of Maribyrnong’s key destinations.

The Festival City branding provides a lead overarching platform to promote the City of Maribyrnong’s tourism activities.

There are a number of city institutions which also play an important role in marketing and promote specific destinations including Highpoint Shopping Centre (GPT), Western Bulldogs, FCAC, Sun Theatre, and Victoria University amongst others.

STRATEGY 4 Establish a destination marketing approach which promotes Maribyrnong’s key visitor destinations	
Key Actions	Partners
<p>ACTION 4.1 Work with trader groups to implement their respective destination marketing strategies:</p> <ul style="list-style-type: none"> • Develop a strong destination brand for each precinct that clearly communicates the unique value offer to visitors, including a new logo; • Create effective digital and print collateral to promote key precincts; and • Develop a new destination website and social media links. 	YTA, FTA, FABAA, AASBA
<p>ACTION 4.2 Review Council’s website ability to deliver marketing content with the view to:</p> <ul style="list-style-type: none"> • Develop a more enhanced ‘Things to Do’ section which provides more motivational content • Links to precinct websites; and • Is mobile friendly. 	
<p>ACTION 4.3 Continue to promote and grow the Festival City brand to highlight the City’s festival and events.</p>	
<p>ACTION 4.4 Over the long-term, investigate alternative and sustainable funding models for marketing and branding initiatives.</p>	



STRATEGY 5 Work with key strategic partners to raise awareness of Maribyrnong's strengths and address existing perceptions	
Key Actions	Partners
<p>ACTION 5.1 Develop strategic relationships with key organisations and institutions at both the senior management and marketing level. This includes VU, FCAC, Western Bulldogs, Highpoint (GPT) amongst others.</p> <p>Actively seek collaborative marketing, content sharing, and event sponsorship opportunities to leverage the marketing resources, abilities, and audience of larger organisations.</p>	
<p>ACTION 5.2 Work with regional tourism organisations to ensure that Maribyrnong's visitor destinations have a strong presence and quality content on key regional tourism platforms such as the Melbourne Official Visitors Guide, Visit Victoria website and marketing campaigns.</p>	WV,DML, WMT
<p>ACTION 5.3 Continue the cinema partnership to promote Maribyrnong's key destinations through short video grabs</p>	

STRATEGY 6 Develop positive media and PR stories that address negative perceptions and highlight Maribyrnong's unique experiences	
Key Actions	Partners
<p>ACTION 6.1 Actively seek positive PR and media stories which promote Maribyrnong's tourism offer to a wider market.</p>	
<p>ACTION 6.2 Run visiting journalist/bloggers famils program aimed at raising awareness of Maribyrnong's unique tourism offering</p>	

STRATEGY 7 Raise awareness and increase the economic value of tourism from existing VFR, business, and education segments	
Key Actions	Partners
<p>ACTION 7.1 Raise awareness amongst the local community of interesting and engaging things to do in Maribyrnong, including:</p> <ul style="list-style-type: none"> • Work with Trader Groups to develop social media pages targeting locals; • Utilise Council publications to inform residents of new and interesting local experiences; • Continue to provide relevant information through Council's social media pages; • Ensure the offer is relevant to all age groups and demographics. 	FTA, YTA, FABA, AASBA
<p>ACTION 7.2 Maintain relationships with Destination Melbourne to leverage resources to support local marketing</p>	DML
<p>ACTION 7.3 Collaborate with VU to encourage students and staff to further engage with the local area (i.e. spend more time and money locally).</p>	VU

4.5. VISITABILITY

Improve the critical services and experiences for visitors coming to Maribyrnong including enhanced visitor information, transport accessibility, accommodation and precinct infrastructure.

'Visitability' refers to the factors which have a significant impact on visitor experience, and the critical services at every point of the visitor journey. Maribyrnong currently receives low number of traditional holiday/leisure tourists. There is increasing opportunity to leverage significant tourism visitation from Inner Melbourne. To realise these opportunities and facilitate future tourism growth, it is important that core services and infrastructure are available to visitors.

Major visitability improvements for Maribyrnong include:

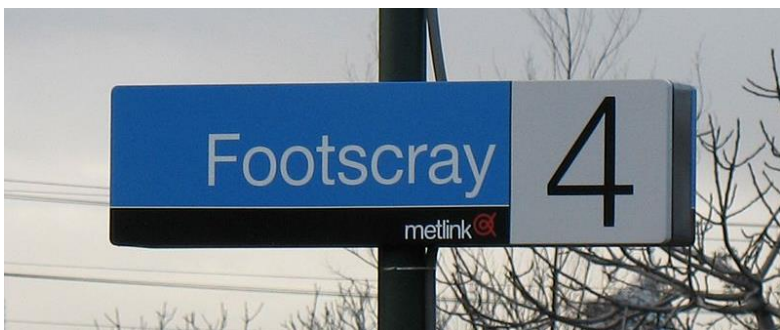
- Digital Connectivity / Visitor Information;
- Transport Connectivity and Accessibility;
- Precinct Presentation / Sense of Welcome; and
- Industry Development.

STRATEGY 8 Ensure visitors to Maribyrnong have access to relevant and up-to-date information on Maribyrnong's visitor strengths and experiences	
Key Actions	Partners
ACTION 8.1 As part of the review of Council's website and ongoing website publications, ensure that up-to-date and relevant information is provided on visitation.	
ACTION 8.2 Continue to work with Traders Groups to develop and provide up-to-date information on precinct websites.	FTA, YTA, FABA, AASBA



Source: <http://www.heinejones.com.au/>

STRATEGY 9 Improve transport networks and access to Maribyrnong's key visitor hubs, focusing on enhanced active transport	
Key Actions	Partners
ACTION 9.1 Work with State Government agencies to advocate for improved public transport to Highpoint Shopping Centre.	Highpoint Shopping Centre, GPT, PTV, Yarra Trams
ACTION 9.2 Investigate the development of bike share schemes linking key visitor attractions.	
ACTION 9.3 Implement the Maribyrnong Bicycle Strategy (2014) with priority for pedestrian and cycling infrastructure improvements.	
ACTION 9.4 Work with IMAP and neighbouring Councils to develop new walking and cycling route maps.	IMAP
ACTION 9.5 Work with IMAP to improve transport connectivity to Maribyrnong including bike sharing and the inner city shuttle bus.	IMAP
ACTION 9.6 Increase use of Maribyrnong River for water-based transport including public transport opportunities and leisure activities	Leadwest, PTV, IMAP



<https://www.vicktrack.com.au>

STRATEGY 10 Develop a program of infrastructure and place-making initiatives to improve the visitor experience	
Key Actions	Partners
ACTION 10.1 Continue to identify works to improve place-making and visitability of key precincts.	
ACTION 10.2 Investigate the roll-out of wi-fi hotspots in key visitor areas. Further progress the rollout of public wifi in Footscray.	VU
ACTION 10.3 Work with IMAP on the development of consistent and co-ordinated wayfinding signage for Inner Melbourne. Develop a wayfinding signage strategy to assist the rollout of new wayfinding signage, with a focus on Maribyrnong's key visitor hubs – Footscray, Yarraville, and Maribyrnong River Corridor	IMAP
ACTION 10.4 Review opportunities to improve public safety and decorative lighting and projections in key areas.	
ACTION 10.5 Continue to roll out place making and activation programs including NYE celebration, tours, markets, and festival programs.	



<https://cityofmaribyrnong.com.au/2015/02/23/was-a-road-now-a-public-park-the-permanent-park-in-ballarat-street-yarraville/>

STRATEGY 11 Promote the role and value of the visitor economy and opportunities for industry development	
Key Actions	Partners
ACTION 11.1 Implement a series of business seminars with a focus on skills relevant to servicing visitors. This may include customer service, visual merchandising, digital marketing, and social media	Precinct trader groups, DML
ACTION 11.2 Promote the role and value that tourism provides to Maribyrnong amongst local businesses, council staff, and councillors	DML
ACTION 11.3 Foster strong links between Victoria University (which provides a number of tourism related courses such as. tourism management and hospitality.) and local industry to identify local placement opportunities for students and graduates.	VU
ACTION 11.4 Participate in regional tourism forums (for example Victorian Tourism Conference)	WMT, DM, W, VTIC
ACTION 11.5 Track growth of the visitor economy. Including: -Business precincts night-time economy business audits; -Customer intercept surveys; and -Participation in regional studies (e.g. Greater Melbourne DMP).	YTA, FTA, FABA, AASBA



<https://au.pinterest.com/jasstephens/footscray/>

APPENDIX A VISITOR PROFILE NOTES ON ANALYSIS

- Tourism Research Australia provides the following visitor definitions:
 - **Domestic day trip visitors:** those who travel for a round trip distance of at least 50 kilometres, are away from home for at least four hours and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.
 - **Domestic overnight visitors:** People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors.
- NVS & IVS visitation data for Maribyrnong LGA has been averaged over the period 2012-2016 YE March, and demographic data has been based on the total results form 2012-2016 YE March due to low sample size.
- NVS & IVS demographic data for the Inner Region and the West Region is based on 2016 YE March results.
- For the purpose of analysis, findings for Maribyrnong LGA have been compared to the 'Inner Region', and 'West Region' tourism areas, as defined by Destination Melbourne. The LGAs and their related SA2 regions included in each of these regions is outlined below.

INNER & WEST REGIONS

Inner:

- City of Melbourne- Flemington Racecourse, Carlton, Docklands, East Melbourne, Kensington, Melbourne, North Melbourne, Parkville, South Yarra – West, Southbank, West Melbourne and Port Melbourne Industrial;
- City of Yarra- Abbotsford, Carlton North - Princes Hill, Collingwood, Fitzroy, Fitzroy North, Richmond (Vic.) and Yarra - North
- City of Stonnington – Armadale, Prahran – Windsor, South Yarra – East, Toorak, Malvern - Glen Iris and Malvern East;

- City of Port Phillip – Albert Park, Elwood, Port Melbourne, South Melbourne, St Kilda, and St Kilda East; and
- City of Maribyrnong – Braybrook, Footscray, Maribyrnong, Seddon – Kingsville, West Footscray – Tottenham and Yarraville.

West:

- City of Hobsons Bay – Altona, Altona Meadows, Altona North, Newport, Seabrook, and Williamstown;
- City of Wyndham - Hoppers Crossing – North, Hoppers Crossing – South, Laverton, Point Cook, Tarneit, Truganina, Werribee, Werribee – South, and Wyndham Vale;
- City of Melton – Caroline Springs, Hillside, Melton, Melton South, Melton West, Rockbank - Mount Cottrell, and Taylors Hill;
- City of Brimbank - Keilor, Ardeer – Albion, Cairnlea, Deer Park – Derrimut, Delahey, Keilor Downs, Kings Park (Vic.), St Albans – North, St Albans – South, Sunshine, Sunshine North, Sunshine West, Sydenham, Taylors Lakes; and
- City of Moonee Valley - Ascot Vale, Essendon – Aberfeldie, Flemington, Moonee Ponds, Airport West, Essendon Airport, Keilor East, Niddrie - Essendon West, and Strathmore

APPENDIX B DAYTRIP, OVERNIGHT AND INTERNATIONAL VISITOR PROFILE

	Daytrip Visitors				Overnight Visitors				International Visitors			
	Indicator	Maribyrnong LGA	Inner Region	West Region	Indicator	Maribyrnong LGA	Inner Region	West Region	Indicator	Maribyrnong LGA	Inner Region	West Region
Age Structure	15-24 years	16%	20%	13%	15-24 years	14%	13%	15%	15-24 years	17%	16%	12%
	25-34 years	14%	16%	15%	25-34 years	15%	21%	15%	25-34 years	34%	25%	22%
	35-44 years	21%	17%	23%	35-44 years	11%	18%	18%	35-44 years	15%	17%	14%
	45-54 years	17%	16%	13%	45-54 years	17%	22%	24%	45-54 years	11%	17%	20%
	55-64 years	16%	15%	16%	55-64 years	23%	14%	14%	55-64 years	16%	16%	22%
	65+ years	16%	16%	20%	65+ years	20%	12%	14%	65+ years	8%	9%	10%
Origin State/ Country (Top 4)	-	-	-	-	Victoria	50%	27%	52%	New Zealand	20%	12%	25%
	-	-	-	-	New South Wales	22%	34%	20%	United Kingdom	11%	10%	9%
	-	-	-	-	Queensland	8%	13%	11%	China	10%	20%	7%
	-	-	-	-	Tasmania	7%	5%	4%	Other Asia	8%	2%	9%
Purpose of Visit (Top 5)	Shopping	28%	14%	9%	Visiting relatives	45%	14%	35%	Visiting relatives	36%	10%	53%
	Visiting relatives	23%	8%	29%	Visiting friends	16%	7%	20%	Visiting friends	20%	7%	18%
	Visiting friends	13%	12%	19%	Business	12%	28%	13%	Education	16%	4%	4%
	Business	9%	8%	10%	Holiday	6%	26%	9%	Holiday	12%	59%	13%
	Holiday	7%	22%	17%	Sport - watching	6%	6%	4%	Employment	6%	2%	5%
Activities (Top 5)	Visit friends & relatives	42%	28%	52%	Visit friends & relatives	70%	40%	64%	Eat out / dine at a restaurant and/or cafe	94%	93%	94%
	Go shopping for pleasure	35%	29%	16%	Eat out / dine at a restaurant/cafe	61%	79%	49%	Go shopping for pleasure	85%	84%	83%
	Eat out / dine at a restaurant/cafe	32%	55%	33%	Go shopping for pleasure	31%	36%	19%	Sightseeing/looking around	72%	68%	79%
	Attend an organised sporting event	3%	7%	1%	Sightseeing/looking around	24%	24%	12%	Go to markets	64%	56%	59%
	Pubs, clubs, discos etc	3%	10%	4%	Pubs, clubs, discos etc.	19%	26%	13%	Pubs, clubs, discos etc.	48%	36%	39%

