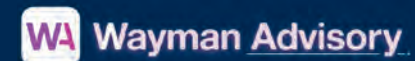


City of Bayswater Town Centres

Destination Marketing Strategy

2021 to 2025



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Executive Summary

The City of Bayswater Destination Marketing Strategy 2021-2025 provides a blueprint for attracting visitors to the City's three town centres of Maylands, Bayswater and Morley over the next four years and beyond.

The City of Bayswater is a major local government jurisdiction east of the Perth CBD covering 360 square kilometres with a population of 66,000 bordering East Perth, Inglewood, Mt Lawley and Dianella to the west. It has a Gross Regional Product of \$3.5 billion.

The City has commissioned consultants Wayman Advisory and Ferguson and Kealy to produce the destination marketing strategies.

Target market research and analysis has shown that the town centres' mix of bars, retail and events attract visitors, to varying degrees, from the three major catchment areas:

- City of Bayswater jurisdiction
- Nearby suburbs; and
- Wider metropolitan area.



What is a tourist?

Most of us automatically think of camera-carrying international visitors travelling from one major attraction to the next.

However, we can all be visitors in our own neighbourhoods and change our spending patterns to eat out and visit attractions on our doorstep.

At its core, the most accurate definition of a tourist is:

Tourist /'tʊərɪst/ n

A person who is a displaced consumer.



The benefits of tourism are economic, cultural and potentially environmental. The sooner a destination identifies its opportunity, the sooner the benefits accrue. For example, an “Eat Local” campaign might not attract international attention, however East Perth and Mount Lawley residents will respond to offers to tread beyond their suburb’s boundary for fresh culinary experiences.

This will result in more viable local businesses, greater vibrancy in the town centres and potential to convert visitors to residents or business owners at a later time.

The residents of Bayswater see their city as a “Garden City” and, with assets such as the Swan River and wetlands such as Baigup, Bardon Park and Berringa Park, as well as parklands such as Riverside Gardens, there is a sound basis for this aspiration. However, the consultants found that the town centre communities all wanted more tree canopy on their “high streets” or, in Morley’s case, within their carparks.

This perception of the City of Bayswater needing more trees has been recently supported by an RMIT study, “Where Will The Trees Be?”, which is a longitudinal study comparing tree canopies in LGAs around Australia. Based on stakeholder feedback and the evidence presented in this study, one of the major recommendations by the consultants is for the City to plan improved tree canopy in the

town centres for resident and visitor amenity and to ensure Bayswater’s reputation as a “Garden City” is promoted.

The City of Bayswater has a fascinating history stretching back tens of thousands of years with the Swan River’s alluvial plain and the River itself, providing the Noongar people with food and shelter. The City of Bayswater community sees the Indigenous culture of the area as important though there is little evidence of it being integrated into the landscape. However, this should change with the planned public art plan by the State government as part of the Bayswater train station build.

Bayswater’s colonial history is comprehensively recorded in the book, *Changes They’ve Seen* by Catherine May and stories such as that of the drowning (with his cow) of doctor and major Bayswater landowner, John Whatley. Dr Whatley and his cow in a boat is a recurring theme in artwork and murals in the town centres of Maylands and Bayswater.

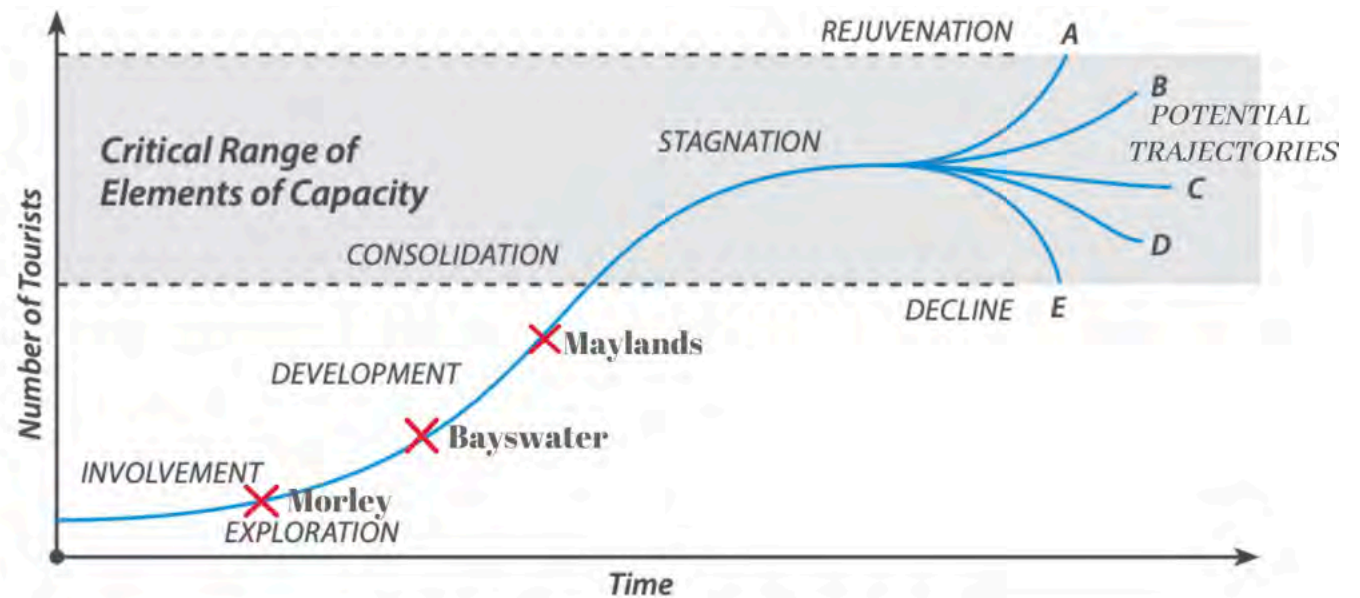
Drilling down, each town centre has its own stories and its own individual characteristics which add depth to the overall City of Bayswater Brand. The challenge is to differentiate between these destinations while at the same time aligning with the overall City of Bayswater Brand.

The three main motivators to attracting visitors to a destination are the number of experiences; the different types of experience; and the uniqueness of the experience.

The town centres of Bayswater, Morley and Maylands are different from each other in their product and maturity in establishing their unique selling points, yet they each offer opportunities to increase visitation through raising awareness and improvement of their destination product.

There is no immediate need to rush out and develop new logos and related applications for each town centre. Shorter term, the existing City of Bayswater branding can be applied. Ideally each centre will have a toolkit of preferred colour and design options. In effect, secondary applications of the overarching brand.

Those differing trajectories are depicted in the graph below:



Hypothetical Evolution of a Tourist Area
(Adapted from Miller and Gallucci, 2004).

Overall, the town centres haven't yet realised their full potential in turbo-charging the City of Bayswater's competitive edge over other LGA destinations. Desktop research undertaken by the Consultants shows fragmentation in the information available through the City's owned channels, with the result that there is a need to create critical marketing mass.

An example would be that to find current information on events in the City of Bayswater requires trawling through a number of websites and Facebook pages. Only the very small community events appear on the library website.

The City of Bayswater's own Culture Plan states:

"Promote the city's cultural assets and events using a range of media platforms, including social media, City of Bayswater website and print media."

There have been a number of successful events staged as either a one-off or as recurring events in the three town centres pre-COVID. These are identified in each of the town centre marketing strategies and events are positioned as an important pillar in supporting a Brand. However, in the immediate future, consideration needs to be given to staging only COVID-safe small activations in 2021 with an assessment in subsequent years of the feasibility of reinstating larger town centre events.

This is another area where an overall City of Bayswater events calendar would be important in both co-ordination and promotion. It would ensure there is no duplication of events either in timing or content.

City of Bayswater Website

A website is one of the most powerful tools in the destination marketing toolkit. It both evokes the desire to visit and provides information and details with the aim of converting that desire into action.

A good website therefore needs to have rich content and accurate and up-to-date information. For Local Government Authorities, a great website is the most cost-effective and efficient way of reaching target audiences and promoting their Brand. It also provides a call-to-action when marketing through other digital or traditional media channels.

Currently, the City of Bayswater's website is focussed on communicating solely to residents and ratepayers with corporate messages on the City's services and community-based activities. As such the current website is informative and fit-for-purpose but does not achieve destination marketing objectives.

The city's social platforms are also focussed "internally" as exemplified by the #mybaysie hashtag. Not many people outside of Bayswater would know that its local community refers to it as "Baysie".

The City's Facebook page doesn't promote the City's sponsored events or high-profile events staged by community groups, thereby losing the opportunity for those groups and their engaged FB communities to share the information or amplify events (or images of events or destinations) on Facebook or other social media platforms such as Instagram.

The City of Bayswater is only just realising its huge potential as a destination for visitors to their town centres which will stimulate the economy and contribute to their vibrancy and activity.

In contrast a nearby LGA, Kalamunda clearly sees itself as a tourism destination for both the Perth metropolitan area and for the market segment of visiting friends and relatives (VFR). They have strengthened this positioning by creating partnerships with the nearby shires such as Armadale and Mundaring to form a Brand – Perth Hills - which is how they are marketed on the Regional Tourism Organisation, Destination Perth's website (www.experienceperth.com).

For those wanting to visit Kalamunda, the Shire's website features on its homepage the tab "Recreation and Tourism", which then drops down to "Visit Kalamunda" and features content such as walk trails, arts and culture experiences, events, markets and cycling, to name a few of the activities designed to lure visitors to Kalamunda. There is a cross-promotion on all the relevant LGA websites for the Perth Hills. (<https://www.kalamunda.wa.gov.au/recreation-tourism/visit-kalamunda>).

Quick Wins

There are a number of lower costing “quick wins” identified in the plan that can be implemented from early 2021 to expedite plan implementation:

City of Bayswater	<p>Develop the website to incorporate a “Visit” tab with content sitting below specific to each town centre including but not limited to town narrative (story); what to do in the town; what’s on; etc.</p> <p>Develop and budget for a tree canopy plan for all the town centres.</p> <p>Assess the benefits of a WA-based co-share and community space digital booking platform.</p>
Bayswater	<p>Develop and implement a Business Mitigation Plan for King William Street 2021 to 2024.</p> <p>Create King William Street activities and installations during 2021 that reflect the brand of “Bayswater High Street.”</p>
Maylands	<p>Create Brand collateral for community and businesses to use. (Eg. Map)</p> <p>Develop and implement an activation plan for the precincts.</p> <p>Form partnerships with WA Ballet and WAYJO to investigate opportunities for cross-promotions.</p> <p>Commission a local artist to create a visual connection between the laneway precincts with the view of more permanent linking of the laneways surrounding the Maylands town centre.</p>
Morley	<p>Install a spray pad or pole(s) in the Progress Street Precinct. (refer image right)</p> <p>Promote Coventry Village as a quintessential value for money and multicultural attraction. For example, a campaign featuring items and services that can be purchased for \$10 and \$20 for a couple.</p>



Project Methodology

These town centre strategies are the third stage and culmination of desktop, stakeholder and target market research and analysis.

COVID lockdown and restrictions obviously resulted in reduced visitation numbers to town centres in the City of Bayswater and in turn increased the sense of frustration from traders riding the commercial rollercoaster that is 2020.

The consultants interviewed most traders and other recommended interviewees in person. Those who were unavailable to meet were encouraged to complete an online survey.

About 25% of business owners were interviewed via Zoom or telephone. Two Zoom group meetings were conducted.

Additionally, a focus group of nine potential visitors from nearby suburbs (eg East Perth, Bassendean and Mount Lawley) was held to gain an insight to attractions to those potential visitors to the three town centres.



Image: Social media response to research phase



Maylands Destination Marketing Strategy

Executive Summary

Maylands packs a lot into its 5.3 sq km footprint where a vibrant arts community and village style “high street” are serviced by a train station. At the same time, it features a beautiful and activated stretch of the Swan River only two kilometres away.

It was only three years ago that Lonely Planet dubbed Maylands as one of Australia’s coolest neighbourhoods and described it as “a buzzing community hub with a gritty, yet artisanal edge.”

“I love Maylands’ diversity and its vibrancy... it has more edge and grit than other places in Perth.”

Its natural environment on the peninsula combined with its authentic built environment in the town centre where heritage buildings have been re-purposed to house both arts-based organisations and retail and bars, positions Maylands as a unique destination for both City of Bayswater residents and segments of the wider metropolitan Perth.

The town centre’s three strengths are:

- Connectedness – physically through the train station, walkability of the town centre, and as an active community connected through social platforms.
- Arts – including street art, institutions, and the creative community.
- Heritage – numerous restored buildings/ infrastructure that are being used productively and which give the town centre an appealing ambience.

Stakeholders, businesses, potential visitors and City of Bayswater officers and elected members talk about these strengths. The product in Maylands is bespoke, diverse and on a maturing trajectory. Everyone agrees. But they all believe the one major barrier to preventing Maylands taking that extra step is that the town centre’s essence has not been captured under one strong Brand.



Image: One of Australia's coolest neighbourhoods

This destination marketing strategy for Maylands will be delivered over the next four years with the horizons as follows:

Getting Maylands Going Again (COVID recovery)

- Focus on activating the town centre through smaller events and developing a strong, widely recognised Maylands identity.
- Create assets aligned to the Brand values.
- Update and improve City of Bayswater website including development of maps and content.
- Leverage the City's owned distribution channels – both digital and traditional.

Building Awareness and Partnerships

- Develop a comprehensive event calendar and promote the major events.
- Develop further Brand awareness campaigns.
- Develop tactical campaigns.
- Actively collaborate with community groups and drive critical mass through partnerships.

Growing the Visitor Experience and maximising the Brand.

- Elevate the Brand
- Develop walking trails with wayfinding signage, apps, and history.
- Develop streetscape and amenity in the town centre.
- Build capacity of business and community groups.

- Identify opportunities to capitalise on emerging markets and promote the health and well-being cluster.
- Promote Waterland and focus on campaigns targeting young families.

Attracting investment and people to live and play in Maylands.

- Assist developers in understanding planning laws and identify ways to reduce red tape.
- Investigate how to attract investment in restaurants in Eighth Avenue.
- Extend Brand campaigns that specifically focus on Maylands' attributes and continue to leverage and connect the town centre with the river.
- Continue to have a co-ordinated approach to events and a calendar of small activations with both financial and marketing support.

"Maylands has urban grit – it's like a Fitzroy or Collingwood. We can build on that."

History

The Noongar people who inhabited the Bayswater and Maylands area for tens of thousands of years saw the Swan River (Derbal Yerrigan) as a sacred place created by the Waugal who is regarded as an all-encompassing creative spirit. It is that creativity that is one of the distinguishing traits of contemporary Maylands which is also reflected in the town's intact heritage buildings from the colonial era which now house several arts institutions, shops and bars.

There is evidence that the Bayswater stretch of the Swan River provided the Whadjuk people with rich nourishment and shelter as they fished in the river and burned the surrounding scrub to ensure the alluvial plain by the river produced grass to encourage kangaroos to graze.

With the arrival of the British, the Bayswater and Maylands area was given over to agriculture, notably dairy farms, and eventually market gardens as the colonists sought to capitalise on the river location. However, in 1900 the Ferguson Foundry was established to build pipes for the C.Y. O'Connor pipeline from Perth to Kalgoorlie. With the introduction of industry to the Maylands area, came growth - both people and infrastructure and it is the resulting heritage buildings in the Maylands

town centre that gives the area its street appeal and village ambience.

Maylands has other major heritage assets including Tranby House (a mud brick house located on the Maylands Peninsula and one of the only buildings remaining from the early pioneers of the Swan River colony); the Royal Institute of the Blind; and Federation-era hotels such as the Peninsula Hotel; as well as more modest but equally valuable heritage buildings, such as the Old Police House which houses the active Maylands Historical Society. All combine to provide a rich physical backdrop to Maylands' character and identity.

Large infrastructure assets such as the Maylands Brickworks which speaks to Maylands' industrial

history and the Maylands Aerodrome have significant potential as destination products for Maylands. The Brickworks provides Maylands with the opportunity to develop an arts and exhibition centre - an ideal product match for Maylands' reputation as an arts destination.

Other societal infrastructure from the early 20th century includes the Maylands Primary School (established in 1903); the Maylands Hall (1920) and the War Memorial Cenotaph (1921). The Maylands Hall, once a place of movie nights and dances, became the Maylands Library and currently houses the West Australian Youth Jazz Orchestra. The Maylands Primary School building now houses the West Australian School of Instrumental Music.

The Victorian Institute and Industrial School for the Blind actually began construction in 1898 and underwent many changes and additions throughout subsequent years. Recently, the building was renovated and repurposed and is now a world class facility housing the WA Ballet.

The creative spirit of the Waugal lives on in Maylands.

The Maylands Aerodrome Commemorative Park is another destination product that adds to Maylands' heritage richness. It was Perth's first official airport and known as the birthplace of commercial aviation in WA. It also saw many nationally historic events such as the flight of Charles Kingsford Smith who landed at Maylands to complete the first non-stop flight across Australia in 1928.

Charles Kingsford Smith is not the only famous person with a strong connection to Maylands. Robert Marshall who was a hairdresser and squash centre owner in Maylands (and the Maylands State MP from 1965 – 1968) was a world class billiards player winning the World Amateur Championship four times and the Australian Amateur championships 22 times in his lifetime.

Robert Marshall's story is representative of Maylands' quirkiness – found even in its history – and it is "small" stories like this that provide layers of authentic content when positioning the town's identity and character.

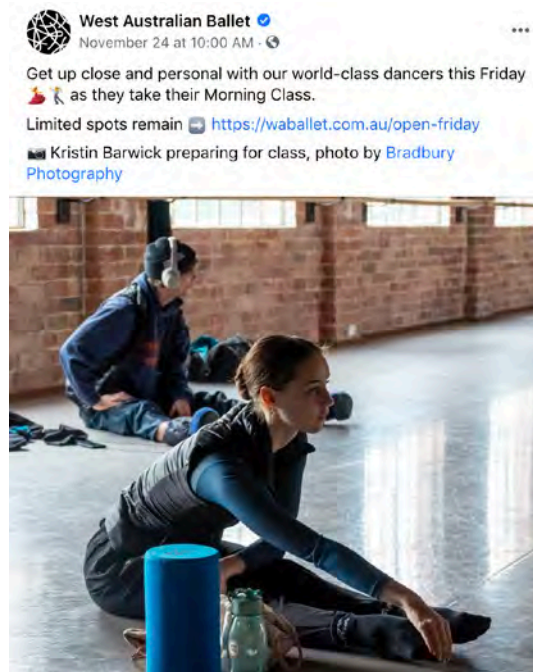


Image: Local tourism products - simply add hashtag?

People

Maylands' product and its people have informed each other over the years. Many of the interesting retail shops and bars in the Maylands town centre have been developed by sole owner entrepreneurs and that diversity, creativity and commitment is also evident in the active community groups that drive the town centre's festivals and activations.

They provide the creative content of both the permanent content (venues and shops) of Maylands as well as the creative content of the activations.

The community itself sees Maylands as having an "eclectic and diverse range of people" with an "authentic heritage and fascinating history". The story of Robert Marshall is a direct demonstration of that diversity and quirkiness and the principles articulated by the Maylands community itself.

There are many contemporary appealing and interesting stories about the people of Maylands who, in turn, are well aware that, as a whole, they reflect the town centre's Brand values of quirky and arty. Their diversity and friendliness also embody the town's third Brand value of "inclusive".

The active community groups are a direct result of the people of Maylands' creativity and commitment to the areas.

Infrastructure

Maylands' heritage infrastructure - both its high street buildings and its river-side infrastructure, either already in place or under development - contribute to Maylands' narrative and ultimately to its appeal to visitors. Maylands is also known for its peninsular position and its proximity to the river which is seen as one of the suburb's greatest strengths.

These assets also help define market segments to target when marketing Maylands. For instance, the re-development of Maylands Waterland with the first stage due to be completed late 2021, provides a powerful attraction for families which can be further leveraged to increase visitation to the town centre as well as the river.

The Maylands Station at the foot of Eighth Avenue is a significant asset for the Maylands Town Centre. It provides demonstrated access to Maylands' cafes, its arts institutions and events, and promotes the town's "walkability".

As an extension of this, there is clearly an appreciation of the town centre's strip shopping layout with the main street populated with unique local businesses. The prolific street art is seen as representing the creative aspects of Maylands.

The key infrastructure assets that collectively and individually provide Maylands with a competitive edge are

- Its intact heritage buildings which have been re-purposed.
- A walkable and interesting "high street"
- The train station providing accessibility.
- The attractions of the Peninsular area such as Peninsula Farm, the Waterland redevelopment, cycleways, and eventually the Maylands Brickworks if it is redeveloped as an arts centre as the City of Bayswater has indicated.

"Businesses are the creative content drivers of ideas and events. They just need support from the City to help with process, co-ordination and integration."

Product and Visitor Experience

Maylands has three naturally occurring clusters offering attractors for visitors:

1. Food and beverage
2. Vintage and bespoke retail
3. Health and well-being.

Maylands offers both diversity of product (different experiences) for visitors and density (the attractions in the town centre are close together and therefore walkable). Its heritage streetscape evokes friendliness and features interesting retail and cafes during the day, and its small bars and live music venues at night provide the basis of continuity of experience and appeal to different market segments.

The Laneway precincts (Roxy Lane in the north-eastern corner of Maylands and Lyric Laneway in the south western corner) are viewed as major assets for Maylands and its ability to offer unique experiences and host exciting activations driven by community groups.

The laneways and Eighth Street (which can be closed off for events) offer the opportunity of promoting the “village-like” atmosphere of Maylands. Events and activations can also effectively utilise the infrastructure already in place. These include spaces such as The Rise (for markets), and heritage

locations such as the town hall which houses WAYJO and the WA Ballet headquarters at the old Royal Blind Institute.

The last Maylands Street Festival attracted more than 20,000 people and is seen as critical to continue on an annual basis (it was previously biennial.)

“Kids play in the laneways which have the potential to be a place for people. People need to feel like they belong and can feel the laneway vibe.”



Image: Maylands Street Festival

Another event opportunity has been the Laneway Festival which, while not as large as the Street Festival, has the potential to be another iconic event for Maylands.

The town centre's street art and large murals are also seen as a major attractor and support Maylands' Brand value of "arty" and ultimately enhance the town centre's identity.

In the longer term there could be the opportunity to bring together Maylands' high-profile health and well-being services under one banner which relate back to the City of Bayswater's overall concept of "living well". The positioning for this could be "Living Well in Maylands".

While the above represent Maylands' strengths and opportunities, there are some barriers to the town centre realising its potential in attracting visitors:

1. It lacks an all-encompassing Brand which clearly defines Maylands.
2. It lacks a co-ordinated approach to marketing the town centre. Individual businesses and community groups do a good job in using their own social media platforms and other marketing but there is no over-arching co-ordinator.

3. It lacks a co-ordinated approach to an events and activations calendar.
4. It needs more restaurants on Eighth Avenue to increase the visitor experience across the evening and provide more energy to the high street at that time of day.
5. In terms of amenity, it needs more tree canopy both along Eighth Avenue and along the railway line.
6. Stakeholders believe that the presence of anti-social behaviour can damage Maylands' reputation, particularly since it wants to position itself as quirky and friendly.
7. There has been a lack of co-ordinated leveraging of Maylands' strengths such as its laneways precincts and its street art.

"We need to properly utilise streetscaping, increase tree canopy like other high streets around Perth... we could also open up spaces like the community garden in Roxy Lane."



Image: Vintage retail on Whatley Crescent

Market Segments

Maylands' target audiences are the City of Bayswater's residents; surrounding suburbs, notably those who are east of Maylands who may take the opportunity to enjoy its nightlife rather than travel further to Northbridge; and the wider metropolitan area.

Maylands can position itself as both a retail destination and a hospitality destination. Individual businesses such as Rabble Bookshop and some of the vintage shops have unique offerings for both residents and those seeking an interesting retail experience.

At the same time, Maylands' bars including a brewer – several with live music - offer residents a variety of hospitality options.

Research has shown that most of Maylands' bars, retail and events attract visitors, to varying degrees, from the three major catchment areas:

- City of Bayswater jurisdiction
- Nearby suburbs (notably the suburbs east of Maylands)
- Wider metropolitan area.

Some of the following market segments attracted to Maylands are also valid for the wider City of Bayswater but in Maylands' case they are specifically:

Young professionals who are attracted to the bar

scene in the evenings; to Maylands' health and well-being services; and the bespoke or vintage retail.

Young families who are attracted to family activities in the river precinct including (eventually) Waterland; The Rise facilities and library; and the family friendly venues such as Seasonal Brewing and Steam Haus.

The 25-34 demographic who are attracted to the lane ways festivals; food and hospitality venues including small bars; and arts experiences.

Retirees who are attracted to the town centres appealing heritage ambience, cafes, the WA Ballet offerings and facilities at The Rise.

Shoppers who are attracted to the vintage and bespoke shopping and the experience of the Maylands cafes.

Arts and culture lovers who are attracted to art studios, street arts experience and heritage ambience, or who might be seeking an indigenous cultural experience.

Visiting friends and relatives of local and nearby residents who are attracted by the diversity of product in Maylands.

Enablers are Maylands' walkability; its diversity of shopping and hospitality venues; the heritage streetscape; and the events and activations.

Emerging markets

Cycling tourism and its various sub-segments is an emerging visitation opportunity for Maylands and the wider City of Bayswater. This was demonstrated at Halloween when one of Maylands' community groups organised a "Pedal and spook" event for families and received 83 registrations for the event.

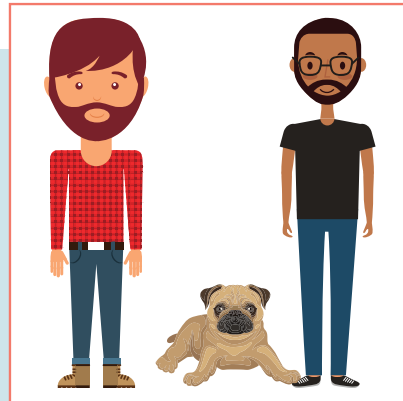
The major cyclist attractor is the bike path along the river and the opportunities to enjoy facilities in that region. Good wayfinding signage would assist cyclists finding their way into the town centres. There are also opportunities for promoting Maylands to leisure cyclists who ride beside the train line, stopping at the Whatley Avenue based coffee shops with some returning to their base by train. As well, there is the opportunity to improve the experience of those serious cyclists en route to the Swan Valley or to the Maylands Peninsula and the river.

Indigenous tourism is an emerging market state-wide and there is an opportunity to tell Maylands' (and the wider Bayswater) story of the Indigenous people who found nourishment and made a home along the river. An Indigenous trail telling the Indigenous story in a creative way would be a major addition to Maylands' attraction, particularly if the City worked in collaboration with the wider eastern metropolitan region and Tourism WA to become part of a network of trails telling the story of the clans who once lived in their areas.

MAYLANDS TARGET MARKET

Local and Neighbouring Couples

Meet Steve and Dushan of Mount Lawley. They are both chartered accountants who enjoy their time not working much more than their careers. Each has a home office as a result of COVID-19 and the lockdown also brought on the arrival of puppy; Nelson.

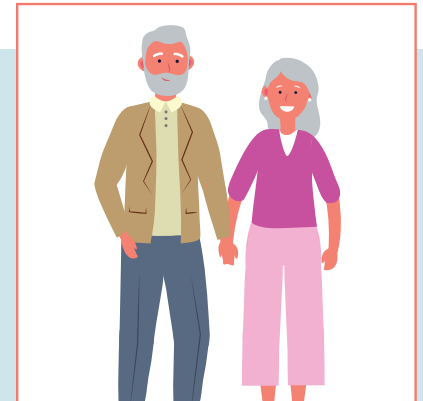


They discovered Maylands restaurants via Uber Eats during lockdown. They now eat out at least once a week. What do they do in Maylands when they visit?

Steve: "We shop for vintage gifts, eat and drink. The street festival is brilliant. To be honest, we think we'd be better off moving here. Real estate is better value and the area has an edge that Beaufort Street has lost."

Dushan: "We didn't realise there were so many cool bars and events. We went to a cocktail fundraiser at the ballet centre. And the proximity to the river and parks is brilliant for Nelson."

Brian and Jill are self-funded retirees and live in East Perth. Brian is a former engineer and Jill still works occasionally as a child psychologist. They volunteer with their local community group and look after their grandchildren 3 days per week.



They discovered Maylands Library during the school holidays and have since become members. As have their 2 grandchildren. They visit at least twice a week.

Brian: "We really enjoy the sense of community and vibrancy here in Maylands. I've actually suggested to my daughter that we help she and her family buy here or in Bayswater/Bassendean. We are WABallet subscribers and love their new HQ."

Jill: "I am now a member at The Rise and play pickleball every Monday. Afterwards we grab morning tea and I generally pick up a gift for someone or even myself on Whatley Crescent. We take the kids to school holiday activities like cooking and soccer. We can't wait for Waterland to reopen!"

Local Hero

"If Laneways aren't used for good things, they will be used for bad things."

Maylands' laneways surround the town centre and offer a significant opportunity to position Maylands' town centre as an urban destination where the imagination can run riot.

Lyric Lane has shown what can be done from a streetscaping aspect where adjacent businesses can interface with the laneways to create vibrancy and intrigue. There are numerous opportunities in the extensive laneway network to replicate this experience of "secret" places to create an urban adventure.

Linking the two most developed laneway precincts, Lyric Lane in the south-west corner and Roxy Lane in the north-east corner, also offers the opportunity to create a journey through the town centre. For that to be effective and align with the Brand it needs wayfinding signage and a creative linkage such as a chalk path showing the way.

The Laneway Festival was successful pre-COVID and as we move into a post-COVID world, creating a similar event staged in the laneways presents a great opportunity to develop an iconic annual event for the Maylands town centre. As well, a series of small activations staged over the year would serve to build the laneways Brand and generate vibrancy behind the businesses in Eighth Avenue and Whatley Crescent.

One of the successful small activations already staged include Junk Pirates where fathers and their children put together musical instruments from ...junk. And then staged a parade through the laneways centred around the Roxy Lane community garden.

Music has been a key element of the successful laneway activations with, for example, musicians from WAYJO playing throughout the laneways in the Laneways Festival. Using the talents of local musicians is a demonstration of community groups and arts groups collaborating and creating an experience aligned with Maylands' Brand values where arts and quirkiness meet in a space of urban grit.

To maximise the laneways opportunities, the City of Bayswater will need to do three things:

- Improve the street-scaping in the laneways including improved lighting and judicious compromises that sacrifice carparks for greening (parklets).
- Sponsor community groups wanting to create activations in the laneways.
- Co-ordinate and promote a calendar of events and activations under a Maylands Brand.
- Maylands' laneways are "hidden gems" and a major local hero when marketing the town centre.



Brand Strategy

Maylands is a place with an interesting and eclectic history, intact heritage and creative people and ultimately is a destination with rich content and the capability of attracting visitors from far beyond its 5 square kilometres.

Maylands needs to be positioned as a creative, friendly and vibrant destination with an endearing quirkiness. Its heart is evident in the inclusiveness and diversity of its community who are involved in activations, events and people the cafes, bars and shops. All this with a bit of grit thrown in.

What demonstrates its creativity are the types of bespoke retail and the art murals around the town centre. What makes it friendly is the town centre's walkability and appealing streetscapes; and what makes it vibrant are the cafes and the bars with contemporary settings and live music.

Maylands' unique selling point:

"Maylands is a town with imagination and grit."

#ImagineMaylands

Its Brand Values are:

- Quirky – relates to Maylands' bespoke retail offerings including its vintage shops and the diverse community.
- Arty – relates to the street art, the predominance of both the creative people living in Maylands and the Arts Institutes located in the town centre.
- Inclusive – Relates to the events and activations staged by the community groups and the family friendly venues and spaces in town centre.
- Urban Grit – relates to physical aspects of Maylands such as the historic laneways and heritage buildings.

Strategic Pillars include:

- Maylands Brand
- Events and Activations
- Visitor Experience
- Partnerships



Image: Maylands Mural

Brand

Brand Positioner: Imagine Maylands

Description:

We will establish a clear identity for Maylands based on its Brand values which can be embraced and promoted by business and the community.

Objectives:

- Build brand awareness of Maylands as a visitor destination among both City of Bayswater residents and the wider metropolitan area.
- Optimise the City's digital channels to promote Maylands.
- Engage with businesses and community groups to amplify marketing efforts and align with the one Brand.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Build Brand awareness of Maylands	<ul style="list-style-type: none"> • Soft launch for the new Brand for Maylands once collateral in place. • Develop marketing collateral and assets that reflects Maylands' Brand values. • Develop targeted marketing plans using both digital and traditional distribution channels that will promote Maylands as retail and hospitality destinations. 	<ul style="list-style-type: none"> • Below-the-line PR for Maylands product and Brand. • City of Bayswater residents and those in nearby suburbs become advocates for Maylands and bring visiting friends and relatives to enjoy the shopping and the bars. • Marketing collateral is used by all stakeholders including the City. • Budgeted Brand awareness campaigns leveraging Maylands' positioning in retail and hospitality.
Optimise the City's digital channels to promote Maylands.	<ul style="list-style-type: none"> • Further develop the City's website to ensure clear navigation starting with a "Visit Bayswater" tab on the city's home page with a drop-down menu directing visitors to rich and informative content that promotes the town centre(s) Brand(s) and offerings (USP). • Develop digital assets and content (video, images) that reflect the Brand values. • Adopt a specific Maylands lead hashtag (#ImagineMaylands) and secondary hashtags that relate to specific offerings (e.g.: #EatMaylands; #PlayMaylands). • Develop a strategy and protocols for posting on the City of Bayswater's digital channels, notably Facebook with an external-facing objective and which links to other community FB pages that relate to specific campaigns or events. 	<ul style="list-style-type: none"> • Increased engagement including longer time spent on the City of Bayswater website. • Increased awareness of the offerings of the destination • Fresh and brand-aligned images and videos evoking desire to visit Maylands. • Considered application of the hashtags including take-up by local businesses and community groups in using the hashtag. • Increased engagement of City Facebook posts including "likes" and "shares".
Engage with businesses and community groups to promote and amplify the Brand	<ul style="list-style-type: none"> • Identify co-operative marketing opportunities that will provide opportunities for participation from retail, hospitality and commercial businesses • Regular stakeholder engagement which seeks feedback and ideas to ensure ongoing ownership of the Maylands Brand and ideas generated for promoting Maylands and staging events. 	<ul style="list-style-type: none"> • The number of tactical campaigns which provide an opportunity to convert awareness to business. • Local business and community groups' participation in campaigns. • Local business and community groups posting on their social media sites and using the #ImagineMaylands hashtag. • Two workshops per year which involve business leaders, key partners, and community groups.



Image: Laneway event

"The smaller events can engage through discovery ...the laneways around the Maylands town centres are literally hidden gems."

Events and Activations

Description

We will co-ordinate and promote a Maylands events and activations calendar that will support the Maylands Brand and generate vibrancy in the town centre.

Objectives:

- Leverage existing Maylands large events that have been successful
- Create a calendar of laneways activations that activate the two laneways precincts in Maylands.
- Support the community groups that provide the impetus and creative content for both events and activations.
- Promote events and activations using the City's digital platforms, one Brand.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Leverage and promote existing Maylands' large events that have been successful	<ul style="list-style-type: none"> • Maylands Street Festival and the Laneways Festival are identified as the two marquee events on the Maylands annual events and activations calendar. • City of Bayswater financial and marketing support provided to the event organisers. 	<ul style="list-style-type: none"> • Increased attendance figures for the events year-on-year. • Successful staging and promotion of these events.
Create a calendar of laneways activations that activate the two laneways precincts in Maylands.	<ul style="list-style-type: none"> • Collaborate with community groups and bars and other stakeholders which are located in close proximity to laneways to create a series of activations over a 12-month period 	<ul style="list-style-type: none"> • Maylands Laneways positioned as "hidden gems" to the Perth metropolitan area.
Support the community groups that provide the impetus and creative content for both events and activations.	<ul style="list-style-type: none"> • The City of Bayswater to build capability with community groups in event operations and promotions by providing a toolkit and/or conducting workshops presented by the Events Industry Association. 	<ul style="list-style-type: none"> • Tool kit available online. • Community groups grow capability and confidence in staging events.
Promote events and activations using the City's digital platforms.	<ul style="list-style-type: none"> • The City of Bayswater homepage features an Events tab with further drop-down menus for each town centre (Eg: Play Maylands) 	<ul style="list-style-type: none"> • Greater engagement of website. • Increased attendance at events.

Visitor experience

Description

We will ensure that there are rich and diverse experiences for those visiting Maylands which encourages repeat visitation and destination advocacy.

Objectives:

- To provide visitors with accurate and comprehensive information of the offerings in Maylands including promoting its competitive advantages such as accessibility and quirky events.
- To develop product including an Indigenous trail, as well as colonial heritage and arts trails, that will enrich the visitor experience and align with Maylands' Brand values as well as capitalise on emerging markets.
- To provide town centre access and amenity through improved streetscapes in all precincts, tree canopy and wayfinding signage.
- To support businesses and community groups in delivering excellent customer service, events and in generally marketing their offerings.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
To provide visitors with accurate and comprehensive information of the offerings in Maylands to encourage dispersal around the town centre.	<ul style="list-style-type: none"> • Develop a Visit Maylands tab on the City website (Imagine Maylands) with Maylands narratives and some key highlights. Include a map of Maylands which identifies cafes, bars and retail. • Generate hard copy maps and distribute to all cafes and businesses to have on the counter. • Use the City's own corporate communications platforms (such as Bayswater Beat) to generate specific information on what's happening in the Maylands town centre. • Create a chalk path or similar wayfinding through Maylands to link the two laneway precincts in a creative way to support the "Arty" Brand value. 	<ul style="list-style-type: none"> • Increased foot traffic around the town centre.
To develop product such as heritage or arts trails that will enrich the visitor experience and align with Maylands' Brand values.	<ul style="list-style-type: none"> • Develop walking trail products such as a heritage trail, an arts trail, an Indigenous history trail, and a trail for cyclists accessing the river. • Encourage the establishment of more restaurants on Eighth Avenue. • Create a special campaign promoting "Living well in Maylands" 	<ul style="list-style-type: none"> • Attract more visitors from various market segments as well as greater awareness of Maylands' rich content and Brand. • More vibrancy after 5pm on Eighth Avenue. • Increased awareness of the health and well-being services clustered in Maylands.
To provide town centre amenity through improved streetscapes, tree canopy and wayfinding signage.	<ul style="list-style-type: none"> • Update place-making plan with focus on planting trees in Eighth Avenue and providing seating in Whatley Crescent • Hero laneways by activation and increasing appeal with lighting and streetscaping or parklets. • Develop an integrated wayfinding signage plan to inform people and take them on a journey. 	<ul style="list-style-type: none"> • City of Bayswater improvement in "greening" the city as measured by studies such as the RMIT's national tree canopy benchmarking study of LGAs. • Activated laneways that reflect Maylands' reputation as quirky with urban grit. • Greater dispersal around the town centre.
Support businesses and community groups in delivering excellent customer service, events and activations, and marketing their offerings.	<ul style="list-style-type: none"> • City to survey businesses as to where they felt they would benefit from capability building opportunities. • Establish workshops for the community groups on how to deliver an event. • Develop collateral focussed on short video vignettes on local businesses and feature them on the website under the Visit Maylands tab. • Encourage them to use the Maylands' hashtag to amplify their own social media strategies. 	<ul style="list-style-type: none"> • Improved customer service and conversion to business. • Reduce risk in event delivery in Maylands • Rich content for the website and the positioning of Maylands' unique offerings and destination experiences by leveraging the "quirky" retail and hospitality offerings. • Increase in digital engagement by Maylands' businesses.

Partnerships

Description

We will demonstrate leadership by collaborating with potential partners in Maylands in order to achieve critical mass in delivering activity unique to Maylands.

Objectives

- Develop strong and productive partnerships with the major arts organisations in the Maylands town centre including the WA Ballet and WAYJO.
- Facilitate the collaboration between the active community groups in Maylands to deliver unique events and other activities that align with the "Arts" Brand value.
- Identify and develop partnerships with key organisations that will be instrumental in developing key market segments.
- Provide opportunities for Maylands businesses to work on co-operative marketing campaigns.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Develop strong and productive relationships with the major arts organisations in the Maylands town centre including the WA Ballet and WAYJO.	<ul style="list-style-type: none"> • Meet with Marketing Director of WA Ballet to identify at least one partnership event per annum. 	<ul style="list-style-type: none"> • One joint partnership event per annum.
Facilitate collaboration between the active community groups in Maylands to deliver unique events and other activities that align with the "Arts" Brand value and support the retail and hospitality sectors.	<ul style="list-style-type: none"> • Work with LACE and Creative Maylands and individual businesses to deliver events and activations, notably laneway events. 	<ul style="list-style-type: none"> • A calendar of events run by community and business groups and co-ordinated by the City.
Identify and develop partnerships with key organisations that will be instrumental in developing key market segments or enhancing the visitor experience.	<ul style="list-style-type: none"> • Explore opportunities with organisations such as BikeWest (cycling); Tourism WA (Indigenous tourism); Dept of Arts and Culture and LotteryWest. 	<ul style="list-style-type: none"> • Growth of target audiences and awareness of Maylands as offering diverse visitor experiences.
Provide opportunities for Maylands businesses to work on co-operative marketing campaigns.	<ul style="list-style-type: none"> • Develop collateral and campaigns that directly involve Maylands businesses (such as Imagine Maylands stickers for business windows) or Christmas window displays. 	<ul style="list-style-type: none"> • Increased involvement by Maylands businesses in whole-of-town centre marketing plans. • Increased social media engagement by Maylands businesses in promoting the one Maylands Brand.

Marketing Plan

The purpose of this marketing plan is to prioritise action points that align to initiatives within the four-year horizons and how they relate to Maylands' target market segments as well as its strategic pillars.

Brand

Currently, the City of Bayswater's primary communications focus is on corporate activities. Its corporate positioning is that of a Garden City with an olive tree as its visual identity.

However, the town centres need a consumer-facing Brand with a marketing focus supported by the development of collateral and distribution channels that target potential visitors to the town centres.

Maylands' Brand values are quirky, arty and inclusive. Its marketing positioning will use these values as a foundation to inform its marketing campaigns, its events and activations and its collateral.

Marketing Collateral

The visual identity for Maylands can be a modified version of the olive tree simply by colouring it hot pink (the colour of the Roxy Theatre wall which was agreed by the community). In fact, the recommendation is that each town centre has a different coloured olive tree for consumer-facing marketing of the destinations.

The development of marketing assets should align with the Brand values of quirky, arty, gritty and inclusive and demonstrate Maylands' unique selling point – "Maylands has imagination and grit."

Collateral can include:

- Videos and images targeting the leisure visitor and aimed at raising Brand awareness.
- Video vignettes of the small business owners/operators in the Maylands town centre aimed at raising awareness of the product in Maylands and demonstrates all the Brand values.
- Map for the town centre highlighting key attractions and destination-aligned businesses.
- Map targeting the leisure visitor showing walking trails including heritage, indigenous, cycling, arts.
- Window stickers and posters for businesses featuring #ImagineMaylands and promoting any events.

"The City should encourage pop-ups and as well as big events, just close off the streets and have something like roller-hockey down the middle."

Events and activations

Events and activations provide an appointment for people to visit a destination and can support the Brand through both their content and awareness raising.

Events in Maylands should embody the town's Brand values and in a demonstration of the people and product of a destination aligning in personality, the major events in Maylands in fact reflect the Brand.

Maylands' biennial Street Festival held in the Eighth Avenue and Whatley Crescent precincts targets most of the market segments and reflects the inclusiveness of Maylands. It has had an increasingly successful track record with some 20,000 people attending in 2019. While put on hold in 2020 due to COVID, it would be a good event to re-launch in the second year of the four-year strategy (2022) when COVID restrictions may have eased.

The same time frame applies to the Laneways Festival which could be developed to link the two precincts (Lyric Lane in the south west corner and Roxy Lane in the north-east of the town centre). This event demonstrates the Brand values of arty through the live music performances; inclusiveness through featuring local products and produce; and the grittiness and quirkiness of Maylands' interesting heritage street design.

A calendar of small-scale activations in the Laneways and the community garden should be developed from January 2021 in partnership with community groups, Creative Maylands and LACE.

The smaller activations can target market segments and again align with the Brand values of quirky, arty and inclusive. An example of a successful activation which appealed to families (inclusive) was the Dad's group with a junk pirate parade in early 2020 organised by Creative Maylands



Maylands Laneway Activation

Distribution Channels

The major opportunity for Maylands and the City of Bayswater as a whole is to utilise the City's distribution channels to raise consumer awareness of what is going on in the town centres with the purpose of promoting the Brand and the products with the overall objective of attracting more visitors.

The City of Bayswater website presents as both a quick win for destination marketing and as a priority for the City. The homepage should feature either a simple "Visit" tab or separate "visit Bayswater", "visit Maylands", "visit Morley" tabs. Most people outside the boundaries of the City of Bayswater will not be aware that Maylands or Morley are part of this LGA jurisdiction.

Further to the "Visit" tab, there should be an "Events" or "What's On" tab, also on the City's home page.

The website should house rich content for each of the town centres, including:

- The Maylands story and an engaging history.
- A town centre map featuring bespoke retail and hospitality.
- A map showing the trails with commentary such as the heritage trail; aboriginal history trail and an arts trail giving details of the murals etc.
- A map promoting the "well-being" cluster and featuring various health and well-being services.
- An events and activation calendar for Maylands.

- Feature stories and videos on a rotational basis of people and places and bespoke businesses in Maylands.
- Links to partner websites such as the WA Ballet and WAYJO.

Besides the website, the City of Bayswater should expand its Facebook content to include events, activations, and posts that point to website content.

While the City's Instagram account has the #mybaysie hashtag which again is not necessarily relatable to potential visitors, there should be a more externally focused suite of hashtags such as #ImagineMaylands. Hashtags can be tailored to suit the campaign. For example, if the marketing campaign is positioning Maylands as a hospitality destination, the hashtag could be #eatMaylands and #drinkMaylands. Importantly, businesses should be encouraged to use #ImagineMaylands and other relevant hashtags to ensure amplification

The City's other "owned" distribution channels such as the Bayswater Beat can have a regular "What's Coming Up" column aimed at attracting more residents to the town centres. The content of this column should be a higher level than the library-type activities currently promoted.

Promoting events to residents will generate increased Brand awareness and create "an appointment" for those considering attending the events and activations.

Co-operative marketing campaigns with partners have the potential to create critical mass and thus extend beyond digital platforms to traditional media including the community newspapers, radio and television.

Campaigns

Once the City of Bayswater has updated its web site and developed collateral, marketing the Maylands town centre should focus initially on a series of Brand awareness and tactical campaigns which begins with promoting the Brand and then specifically develops tactical campaigns targeting market segments. For example, a tactical campaign promoting Maylands' bespoke retail offerings with media partners and traders could be a two-week promotion with a voucher to spend \$500 with participating businesses as a prize.

Implementation

Implementation focuses on the next two years of the four-year strategy with recommendations for consideration in the final two years but will be subject to budget allocations.

Maylands Strategic Pillars



Brand



Partnership



















Events & Activations



Visitor Experience

LEGEND - ACTIVITY PLAN

MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
Leisure visitor	<ul style="list-style-type: none"> Launch Brand identity and develop supporting assets 	<ul style="list-style-type: none"> 2021 – “Get Maylands Going Again” 	
	<ul style="list-style-type: none"> Develop small Laneway activations 	<ul style="list-style-type: none"> January-June 2021 (\$30K budget) 	  
	<ul style="list-style-type: none"> Develop a chalk pathway between the laneway precincts 	<ul style="list-style-type: none"> January – June 2021 (align with Laneway activations) 	  
	<ul style="list-style-type: none"> City of Bayswater’s website updated to include a “visit” tab on the home page. 	<ul style="list-style-type: none"> 2021 	  
	<ul style="list-style-type: none"> City of Bayswater’s website updated to include an “Events” tab on the home page. 	<ul style="list-style-type: none"> 2021 	  
	<ul style="list-style-type: none"> Rich content for website developed to include Maylands’ narrative and a more detailed history. 	<ul style="list-style-type: none"> 2021 	  

MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
	<ul style="list-style-type: none"> Create a hashtag that represents Maylands' Brand #ImagineMaylands. Promote on Instagram 	<ul style="list-style-type: none"> 2021 	
Sub-segment: VFR; Arts and culture lovers; history buffs.	<ul style="list-style-type: none"> Walking trails – heritage, Indigenous and arts/murals - developed initially for the website as well as hard copy maps for distribution through the business operators. 	<ul style="list-style-type: none"> 2022 - 2025 	 
	<ul style="list-style-type: none"> Collateral developed to include new images, videos and maps. 	<ul style="list-style-type: none"> 2021 and 2022 (building awareness) 	 
	<ul style="list-style-type: none"> Develop videos of Maylands people and businesses that represent the Brand values and promote through the website. 	<ul style="list-style-type: none"> 2021 and 2022 	 
	<ul style="list-style-type: none"> Tactical campaigns produced focussing on specific market segments notably hospitality and retail. 	<ul style="list-style-type: none"> Ongoing. (one or two a year) 	   
Families	<ul style="list-style-type: none"> Tactical campaigns tied to specific times of the years, including school holidays. E.g.: an Easter campaign (an easter egg hunt through Maylands' laneways) 	<ul style="list-style-type: none"> Ongoing (Easter and Christmas campaign) 	  
	<ul style="list-style-type: none"> Develop an updated tree canopy and streetscape plan for Maylands town centre 	<ul style="list-style-type: none"> 2022 - 2025 	
Sub-segments: Young professionals, retirees, families.	<ul style="list-style-type: none"> Create a marketing campaign promoting the health and well-being cluster of services. 	<ul style="list-style-type: none"> 2022-23 	 

MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
Emerging market segments (cycling and Indigenous tourism)	<ul style="list-style-type: none"> Audit cycle pathways and create maps to enable cyclists to take full advantage of Maylands town centre and river frontage. Create an Indigenous walking trail with narrative of the history of first nation people living along the riverfront in Maylands. 	<ul style="list-style-type: none"> 2021 – ongoing 2023-2025 	
Events visitation	<ul style="list-style-type: none"> Create a calendar of events and activations in partnership with community groups. 	<ul style="list-style-type: none"> 2021 and 2022. Then ongoing 	
	<ul style="list-style-type: none"> Develop sponsorship criteria to assist the City in deciding which events to support financially. That criteria should consider Brand alignment. 	<ul style="list-style-type: none"> 2021 	
	<ul style="list-style-type: none"> Support events created and run by community groups through sponsorship and promotion through the City's distribution channels. 	<ul style="list-style-type: none"> 2021 and ongoing 	
	<ul style="list-style-type: none"> Collaborate with LACE to launch and promote Street Festival through a range of promotional and distribution platforms. 	<ul style="list-style-type: none"> 2021 and ongoing 	
	<ul style="list-style-type: none"> Develop a partnership with WAYJO and/radio station to stage laneway activations and/or major event. 	<ul style="list-style-type: none"> 2021 and ongoing. 	
	<ul style="list-style-type: none"> Explore opportunity to re-activate night markets on the lawn at The Rise 	<ul style="list-style-type: none"> 2022 and ongoing. 	
	<ul style="list-style-type: none"> Develop a toolkit and deliver workshops on event operations for community groups. 	<ul style="list-style-type: none"> 2021 and ongoing 	

MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
Maylands Amenity	<ul style="list-style-type: none"> Develop a tree canopy and streetscape plan to enhance the visitor experience 	<ul style="list-style-type: none"> 2022 and ongoing. 	
Relationships	<ul style="list-style-type: none"> Meet with major partners WA Ballet and WAYJO to identify at least one opportunity a year to join forces with them to leverage their activities. 	<ul style="list-style-type: none"> 2021 and ongoing 	 
	<ul style="list-style-type: none"> Work with developers such as ADC to leverage opportunities for PR and positioning Maylands as a vibrant place in which to live 	<ul style="list-style-type: none"> 2022 – ongoing. 	
	<ul style="list-style-type: none"> Engage regularly with community groups to identify where the city can support the groups. This includes briefings and EDMs. 	<ul style="list-style-type: none"> 2021 - ongoing 	

Bayswater Destination Marketing Strategy

Executive Summary

Bayswater stakeholders love their community and are keen for their town centre's streetscape and infrastructure to better reflect the “out of the ordinary” aspiration of the surrounding area. Residents are creative, collaborative and enjoy sport, the arts and any excuse for a collective celebration.

The Indigenous spirit of the area bubbles strongly under the surface with a connection to the Swan River and surrounding wetlands.

The Bayswater Station Project is a transformational, once-in-a-generation opportunity.

Traders and residents alike are excited about the opportunity and also keen to retain the fabric of the area's rich cultural heritage and human scale.

There is genuine concern among business owners that the construction period will prove too large a challenge for a retail community still recovering from the impact of COVID-19. A short-term mitigation plan for 2021 and structured collaboration will be essential for their commercial survival.

The town centre's three strengths are:

- Connectedness – both physically through the train station and walkability of the town centre and as an active community connected through place improvement, environmental, social and sporting groups.
- Community engagement – a diverse and participatory residential base from which visitor product can develop over time.
- Heritage – A rich mosaic of multicultural and Indigenous history pave the way for the destination's stories to be told creatively to visitors.
- Getting Bayswater Going Again (COVID recovery). Focus on activating the town centre through events and activations and creative street scaping.
- Building Awareness and Partnerships – Develop a more consistent approach to the marketing of Bayswater's “Urban High Street”.
- Growing the Visitor Experience and maximising the Brand
- Attracting investment and people to live and play in Bayswater.



The following destination marketing strategy for Bayswater will be delivered over the next four years with the staging as follows:

History

The Noongar people who inhabited the Bayswater area for tens of thousands of years saw the Swan River (Derbal Yerrigan) as a sacred place created by the Waugal, who is regarded as an all-encompassing creative spirit. It is that creativity that is one of the distinguishing traits of contemporary Bayswater.

There is evidence that the Bayswater stretch of the Swan River provided the Whadjuk people with rich nourishment and shelter as they fished in the river and burned the surrounding scrub to ensure the alluvial plain by the river produced grass to encourage kangaroos to graze.

Bayswater has a rich Noongar heritage dating back 40,000 to 53,000 years. That Indigenous “sense of place” was perpetuated by soldiers and their families resettling in the suburb post World Wars 1 and 2.

In each era, community infrastructure such as schools and public transport lagged well behind population spurts. Municipal investment during the 1960s delivered foundation community projects such as Bayswater Library, Bayswater Bowls Club (now Bayswater Bowling & Recreation Club) and the Senior Citizens Centre. The 1970s and 1980s saw the City’s role expand significantly to encompass the establishment of Noranda and infrastructure such as Bayswater Aquatic Centre and Mertome Retirement Village.

From a destination marketing perspective, the most relevant features of the Bayswater population today are its multicultural and young family demographics. Additionally, its Indigenous heritage is an important mechanism to link past and present in visitor infrastructure and initiatives.

The suburb’s creatives and sustainability interest groups are also resources on which to build visitor awareness. Especially where their projects and events are linked to the area’s riverfront parks and play spaces.

Infrastructure

Visitor infrastructure is limited but evolving. The advent of the Bayswater Station Project will be important from a visitor perspective given the links to Perth Airport, metropolitan Perth and the Swan Valley. Visitor accommodation options include the 40-room, 2-star Quality Hotel Bayswater and a handful of Air BnB options.

Again, parks and play spaces present opportunities to develop special interest markets such as road and leisure cyclists, dog owners and metropolitan families. Existing King William Street parklets and planters increase the streets’ human scale.

Bayswater is just a kilometre from the riverfront. Its proximity to assets such as Riverside Gardens and Eric Singleton Sanctuary, are a medium to longer term destination marketing opportunity. King William Street streetscaping, activations and events coupled with a creative transport link to the riverfront are crucial for the area to realise its visitor potential.

Older community buildings such as the Bayswater Bowling & Recreation Club are well positioned as creative event venues. Think “Ballet on the Bowling Green”.

Overall, the key infrastructure assets that collectively and individually provide Bayswater with a competitive edge are:

- A walkable “high street”
- Train station accessibility
- Centrally located Bert Wright Park

Events

The eclectic nature of Bayswater's history and the contemporary demographic provides the ideal canvas for event development (see above Infrastructure). Those events developed by the local community and creatives such as the recent "Djilba, A Moment in Time" event at Eric Singleton Wetlands are ideal to focus on from a destination perspective.

Annual events such as the Baysie Music and Street Fest provide important brand building and an opportunity for the creatives in the community to "strut their stuff".

Lead times for such events need to expand to enable pre-marketing 12 months out. For this reason, the continued development of an annual recurrent calendar will provide the optimal chance of success. Events can be smaller in scale yet increase their frequency to optimise destination opportunities.

People

Bayswater's product and its people have informed each other over the years. Many of the interesting retail shops and bars in the Bayswater town centre have been developed by sole owner entrepreneurs and that diversity, creativity and commitment is also evident in the active community groups that drive the town centre's festivals and activations.

The community itself sees Bayswater as having some growth opportunity ahead.

When asked to describe the town centre as a drink, a typical response was:

"Shandy – not 100% exciting, a bit old fashioned and mixed-up, ingredients not quite working together. The town centre when you are not having a town centre."

Conversely, there are many appealing and interesting stories about the people of Bayswater who reflect the town centre's Brand values of surprising, creative and collaborative. The strength of the community can be summarised by:

"King William Street comes alive when there is decent collaboration between the community, businesses and the City of Bayswater."

Product and Visitor Experience

Bayswater has three naturally occurring clusters offering attractors for visitors:

1. Food and beverage
2. Proximity to the Bayswater Station Project
3. Music and Sport Events

Bayswater town centre offers both diversity of product (different experiences) for visitors and density (the attractions in the town centre are close together and therefore walkable).

The new Laneway ArtSpace embodies the community assets of Bayswater and its ability to offer authentic experiences for local residents and creatives. In turn, the events and activations they deliver, build the town centre brand in a more substantial way than traditional retail installations.

For example, incorporating elements of the new laneway mural into King William Street in other applications such as sculpture, wayfinding and installations.

Events and activations can also effectively utilise the infrastructure already in place. These include spaces such as Bert Wright Park.

The last Baysie Arts and Street Fest attracted up to 15,000 attendees. Critically, it is an annual celebration of the best of Bayswater.

The town centre's street art and murals are gathering momentum with the new community laneway now complete.

In the longer term there is an opportunity to develop the railway line cycle route to link Bayswater from Perth City through to the Swan Valley Heritage Trail. The Eastern Metropolitan Regional Council is a logical custodian of this initiative from planning to reality.

Bayswater Identity

The town centre's personality was most often described as creative and collaborative. The perfect ingredients for a thriving town centre. However, a sense of frustration has developed as a result of perceived "death by consultation".

There is an agreed view that a series of smaller activation projects and streetscaping initiatives implemented concurrently would provide a significant boost in community confidence. And in turn provide a more positive visitor experience.

This would help mitigate against the potentially negative short to medium term impact (2021 to 2024) of the station redevelopment construction phase on traders and community members alike.

A perception study released by the Baysie Rollers in 2016 found that Bayswater is considered "quaint" - a description that is a double-edged sword and underselling the underlying funkiness of the community of creatives.

While somewhat dated, the perceptions study results were reinforced by research undertaken for this strategy. The pending station project has created a sense of expectation that this is a renaissance period for the precinct.



"Bayswater town centre is on the brink of a renaissance."

- David Lee, Baysie Rollers

Local Hero

Bayswater Station Project

The Bayswater Station Project will be transformative for Bayswater Town Centre.

It will provide infrastructure of \$243 million and that is just the beginning.

As it evolves as the second busiest metropolitan railway station, it unlocks town centre opportunities in all directions.

When complete, the precinct will link Bayswater Town Centre to the resident community currently west of the railway line. Increased residential density will provide more demand for retail and leisure options.

The scale of the project is also likely to supersede the divisive history of development on King William Street.

The short-term priority is a practical Mitigation Plan to ensure the existing business community is supported through the transformation period 2021 to 2024.

Market Segments

Bayswater's target audience in the short to medium term is primarily City of Bayswater residents, surrounding suburbs and metropolitan Perth in order of frequency and priority.

Businesses such as King William Antiques and King Somm are supporting the destination brand of a surprising and delightful High Street. Both have unique offerings for both residents and those seeking an interesting retail experience.

Research has shown that most of Bayswater's bars, retail and events attract visitors, to varying degrees, from the three major catchment areas:

- City of Bayswater: Maylands and Morley.
- Nearby suburbs (Mount Lawley, East Perth and Bassendean); and
- Perth metropolitan area.

Some of the following market segments attracted to Bayswater are also valid for the wider City of Bayswater but in Bayswater's case they are specifically:

Young families who are attracted to family activities in the river precinct including Riverside Gardens, Bert Wright Park and Bayswater Library.

The 35 to 55 demographic which is attracted to the sense of community, destination venues such as King Somm and event experiences.

Retirees who are attracted to the town centre's village scale and railway station proximity.

Shoppers who are attracted to destination retail and services including King William Antiques and My Fabricology (specialist quilting store).

Enablers are the town centre's walkability; destination shopping and hospitality venues; the quaint village streetscape and community events and activations.



Emerging markets

Cycling tourism and its various sub-segments is an emerging visitation opportunity for Bayswater and the wider City of Bayswater. From the town centre's perspective, enhancement of the railway cycle route to the Swan Valley heritage Trail has significant potential.

Indigenous tourism is an emerging market state-wide and there is an opportunity to narrate the story of the Indigenous people who found nourishment and made a home along the river. An Indigenous trail telling the Indigenous story in a creative way would be a major addition to King William Street's appeal and ultimately link the retail precinct to the riverfront.



Brand Strategy

Bayswater should be positioned as a surprising and delightful urban high street that delivers an out of the ordinary visitor experience.

Its Brand Values are:

- **Surprising** - The everyday is given a special Bayswater twist. For example, activations featuring the "Cow in a Boat" story of Dr John Whatley.
- **Creative** – Musicians, visual artists, architects, chefs and writers mingle to form the cornerstone of the town centre's spirit and sense of place.
- **Friendly** – Bayswater is a place where anyone and everyone belongs. Café owners know their customers by name and often those of their kids and dogs too!

Strategic Pillars include:

- Brand Bayswater – an application of the City of Bayswater brand.
- Events and Activations
- Visitor Experience
- Partnerships

Current hashtags:

**#bayswater #baysie
#bayswatergrowersmarket
#baysierollers
#futurebayswater**

Recommended hashtags:

#outoftheordinary

#bayswaterhighst

#highstreethumans

Note:

Hashtags are ever-changing and and provide an easy opportunity for business owners, the community and the City of Bayswater to "sing from the same hymn sheet."

The consistent application of agreed hashtags is more important than the hashtags themselves.

BAYSWATER TARGET MARKET

Local Families

Meet the Morgans. They live in Bayswater and love their neighbourhood.

Dean is a music teacher at a private school and his wife Meridee is a relief English teacher and part-time ceramicist.

Teenage daughter Ava attends Perth College while son, Adam is in Year 5 and attends Bayswater Primary School. He is a keen cricketer and everyone baracks for the West Coast Eagles.

What would encourage them to spend more time and money out and about in Bayswater?

Adam: "I'd like to see more live music performances. Just soloists and duos would be great. Maybe in unexpected places? Like the library after hours?"

Emily: "King William Street has lots of potential but not the variety of restaurants and cafes yet. My friends from Joondalup and even down south go to Melanie Marris to have their eyebrows done. Not sure what will happen there with the new station?"

Ava: "My friends mostly live in Mount Lawley so we end up visiting places like Hyde Park and going to the movies in the city. A bubble tea cafe would appeal to my friends"

Adam: "I play sport most of the time I'm not at school. Maybe a rock climbing wall in the main street or park?"



BAYSWATER TARGET MARKET

Local Creatives and Influencers

This group of Bayswater residents has little in common. Except their membership of local community groups and sports clubs. What has been their Bayswater experience?

Olivia (left) is a Noongar artist and paints abstract oils inspired by cultural stories.

Olivia: "Baysie has a rich Noongar heritage we need to celebrate. On the streets and in the galleries."

Elke and Sven work in oil and gas and are "Aussie-Swedes." They volunteer for busy bees and go to any and all local events. They play tennis and lawn bowls in local teams.

Elke and Sven: "It was lonely for us when we first arrived in Australia but this community has made all the difference. Our Aussie friends call us Kylie and Jason. It's a joke."

Veronica is a botanist known for her ability to kill pot plants at home. The reverse is true in her work at Kings Park Botanical Gardens and she uses her skills for community activation projects.

Veronica: "I love the sense of belonging here in Baysie. Everyone pitches in to get things done. It would be great to have more resources to activate King William Street with artworks and plantings. I've enjoyed this experience so much I might even run for Council."



Brand

Brand Positioner:

"An out of the ordinary urban high street."

Description:

We will establish a clear identity for Bayswater based on its Brand values which can be embraced and promoted by business and the community.

Objectives:

- Build brand awareness of Bayswater as a visitor destination among both City of Bayswater residents, adjacent suburbs and the wider metropolitan area.
- Optimise the City's digital channels to promote Bayswater as a destination.
- Engage with businesses and community groups to amplify marketing efforts and align with the one Brand.
- marketing efforts and align with the one Brand.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Build Brand awareness of Bayswater	<ul style="list-style-type: none"> • Develop marketing collateral and assets that reflects Bayswater's brand values as an urban high street. In the first iteration, this can be an application of the existing City of Bayswater visual branding. • Develop targeted marketing plans using both digital and traditional distribution channels that will promote Bayswater's retail and hospitality options. 	<ul style="list-style-type: none"> • Marketing collateral is used by all stakeholders including the City. • Distribution is widespread across local businesses. • Budgeted Brand awareness campaigns leveraging Bayswater's positioning in retail and hospitality.
Optimise the City's digital channels to promote Bayswater.	<ul style="list-style-type: none"> • Revamp the City's website to ensure clear navigation starting with a "Visit Bayswater" tab on the city's home page- directing visitors to drop-down menus. • Develop digital assets and content (video, images etc.). • Adopt a specific Bayswater lead hashtag #bayswaterhighst supported by #highstreethumans and #outoftheordinary. Secondary hashtags that relate to specific offerings (eg.: #EatBayswater; #PlayBayswater #InvestBayswater. • Develop a strategy and protocols for posting on the City of Bayswater's digital channels, with an external-facing objective and which links to other community Face Book pages that relate to specific campaigns or events. 	<ul style="list-style-type: none"> • Increased engagement including longer time spent on the City of Bayswater website. • Increased awareness of the offerings of the destination. • Fresh and brand-aligned images and videos (including of the people who live, work and play in Bayswater). • Application of the hashtags including take-up by local businesses and community groups in using them. • Increased engagement of City Facebook posts including "likes" and "shares".
Engage with businesses and community groups to promote and amplify the Brand	<ul style="list-style-type: none"> • Identify co-operative marketing opportunities that encourage participation from retail, hospitality and commercial businesses. • Regular stakeholder engagement which seeks feedback and ideas to ensure ongoing ownership of the Bayswater Brand and ideas generated for promoting Bayswater and staging events. 	<ul style="list-style-type: none"> • The number of tactical campaigns which provide an opportunity to convert awareness to business. • Local business and community groups' participation in campaigns. • Two workshops per year which involve business leaders, key partners, community groups.



Image: Village Style Map example

Events and Activations

Description:

We will co-ordinate and promote a Bayswater events and activations calendar that will support the Bayswater Brand and generate vibrancy in the town centre.

Objectives:

- Leverage existing and annual Bayswater events.
- Create a calendar of Bert Wright Park activations and events that “spill” onto King William Street eg a band that performs in the park and then plays further along King William Street.
- Support the community groups that provide the impetus and creative content for both events and activations via Grants and fast-tracked and no fee approvals.
- Promote Brand-allied events and activations using the City’s digital platforms.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Leverage and promote existing Bayswater events that have been successful	<ul style="list-style-type: none"> ▪ Baysie Music & Street Fest ▪ City of Bayswater financial and marketing support provided to the event organisers. 	<ul style="list-style-type: none"> ▪ Increased attendance figures for the events year-on-year. ▪ Successful staging and promotion of these events.
Create a calendar of activations that activate Bert Wright Park and King William Street.	<ul style="list-style-type: none"> ▪ Collaborate with community groups, businesses and other stakeholders to create a series of activations over a 12-month period 	<ul style="list-style-type: none"> ▪ Bayswater town centre positioned as an “urban high street” experience.
Support the community groups that provide the impetus and creative content for both events and activations.	<ul style="list-style-type: none"> ▪ The City of Bayswater to build capability with community groups in event operations and promotions by providing a toolkit and/or conducting workshops presented by the Events Industry Association. 	<ul style="list-style-type: none"> ▪ Toolkit available online. ▪ Community groups continue to grow their event management capability and capacity.
Promote events and activations using the City’s digital platforms.	<ul style="list-style-type: none"> ▪ The City of Bayswater homepage features an Events tab with further detail for each town. 	<ul style="list-style-type: none"> ▪ Greater engagement of website. ▪ Increased attendance at events.

Visitor experience

Description:

We will ensure that there are rich and diverse experiences for those visiting Bayswater which encourages repeat visitation and destination advocacy.

Objectives:

- To provide visitors with accurate and comprehensive information of the offerings in Bayswater including promoting its competitive advantages such as destination retail and services and quaint, family-friendly events.
- To develop product including a Bayswater Heritage trail featuring Noongar and Chinese storytelling.
- To provide town centre access and amenity through improved streetscapes, tree canopy and creative wayfinding signage.
- To support businesses and community groups in delivering excellent customer service, events and in marketing their offerings.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Provide visitors with accurate and comprehensive information of the offerings in Bayswater to encourage dispersal around the town centre.	<ul style="list-style-type: none"> • Develop a Visit Bayswater tab on the City website with Bayswater narratives and some key highlights. Include a map of Bayswater. • Identify cafes, bars and retail. • Generate hard copy maps and distribute to all cafes and businesses to have on the counter. • Use the City's own corporate communications platforms (such as Bayswater Beat) to generate specific information on what's happening in the Bayswater town centre. 	<ul style="list-style-type: none"> • Increased foot traffic in the town centre.
Develop product such as heritage or arts trails that will enrich the visitor experience and align with Bayswater's Brand values.	<ul style="list-style-type: none"> • Develop walking trail products such as a heritage trail, an arts trail, an Indigenous history trail, and a trail for cyclists accessing the river. • Encourage the establishment of more cafes on King William Street. • Create a special campaign promoting "Bayswater's High Street Humans" 	<ul style="list-style-type: none"> • Attract more visitors from various market segments as well as greater awareness of Bayswater's rich content and Brand.
Provide town centre amenity through improved streetscapes, tree canopy and wayfinding signage.	<ul style="list-style-type: none"> • Update place-making plan with specific focus on integration of the Station Project place-making with the human scale activations planned for King William Street. • Develop an integrated wayfinding signage plan which not only informs people but takes them on a journey, supporting the walkability (and walking trails) of the town centre. 	<ul style="list-style-type: none"> • Clear delineation of town centre via creative placemaking e.g. additional parklets, planters and wayfinding.
Support businesses and community groups in delivering excellent customer service, events and activations, and marketing their offerings.	<ul style="list-style-type: none"> • Develop collateral focusing on short video vignettes and photo essays on local businesses and feature them on the website under the Visit Bayswater tab. • Encourage businesses to use the Bayswater hashtag to amplify their own social media strategies. 	<ul style="list-style-type: none"> • Improved customer service and conversion to business. • Rich content for the website and the positioning of Bayswater's unique offerings and its destination experiences by leveraging the "urban high street" of retail, services and hospitality offerings. • Increase in digital engagement for Bayswater businesses.

Partnerships

Description:

We will demonstrate leadership by collaborating with the numerous potential partners in Bayswater in order to achieve critical mass in delivering activity unique to Bayswater.

Objectives:

- Develop strong and productive partnerships with Bayswater Station Project stakeholders including Evolve Bayswater, Development WA and the Perth Transit Authority.
- Facilitate the collaboration between the active community groups in Bayswater to deliver unique events and other activities that align with the "Arts" Brand value.
- Identify and develop partnerships with key organisations that will be instrumental in developing key market segments.
- Provide opportunities for Bayswater businesses to be involved in co-operative marketing campaigns.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Develop strong and productive partnerships with organisations delivering the Bayswater Station Project.	<ul style="list-style-type: none"> • Continue to meet regularly and plan with key players including Evolve Bayswater, the Perth Transit Authority and Development WA. 	<ul style="list-style-type: none"> • The objectives of this plan are reflected in the approach of each stakeholder agency.
Facilitate collaboration between active community groups in Bayswater to deliver unique events and other activities that align with the "surprising" Brand value.	<ul style="list-style-type: none"> • Work with the Baysie Rollers, Future Bayswater, Bayswater Traders Association and individual businesses to deliver events and activations that deliver on the brand and positioning. 	<ul style="list-style-type: none"> • A calendar of events embraced and contributed to by all the community groups in Bayswater.
Identify and develop partnerships with key organisations that will be instrumental in developing key market segments or the visitor experience.	<ul style="list-style-type: none"> • Explore opportunities with organisations such as BikeWest (cycling); Tourism WA (Indigenous tourism); Dept of Arts and Culture; LotteryWest etc. 	<ul style="list-style-type: none"> • Growth of target audiences and awareness of Bayswater as offering fun visitor experiences.
Provide opportunities for Bayswater businesses to promote co-operative marketing campaigns.	<ul style="list-style-type: none"> • Develop collateral and continue campaigns that directly involve Bayswater businesses (such as a fun cartoon King William Street map). 	<ul style="list-style-type: none"> • Increased involvement by Bayswater businesses in whole-of-town centre marketing plans. • Increased social media engagement by Bayswater businesses.

Marketing Plan

The purpose of this marketing plan is to provide a framework to summarise and prioritise the strategic initiatives within the four-year horizons and how they relate to Bayswater's target market segments as well as its strategic pillars.

Brand

Currently, the City of Bayswater's primary communications focus is on corporate activities. Its corporate positioning is that of a Garden City with an olive tree as its visual identity.

However, the town centres need a consumer-facing marketing focus with the development of collateral and distribution channels that target potential visitors to the town centres specifically.

The Town of Bayswater's Brand values are surprising, creative and friendly. Its marketing positioning will use these values as a foundation to inform its marketing campaigns, its events and activations and its marketing collateral.

"Bayswater town centre is a surprising and delightful urban high street."

Marketing collateral

The development of marketing assets should align with the Brand values of surprising, creative and friendly and demonstrate Bayswater's unique selling point of a surprising and delightful urban high street.

Collateral can include:

- Videos and images targeting the leisure visitor and aimed at raising Brand awareness.
- Video vignettes of the small business owners/operators in the Bayswater town centre aimed at raising awareness of the product in Bayswater.
- Map of town centre with key attractions and destination-aligned businesses.
- Map targeting the leisure visitor showing walking trails including heritage, Indigenous, cycling and arts.
- Window stickers and posters for businesses featuring #BayswaterHighSt and promoting any events.
- Again, City of Bayswater collateral and website is integrated with those of Evolve Bayswater/METRONET to ensure the latest project information is available.

Events and activations

Events and activations provide a trigger for people to visit a destination and can support the Brand through both their content and awareness raising.

Events in Bayswater should reflect the town's Brand values.

A calendar of small-scale activations should be developed from 2021 in partnership with community groups, The Baysie Rollers and Future Bayswater.

The smaller activations can target market segments and again align with the Brand values of surprising, friendly and collaborative.

Distribution Channels

The major opportunity for Bayswater and the City of Bayswater as a whole is to utilise the City's distribution channels to raise consumer awareness of what is going on in the town centres with the purpose of promoting the Brand and the products with the overall objective of attracting more visitors.

The City of Bayswater website presents as both a quick win for destination marketing and as a priority for the City. The homepage should feature a simple "Visit" tab or separate "visit Bayswater", "visit Maylands", "visit Morley" tabs. Most people outside the boundaries of the City of Bayswater will not be aware that Maylands or Morley are part of this LGA jurisdiction.

Further to the "Visit" tab, there should be an "Events" or "What's On" tab, featured prominently on the City's home page.

The website should house rich content for each of the town centres, including:

- The Bayswater story and an engaging history.
- A town centre map featuring bespoke retail and hospitality.
- A map showing the trails with commentary such as the heritage trail; Indigenous history trail and an arts trail.
- A map promoting the "wellbeing" cluster and featuring various health and wellbeing services.
- An events and activation calendar for Bayswater.
- Feature stories and videos on a rotational basis of people and places and bespoke businesses in Bayswater.
- City of Bayswater collateral and website should be integrated with those of Evolve Bayswater/ METRONET to ensure the latest Bayswater Station Project information is available.

Besides the website, the City of Bayswater should expand its Facebook content to include events, activations and posts that point to website content.

While the City's Instagram account features the #mybaysie hashtag which is not necessarily relatable to potential visitors, there should be a more externally focused suite of hashtags such as #BayswaterHighSt and/or #HighStHumans to

suit the campaign. For example, if the marketing campaign is positioning Bayswater as a hospitality destination, the hashtag could be #eatBayswater and #drinkBayswater. Importantly, businesses should be encouraged to use #BayswaterHighSt and #HighStHumans plus other relevant hashtags to ensure amplification.

The City's other "owned" distribution channels such as the Bayswater Beat can have a regular "What's Coming Up" column aimed at attracting more residents to the town centres. The content of this column should be a higher level than the library-type activities currently promoted.

Promoting events to residents will generate increased Brand awareness and create "an appointment" for those considering attending the events and activations.

Co-operative marketing campaigns with partners have the potential to create critical mass and thus extend beyond digital platforms to traditional media including community newspapers, radio and television.

"We need smaller, more frequent events to increase business opportunities and visitation to the town centre."

Campaigns

Once the City of Bayswater has updated its website and developed collateral, marketing the Bayswater town centre should focus initially on a series of Brand awareness and tactical campaigns which begins with promoting the Brand and then specifically develops tactical campaigns targeting market segments. For example, a tactical campaign promoting Bayswater's bespoke retail offerings with media partners and traders could be a two-week promotion with a voucher to spend \$500 with participating businesses as a prize.

Implementation

Implementation focuses on the next two years of the four-year strategy with recommendations for consideration in the final two years as the station project approaches completions.



Image: The Laneway Arts Space



Image: Bayswater Station Project

Bayswater Strategic Pillars



Brand



Partnership



























Events & Activations



Visitor Experience

LEGEND - ACTIVITY PLAN

MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
Leisure visitor	<ul style="list-style-type: none"> Finalise Brand identity and assets 	<ul style="list-style-type: none"> 2021 – Get Bayswater going again 	
	<ul style="list-style-type: none"> City of Bayswater's website updated to include a "visit" tab on the home page. 	<ul style="list-style-type: none"> 2021 	 
	<ul style="list-style-type: none"> City of Bayswater's website updated to include an "Events" tab on the home page. 	<ul style="list-style-type: none"> 2021 	  
	<ul style="list-style-type: none"> Rich content for website developed to include Bayswater's narrative, including a more detailed history. 	<ul style="list-style-type: none"> 2021 	 
	<ul style="list-style-type: none"> Create a hashtag that represents Bayswater's Brand #bayswaterhighst Promote on Instagram 	<ul style="list-style-type: none"> 2021 	

MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
Sub-segment: Arts and culture lovers; history buffs.	<ul style="list-style-type: none"> Walking trails – heritage, Indigenous and arts/murals - developed initially for the website as well as hard copy maps for distribution through business operators. 	<ul style="list-style-type: none"> 2021 and 2022 	 
	<ul style="list-style-type: none"> Collateral developed to include new images, videos and maps. 	<ul style="list-style-type: none"> 2021 and 2022 (building awareness) 	 
	<ul style="list-style-type: none"> Develop videos of Bayswater people and businesses that represent the Brand values and promote through the website. 	<ul style="list-style-type: none"> 2021 and 2022 	 
	<ul style="list-style-type: none"> Tactical campaigns produced focusing on specific market segments notably hospitality and retail. 	<ul style="list-style-type: none"> Ongoing (one or two a year) 	   
	<ul style="list-style-type: none"> Tactical campaigns tied to specific times of the year. Eg: School holiday promotions (kids eat free) 	<ul style="list-style-type: none"> Ongoing 	 
	<ul style="list-style-type: none"> Develop an updated masterplan for Bayswater town centre 	<ul style="list-style-type: none"> 2022 - 2024 	
	<ul style="list-style-type: none"> Develop a heritage trail integrated with streetscaping such as planters and wayfinding. 	<ul style="list-style-type: none"> 2022-2023 	
Sub-segments: 35 to 55 professionals, retirees, families.	<ul style="list-style-type: none"> Create a marketing campaign promoting the people and stories of "Bayswater High Street." 	<ul style="list-style-type: none"> 2022-23 	 


MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
Emerging market segments (cycling and Indigenous tourism)	<ul style="list-style-type: none"> Audit cycle pathways and create maps to enable cyclists to take full advantage of Bayswater town centre and river frontage. Create an Indigenous walking trail with narrative of the history of first nations people living along the riverfront in Bayswater. 	<ul style="list-style-type: none"> 2021 – ongoing 2023-2025 	
Events visitation	<ul style="list-style-type: none"> Create a calendar of events and activations in partnership with community groups. 	<ul style="list-style-type: none"> 2021 and 2022 Then ongoing 	   
	<ul style="list-style-type: none"> Develop sponsorship criteria to assist the City in deciding which events to support financially. Those criteria should consider Brand alignment. 	<ul style="list-style-type: none"> 2021 	  
	<ul style="list-style-type: none"> Collaborate with Baysie Rollers to launch and promote the Baysie Music and Street Fest through a range of platforms. 	<ul style="list-style-type: none"> 2021 and ongoing 	  
	<ul style="list-style-type: none"> Support local community groups in running events that tell the stories of Bayswater's people and places 	<ul style="list-style-type: none"> 2021 and ongoing 	  
	<ul style="list-style-type: none"> Develop a toolkit and deliver workshops with community groups on event operations. 	<ul style="list-style-type: none"> 2021 and ongoing 	  
Bayswater Amenity	<ul style="list-style-type: none"> Develop a tree canopy and streetscape plan to enhance the visitor experience 	<ul style="list-style-type: none"> 2022 and ongoing 	
Relationships	<ul style="list-style-type: none"> Meet with major partners Evolve Bayswater and Development WA to identify a co-operative plan. 	<ul style="list-style-type: none"> 2021 and ongoing 	 
	<ul style="list-style-type: none"> Engage regularly with community groups to identify where the City can support the groups. This includes briefings and EDMs. 	<ul style="list-style-type: none"> 2021 - ongoing 	



Image: Activations and installations featuring local stories

The folklore surrounding Dr Whatley and his cow is a good example of the local history that drives the town centre brand.

From students at Bayswater Primary School to artists and community group members, the story of his ultimate sacrifice underpins the strong sense of community in the area.

These stories, well told, build a brand story that will facilitate the growth of the town centre as a visitor destination.

Morley Destination Marketing Strategy

Executive Summary

Morley town centre is viewed by the City of Bayswater as having “huge potential” and is gazetted as a Strategic Regional Centre with unlimited height restrictions in Morley town centre. Its development is a key priority as outlined in the City’s Strategic Community Plan and the Morley City Centre Masterplan.

Therefore, there are significant opportunities for transformative development in the town centre in the long term, particularly in the low cost and student accommodation housing markets and as the City of Bayswater aims for Morley to mature from “a big box retail and car dominated environment to an intense, diverse and vibrant urban centre”.

However, to date, Morley’s town centre doesn’t comply with the vision. It is not a “visually attractive locality with appropriately scaled buildings and streetscapes, providing a diverse but unified urban centre characterised by high quality urban design” and unfortunately car parking does dominate the town centre’s urban landscape.

While the City of Bayswater’s Morley Activity Centre Plan states as one of its objectives to “reduce dependency on private car travel and encourage

the use of public transport, cycling and/or walking”, Morley town centre is not easily accessible by train or necessarily by bus. Stakeholders repeatedly highlighted this as well as the fragmentation of the Morley town centre and the lack of connectivity for pedestrians.

However, there are strengths to Morley in 2021. It has a significant array of Asian (and other) restaurants and its food stores offering a variety of food stuffs from different cultures gives it one of its fundamental Brand values. Its 70s architecture and “old school” infrastructure such as the Roller Drome and even Galleria have been cleverly leveraged by various community groups to promote events (Retro Bingo) or Facebook page (Ol’ School Morley). The result is that Morley is seen as “retro”. Thus, the two distinguishing elements of Morley are seen as multicultural and retro.

The town centre’s three strengths are:

- Multicultural restaurants – Coventry Village
- Galleria as a shopping destination
- Recreational facilities plus well-known pubs and sports bars.



There are a number of barriers to Morley as a destination including:

- Lack of connectivity (fragmentation of Morley).
- Inaccessibility both by car (confusing) and by public transport.
- Anti-social behaviour.
- Lack of walkability
- Lack of shade and tree canopy.
- Poor streetscaping overall.
- Lack of a focal point or “town square”
- Poor infrastructure including an unattractive and makeshift library presentation outside and space inside.
- Galleria’s lack of development
- No “soft” activations and perceived by the community as boring and old-fashioned.
- No consistency in landscaping or footpaths.
- No wayfinding signage, so hard to know where to go.
- No promotions of any elements of Morley as a destination.

Morley’s challenges therefore are clustered around planning, built form and place-making functions.

While its rich human heritage and presence makes Morley an interesting place to visit, its lack of physical street appeal and fragmentation of getting around may undermine any immediate economic benefit from visitors.

Therefore, the marketing approach will leverage off Morley’s familiarity with a Brand message of “There is More to Morley” and focus on marketing

Morley’s product highlights while incorporating recommendations around destination development aimed at improving the physical attractiveness of Morley.

This destination marketing strategy for Morley will be delivered over the next four years with the horizons as follows:

Building Awareness of Morley Product

- Develop Morley Brand awareness campaign with the message that “There is More to Morley”.
- Tactical campaigns highlighting the multicultural food offerings in Morley.
- Updating and improving the City of Bayswater website with a Visit Morley tab included in a drop-down menu on the website.
- Leverage the city’s owned distribution channels – both digital and traditional.

Building Partnerships

- Work with business operators, including Galleria Shopping Centre, Morley Markets and Coventry Village to further develop tactical campaigns around the shopping and hospitality offerings in Morley.
- Create a fun map showing shopping precincts and destination businesses for distribution through the shops and places themselves and for the website.
- Review major events in Morley and in partnership with Morley Momentum and others develop a small range of small activations to activate Progress Street.
- Make Progress Street precinct into a town square.



Developing the Destination and Improving the Visitor Experience

- Continue to improve streetscaping in Progress Street.
- Improve tree canopy throughout the Morley carparks.
- Develop wayfinding signage.
- Expand and update Morley Library hub and other City-owned amenities.
- City of Bayswater to deliver on its Activity Plan in more detail.

Attracting investment

- Continue to promote the There is More to Morley Brand to attract investment capital and human capital as part of the leveraging of Morley’s competitive planning laws advantage.

History

Morley began appearing on maps around the late 1890s and was most likely named after Charles William Morley who farmed in the area in the 1860s and 1870s. The soil was not suitable for profitable farming and it took two world wars for the area to find its place as a residential suburb.

It was formally referred to as Morley following World War Two when it was subdivided for residential development. Morley Park was approved as a postal boundary in 1954 but was later changed back to Morley in 1961.

People

Morley is known for its multicultural community and still holds a place in hearts and minds as a place the Australian suburban home ownership dream can still come true. Recent commercial setbacks with the deferral of the Galleria redevelopment and the departure of Bunnings from the suburb have only served to underline the importance of “sticking together.”

Infrastructure

While the Galleria’s redevelopment has been deferred, there are other opportunities to improve infrastructure in the Morley town centre to help attract visitors. Stakeholders have unanimously suggested turning Progress Street into a piazza which combined with the pocket park would become a much-needed town square.

Morley’s Library can also play a role in the town centre realising its potential by acting as a community and cultural hub. Currently the library is housed in an ugly brutalist style building with no windows or transparency. While the carpark means the library is accessible for those with cars, it has no street presence and is difficult to identify as a library or indeed as a civic building.

The town centre is fragmented and yet a library can provide cohesion and identity to a community and can be a major contributor in anchoring a place and in placemaking.

Morley Library could be a focal point amid Morley’s carparks. It can play an important role in drawing visitors to the area and activating the surrounding spaces in a creative and appealing way. But it needs major renovation, expansion and signage.



Image: Potential street signange to highlight library location

Product

Morley has an eclectic mix of product that attract visitors to the town centre from the “old school” Morley Rollerdrome (1960s) and Galleria (one of Perth’s first large scale shopping centres), to newer pub-style venues such as the Russell Inn.

Coventry Village is a destination in itself with its multicultural restaurants and stores selling clothing, electronics, unique crafts and discount merchandise.

Recent community initiatives such as the Progress Street Pocket Park and Morley Momentum Art Trail map provide important improvements to street appeal.

Barriers to visit include product “tiredness”; confusion of planning; lack of walkability.

Events

Annual events with a multicultural and retro flavour have significant potential to attract leisure visitors. Combined with the “honeypot” of food options available in the area, there is scope for fresh community events with tourism appeal.

For example, the Morley Momentum “Retro Bingo” event, if regular, could develop into a niche visitor experience.



“There have been very good attempts to highlight its cultural diversity, inclusion, sense of community, proximity to the city etc But as to the Morley Town Centre itself - nothing, I don’t even know where it is? I don’t believe Morley has a focus - or if it does it’s a confused one.”



Market Segments

Morley is both a hospitality and a shopping destination.

As well as locals, people come from surrounding suburbs to shop at Galleria and to eat at the many value-for-money Asian restaurants in the town centre. The town centre attracts international visitation who are primarily visiting friends and relatives and come for the food choices.

The Russell Inn and Varsity are major attractors for individual visitors who are mainly working-class men attracted to the sports bar feel of and in The Russell Inn's case, the market segment of Seniors is a burgeoning one as they discover the venue's crisp modern decor and value-for-money menu.

The main market segments are:

Families who come to shop and eat in the Morley town centre as well as use the recreational facilities nearby.

Men and FIFOs who come to the pubs and sports bars to watch sport on the big screens and have a beer.

VFR (Visiting Friends and Relatives) – residents bring friends and relatives for a meal at the many Asian restaurants.

Enablers for Morley town centre is locals' familiarity with its mature product, Galleria's profile, and individual business' regular cliental.



MORLEY TARGET MARKET

Local Retirees

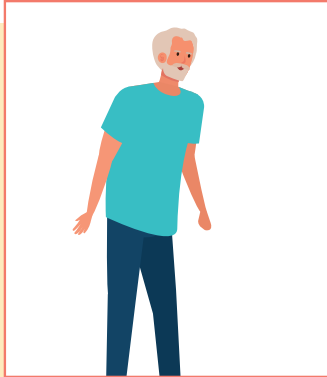
Col has lived in Morley most of his life.

2021 will be his 50th as a resident. He is proud to become a "Silver Citizen."

He supports local sports bars and spends his spare time at the Perth Radio Electric Car Club. He was Club president for a decade.

Colin: "I love Morley and I reckon it has the best of the past and modern times all rolled into one. It's a shame the shopping centre has been put on hold."

Perhaps we could use the car park for some club racing and events?"



MORLEY TARGET MARKET

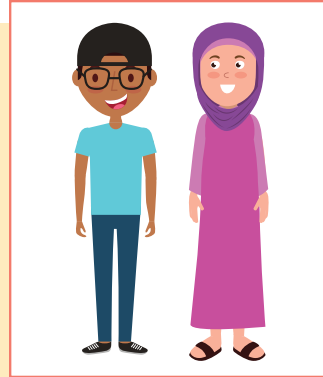
Multicultural Community

Gomza is originally from South Africa but has been an Australian citizen since he was a kid. Gomza is an extrovert and works as a DJ and street artist.

Maryam is a doctor and supports migrant women with their health needs. She moved here from Sydney in 1988.

Gomza: "Morley rocks! We need some more places for young people to go; especially at night. Not everyone plays sport!"

Maryam: "I don't live here anymore but meet friends and family a lot for meals and shopping. Mainly at Coventry Village and Galleria. I love the diversity here however it can be lonely for those who don't speak English well."



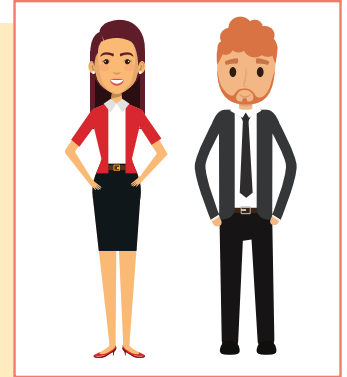
MORLEY TARGET MARKET

Small to Medium Enterprises

Janice and Evan work for a mortgage broker based in Joondalup. The market is pretty crowded there and they see Morley as a potential location for a branch office.

Janice: "We are running our quarterly planning session at the Morley Sports and Recreation Centre. It's great value and we'll have dinner at 'Varsity' after a fun session at the Morley Rollerdrome. It's a bit of team building"

Evan: "Coventry Village is cool; I hadn't been there before. They had baby stingrays in a tank. Not sure if they are a display or for dinner! Seriously, we all went over for lunch and really enjoyed the different cafes and food stalls. I'll definitely go back with my mates. If we open an office here, I reckon I'll put my hat in the ring."



Local Hero

Coventry Village

Coventry Village is a place where the world meets. A melting pot of bargains, cultures, sights, sounds and smells. It embodies the Morley positioning of suburban grit.

And yet, there is more to the destination than meets the eye.

It does not have the gloss and sparkle of newer, elegant shopping centres, however it hums with a sense of opportunity, commerce and community.

Tellingly, it is Morley's highest ranked experience on Trip Advisor and its Google reviews are equally impressive. It ranks 4.2 out of 5 possible stars based on 4,965 customer reviews. This rank puts it at the same visitor enjoyment level as the newly redeveloped Westfield Carousel Shopping Centre. And while Carousel enjoys significantly higher visitation, the visitor satisfaction at Coventry Village is most impressive.

So, what is it about Coventry Village?

Bay stingrays circle a huge aquarian as vibrant Chinese lanterns swing overhead. The multicultural restaurants are patronised by residents originally from the country in question. A very good sign indeed.

Serious shoppers understand the perfect shopping trip is a treasure hunt. The unexpected find that elevates him/her to a higher plane post purchase. Coupled with the surprise factor around every corner.

Would you like something tailored by the team who work on designer Empire Rose's latest catwalk creations?

You will find it at Coventry Village.

Would you like a polka dot head band for yoga classes for less than five dollars.

You will find it at Coventry Village.

Would you like pharmaceutical prescriptions at the lowest price in WA? Grab a coffee first and join the fast-moving queue.

You will find it at Coventry Village



Image: Baby Stingrays - dinner or display?



Image: Suburban grit streetscaping

Brand

Morley is positioned as a multicultural hub with strong links to our suburban Aussie heritage.

Cars are celebrated as the town centre is greened and better connection provided for pedestrians. It's a great place to do business and deliver events with a distinct personality.

Morley also has potential to attract meetings and small conferences from across the metropolitan area.

Morley's brand positioner is:

"There is more to Morley."

Brand Strategy

Strategic Pillars include:

- Morley Brand
- Events and Activations
- Visitor Experience
- Partnerships

Recommended Hashtags:

#MoretoMorley

#MorleyMomentum

#WheretheWorldMeets

Its Brand Values are:

Multicultural - relates to Morley's multicultural community and the diversity of the retail and hospitality offer.

Retro - relates to the old school feel about Morley from Galleria to venues such as the Roller dome.

Suburban Grit - relates to Morley's unashamedly suburban feel both to the surrounding housing and its shopping centre.



Brand

Brand Positioner: More to Morley

Description:

We will create campaigns with the clear message that there is "More to Morley" by highlighting specific product.

Objectives:

- Evoke curiosity and shift public perceptions of Morley.
- Engage local businesses to use the More to Morley message.

Emerging Markets

Brand Positioner: Morley; where the world meets.

Description:

We will create new commercial and cultural opportunities by targetting small scale business events.

Objectives:

- Identify opportunities to host business events in the Morley town centre.
- Develop the secondary Morley brand "Morley; where the world meets" which targets the business events sector.
- Increase revenue opportunities for City of Bayswater.
- Increase revenue opportunities for Morley venues.
- Identify niche market meeting opportunities

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Evoke curiosity and shift public perceptions of Morley.	<ul style="list-style-type: none"> • Develop collateral positioning Morley as having more to offer. • Develop ongoing Brand campaigns using digital (including the City's owned distribution channels) and traditional media to promote the "More to Morley" message. • Develop tactical marketing plans targeting the hospitality market segment and the extensive choices available with the tag line "More to Morley" 	<ul style="list-style-type: none"> • Morley residents and those in nearby suburbs become more aware of what product is on offer in the Morley town centre. • Increase in visitors from suburbs outside of Morley coming to eat and shop in Morley. • Greater engagement with City's website and social channels. • Budgeted marketing campaigns leveraging Morley's positioning in hospitality.
Engage local businesses to use the "More to Morley" message.	<ul style="list-style-type: none"> • City to run workshops with local businesses and community groups to communicate messaging. • Provide businesses with collateral such as window stickers. 	<ul style="list-style-type: none"> • Marketing collateral is used by all stakeholders including the City.

BUSINESS EVENTS ACTIVITY PLAN

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Conduct an audit of Morley meeting venues	<ul style="list-style-type: none"> • Desktop study on Morley meeting venues quantum and capacity. 	<ul style="list-style-type: none"> • Identification of business event opportunities.
Increase revenue opportunities for City of Bayswater venues.	<ul style="list-style-type: none"> • Assess the feasibility of partnering with Space to Co to provide centralised booking capacity and marketing for Morley venues 	<ul style="list-style-type: none"> • Increased revenue and occupancy.
Increase revenue opportunities for Morley Venues.		
Develop the secondary Morley brand "Morley; where the world meets."	<ul style="list-style-type: none"> • Partner with local venues to market the destination for business meetings via a virtual meetings guide. 	<ul style="list-style-type: none"> • Increased visitation, meetings on investment.

Events and Activations

Description:

We will co-ordinate and promote a Morley events and activations calendar that will support the Morley positioning of “More to Morley” and generate vibrancy in the town centre.

Objectives:

- Identify sustainable and successful events and activations in Morley and develop an annual calendar.
- Develop and promote specific events to support the Brand of “More to Morley”.
- Support the community groups that provide the impetus and creative content for both events and activations.
- Use City’s digital platforms to promote an events calendar.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Identify sustainable and successful events and activations in Morley and develop an annual calendar.	<ul style="list-style-type: none"> • Audit the events and activations held in Morley over the past 12 months. • Collaborate with community and business groups to develop content and location of small and targeted activations over a 12-month period. 	<ul style="list-style-type: none"> • Development of a sustainable calendar of events and activations. • Additional vibrancy to the town centre and support the message: “There is More to Morley”. • Increase of attendance figures for the events year-on-year. • Successful staging and promotion of these events.
Develop and promote specific events to support the Brand of “More to Morley”.	<ul style="list-style-type: none"> • Continue to support and promote the successful “Symphony in the Park” • Develop a ‘car-based” event/activation using Morley’s car parks (Eg: electric car race). • City of Bayswater financial and marketing support is provided to the event organisers 	
Support the community groups that provide the impetus and creative content for both events and activations.	<ul style="list-style-type: none"> • The City of Bayswater to build capability with community groups in event operations and promotions by providing a toolkit and/or conducting workshops presented by the Events Industry Association. 	<ul style="list-style-type: none"> • Better targeted events and activations. • Toolkit available online. • Community groups grow capability and confidence in staging events.
Promote events and activations using the City’s digital platforms.	<ul style="list-style-type: none"> • The City of Bayswater homepage features an Events tab with further drop-down menu featuring town centre events with aligned messaging (Eg: There is More to Morley) 	<ul style="list-style-type: none"> • Greater engagement of website. • Increased attendance at events.

Visitor Experience

Description:

We will create a destination development program which prioritises reducing fragmentation of the Morley town centre and encourages improved pedestrian connectivity.

Objectives:

- To enhance the visitor experience through improved amenity such as increased tree canopy and by reducing adverse impact of the carparks.
- To encourage better dispersal of visitors throughout the town centre with wayfinding signage.
- To create a town square environment in Progress Street to provide a focal point for the town centre.
- Highlight Morley's diverse offerings and engage businesses and community groups.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
To enhance the visitor experience through improved amenity such as increased tree canopy and by reducing adverse impact of the carparks.	<ul style="list-style-type: none"> • Implement City of Bayswater's Morley Activity Centre Plan with priorities around amenity improvements. 	<ul style="list-style-type: none"> • Pedestrians find it easier to move through the town centre and traverse carparks. • City of Bayswater improved performance in tree canopy benchmarks studies.
To encourage better dispersal of visitors throughout the town centre with wayfinding signage.	<ul style="list-style-type: none"> • Develop a wayfinding signage plan for the town centre and budget for it. 	<ul style="list-style-type: none"> • Reduced negative impact of Morley town centre's confusing layout. • Improved dispersal of visitors throughout the town centre.
To create a town square environment in Progress Street to provide a focal point for the town centre.	<ul style="list-style-type: none"> • Develop a spray pad and public art/ sculpture for Progress Street. • Activate the Progress Street precinct through small and targeted events. 	<ul style="list-style-type: none"> • Increased visitation of the Progress Street precinct by people.
Promote events and activations using the City's digital platforms.	<ul style="list-style-type: none"> • The City of Bayswater homepage features an Events tab with further drop-down menu featuring town centre events with aligned messaging (Eg: There is More to Morley). 	<ul style="list-style-type: none"> • Greater engagement of website. • Increased attendance at events.
Highlight Morley's diverse offerings and engage businesses and community groups.	<ul style="list-style-type: none"> • Develop collateral including short video vignettes on local businesses and feature them on the website under the Visit Morley tab. • Create a map of the Morley town centre with hospitality and shopping highlights. • Encourage businesses to use the Morley hashtag #MoretoMorley to amplify their own social media strategies. 	<ul style="list-style-type: none"> • Greater awareness by potential visitors of what Morley has to offer. • Greater dispersal of visitors. • Increased awareness of Morley's diversity and reduced confusion in locations of shops and hotels. • Increased digital engagement by Morley's businesses which in turn generates greater awareness of Morley offerings.

Partnerships

Description:

We will actively collaborate with potential partners in Morley in order to develop the destination, facilitate the growth of emerging markets and attract major investment to the town centre. .

Objectives:

- Develop strong and productive partnerships with retail and hospitality organisations such as Galleria, Coventry Village and individual hospitality venues.
- Investigate potential partners that will progress the attraction of investment and major infrastructure development in Morley, including both State Government and private developers.
- Facilitate the collaboration between the active community groups in Morley to deliver activations that align with Morley's Brand values such as retro and multicultural.
- Provide opportunities for Morley businesses to work on co-operative marketing campaigns.

OBJECTIVE	ACTIVITY	MEASURES OF SUCCESS
Develop strong and productive relationships with retail and hospitality organisations.	<ul style="list-style-type: none"> • Meet with leaders with these organisations to investigate co-operative marketing opportunities, including the new Marketing Manager at Galleria. 	<ul style="list-style-type: none"> • One joint partnership promotion with Galleria or retail partners per annum.
Investigate potential partners that will progress the attraction of investment and major infrastructure development in Morley, including both State Government and private developers.	<ul style="list-style-type: none"> • A stakeholder engagement program developed to build relationships and analyse opportunities with the objective of facilitating investment and major developments. • Work with Business Events Perth to assist in realising the emerging market of attracting business events to Morley. 	<ul style="list-style-type: none"> • Morley's reputation as an attractive hub and investment prospect is enhanced. • Attraction of a minimum of one business event to Morley in 2023.
Facilitate the collaboration between the active community groups in Morley to deliver activations that align with Morley's Brand values such as retro and multicultural.	<ul style="list-style-type: none"> • Play an active role in curating and supporting targeted events and activations. 	<ul style="list-style-type: none"> • Successful activations that attract visitation and highlight Morley's Brand.
Provide opportunities for Morley businesses to work on co-operative marketing campaigns.	<ul style="list-style-type: none"> • Develop collateral and campaigns that directly involve Morley businesses such as Christmas campaigns that take people through the town centre. 	<ul style="list-style-type: none"> • Increased involvement by Morley businesses in whole-of-town centre marketing plans. • Increased social media engagement by Morley businesses in promoting the "More to Morley" Brand.

Marketing Plan

The purpose of this marketing plan is to prioritise action points that align to initiatives within the four-year horizon and how they relate to Morley's target market segments and strategic pillars.

Brand

Morley presents as a marketing conundrum – on one hand it is a well-known name in Perth, but conversely it is associated with being suburban, old-fashioned and dull.

The town centre destination itself is seen as tired, confusing in layout, and, in the eyes of the majority of people, both in and around Morley, it is primarily associated with Galleria which is nearly 30 years old.

The Morley Brand therefore needs a solution that recognises some of those negatives and gives them a twist: thus “old-fashioned” becomes “retro” and suburban becomes “suburban grit.” To counter the perception of “boring” Morley needs to be revealed as being much more than meets the eye.

The positioning of Morley is “More to Morley” (#MoretoMorley). The marketing positioner is enhanced by Morley's undeniable multicultural influence; evidenced in its array of Asian restaurants and food stores.

Morley's Brand values are Multicultural, Retro and Suburban Grit. Its marketing positioning will use these values as a foundation to inform its marketing campaigns, its events and activations and its collateral.



Image: Old Morley Bus



See inside for more about

Image: Galleria Launch, 1994

Marketing collateral

Like the other town centres, the visual identity for Morley should be a variation of the corporate City of Bayswater Brand – an olive tree. In Morley's case, it could be multicoloured (though not a rainbow) and used in all consumer-facing marketing of the destination.

Collateral can include:

- Videos and images targeting the leisure visitor and aimed at raising Brand awareness.
- Video vignettes of the hospitality businesses in Morley that demonstrates diversity and highlights the multicultural food offerings.
- Map for the Morley town centre highlighting key shopping and hospitality offerings and assist in making the layout of the town centre less confusing.
- Window stickers and posters for businesses featuring #MoretoMorley and promoting any events.

Events and activations

Events and activations provide an appointment for people to visit a destination and can support the Brand through both their content and awareness raising. In Morley's case, it can generate vibrancy by focussing on a town square (that is: Progress Street).

Events in Morley should, if possible, be run through

the filter of the town's Brand values aimed at convincing people that there is more to Morley. The Retro Bingo hosted by The Morley Momentum held in 2018 is considered the most successful event held in Morley, while others haven't attracted many people despite huge efforts by community groups.

Other than the successful Perth Symphony Orchestra event in Pat O'Hara Reserve, events and activations should be revisited to ensure they align with the Brand values and will generate visitation.

An opportunity may be to utilise what could be perceived as a weakness – Morley's car parks – and convert it to a strength by running car-based events and activations there. For example: an electric car race. Projects that are fun and demonstrate suburban grit.

Distribution Channels

The major opportunity for Morley and the City of Bayswater as a whole is to utilise the City's distribution channels to raise consumer awareness of what is going on in the town centres with the purpose of promoting the Brand and Morley's products.

The City of Bayswater website refresh presents as both a quick win for destination marketing and as a priority for the City. The homepage should

"Coventry Village always seems to draw a decent amount of people for its good selection of Asian food."

feature either a simple "Visit" tab or individual "visit Bayswater", "visit Maylands", "visit Morley" tabs. Most people outside the boundaries of the City of Bayswater will not be aware that Maylands or Morley are part of this Local Government jurisdiction.

Further to the "Visit" tab, there should be an "Events" or "What's On" tab, also on the City's home page.

The website should house rich content for each of the town centres, including:

- Morley's multicultural product.
- A town centre map featuring retail and hospitality businesses and food outlets.
- An events and activation calendar for Morley.
- Feature stories and videos on a rotational basis of people and news in Morley.
- Links to community and partner websites and digital platforms, notably the "OI school Morley" Facebook page which has highly engaged followers.

While the City's Instagram account has the #mybaysie hashtag, it is not necessarily relatable to potential visitors. There needs to be a more externally focused hashtag. Our research suggests The Morley Momentum's #MoretoMorley positioning can be leveraged as a destination brand with positive effect.

The City's other "owned" distribution channels such as the Bayswater Beat can have a regular "What's Coming Up" column aimed at attracting more residents to the town centres. The content of this column should be a higher level than the library-type activities currently promoted.

Co-operative marketing campaigns with partners have the potential to create critical mass and thus extend beyond digital platforms to traditional media including the community newspapers, radio and television. Galleria and the Russell Inn are two Morley destinations – one retail and the other hospitality – that use traditional media.

Campaigns

Once the City of Bayswater has updated its website and developed relevant Morley collateral, it should focus initially on a series of Brand awareness and tactical campaigns which begin with promoting the Brand and then tactical campaigns with a primary objective of dispersing people around Morley.

This should also include a PR campaign as for instance, the seal statue is dismantled; or additional features are added (such as a spray pad for children). The underlying message must always be "there is more to Morley".

Implementation

Implementation focuses on the next two years of the four-year strategy with recommendations for consideration in the final two years but will be subject to budget allocations.

There is no clearly defined Morley town centre - no single area for the community to come together. I've lived in the area for over 50 years (my whole life) and I have no idea what area of Morley is designated as the town centre."

Morley Strategic Pillars



Brand



Partnership



Events & Activations








Visitor Experience

LEGEND - ACTIVITY PLAN

MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
Leisure visitor	<ul style="list-style-type: none"> Develop the Brand identity and collateral – there is more to Morley. 	<ul style="list-style-type: none"> 2021 	
	<ul style="list-style-type: none"> Develop small activations centred around Progress street. 	<ul style="list-style-type: none"> 2021 	
	<ul style="list-style-type: none"> Attract activations that utilise the carpark 	<ul style="list-style-type: none"> 2022 	
	<ul style="list-style-type: none"> City of Bayswater's website updated to include a "visit" tab on the home page. 	<ul style="list-style-type: none"> 2021 	
	<ul style="list-style-type: none"> City of Bayswater's website updated to include an "Events" tab on the home page. 	<ul style="list-style-type: none"> 2021 	
	<ul style="list-style-type: none"> Rich content for website developed to promulgate More to Morley Brand 	<ul style="list-style-type: none"> 2021 	
	<ul style="list-style-type: none"> Create a hashtag that represents Morley's Brand #MoretoMorley. Promote on Instagram and Facebook 	<ul style="list-style-type: none"> 2021 	

MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
Sub-segment: VFR.	<ul style="list-style-type: none"> Highlight the variety of Morley's Asian food offerings including Coventry Village. 	<ul style="list-style-type: none"> 2021 - 2025 	 
	<ul style="list-style-type: none"> Collateral developed to include images, videos and map to demonstrate there is More to Morley. 	<ul style="list-style-type: none"> 2021 and 2022 	 
	<ul style="list-style-type: none"> Develop videos of Morley people and businesses that represent the Brand values and promote through the website. 	<ul style="list-style-type: none"> 2021 and 2022 	 
	<ul style="list-style-type: none"> Tactical and co-operative campaigns produced focussing on specific market segments notably hospitality and retail. 	<ul style="list-style-type: none"> Ongoing. (one or two a year) 	   
Families	<ul style="list-style-type: none"> Tactical campaigns tied to specific times of the years, including school holidays. 	<ul style="list-style-type: none"> Ongoing 	  
Events visitation	<ul style="list-style-type: none"> Create a calendar of events and activations in partnership with community groups. 	<ul style="list-style-type: none"> 2021 and 2022. Then ongoing 	   
	<ul style="list-style-type: none"> Develop sponsorship criteria to assist the City in deciding which events to support financially. That criteria should consider Brand alignment. 	<ul style="list-style-type: none"> 2021 	  
	<ul style="list-style-type: none"> Support events created and run by community groups through sponsorship and promotion through the City's distribution channels. 	<ul style="list-style-type: none"> 2021 and ongoing 	  

MARKET SEGMENT	ACTION	PRIORITY	STRATEGIC PILLAR
Morley Amenity	<ul style="list-style-type: none"> Develop a tree canopy and streetscape plan to enhance the visitor experience 	<ul style="list-style-type: none"> 2022 and ongoing. 	
	<ul style="list-style-type: none"> Focus on Progress Street to create an obvious town square 	<ul style="list-style-type: none"> 2021 - 2023 	
Relationships	<ul style="list-style-type: none"> Meet with major partners to join forces with them to leverage their activities and develop co-operative marketing campaign. 	<ul style="list-style-type: none"> 2021 and ongoing 	
	<ul style="list-style-type: none"> Work with developers and State government agencies to identify opportunities for attraction of investment. 	<ul style="list-style-type: none"> 2021 – ongoing. 	
	<ul style="list-style-type: none"> Engage regularly with community groups to identify where the city can support the groups. This includes briefings and EDMs. 	<ul style="list-style-type: none"> 2021 - ongoing 	

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