



St Kilda Esplanade Market

Annual Report

July 2019 to June 2020



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Introduction

The Esplanade Market is recognised as being a significant shopping, leisure and tourism destination by Market visitors, the City of Port Phillip and stallholders. It is a major drawcard to St Kilda and for many, has gained iconic status as a Melbourne landmark.

The St Kilda Esplanade Market is an important St Kilda tradition and cultural asset, a makers' market where artisans and craftspeople sell authentic high-quality arts, crafts and goods. In 2016 food vendors were added to enhance the offer. With an iconic beachside location and committed stallholders, the St Kilda Esplanade Market has many strengths on which to draw. There are challenges for the Market as well, including its exposure to the weather, and the increasing competition from other markets and retail spaces, not to mention online, competition consumer demand and especially COVID-19 in 2020.

The current Strategic Plan was drafted in 2015-16 with key input from the St Kilda Esplanade Market Reference Committee, City of Port Phillip Council and Market stallholders, and with consultation from the wider community. The Plan describes the context, strengths, challenges and opportunities for the St Kilda Esplanade Market for the period 2016-2020. The Plan reinforces the Market's identity as a makers' market and sets out three key priorities: to continue to make the Market a 'market of choice' for stallholders and visitors; to ensure a positive market experience through improving amenities and infrastructure over time; to increase visitor numbers along with Market profile through marketing and communications.

History

One fine day in December 1970, Councillor Manning declared The Art Bank, now St Kilda Esplanade Market, officially open. Noting the high expense of holding art exhibitions, Councillor Manning had asked several artists and sculptors if they would like to exhibit at a new Art Bank on The Esplanade.

James Egan, now a national living treasure, and Ruth Epps were among the first 20 or so artists to display their work. Soon they were joined by potters, leatherworkers and other craftspeople and the magic of the St Kilda Esplanade Market began.

The Market quickly began attracting stallholders who were not just locals, but artists and makers from afar. Over the years the Market has fluctuated in size to more than 250 stalls. Adam Elliot, Academy Award winning animator and director of Harvey Krumpet, sold his hand painted t-shirts at the Market for five years!

The Market has always been a starting platform for new artists and small businesses to begin their careers and in some cases, is so loved by stallholders they have stayed on for as long as the full 50 years it has been running.

We hope you will find us for many more years to come, selling quality handmade art and craft and artisanal food in the iconic beachside suburb of St Kilda.

Historic Fact

An interesting historical fact, seen in the image below of Granny's fruit stall. This was the very first market stall on the Esplanade in late 1800s. Granny's shop was located on the Esplanade, opposite the Royal Hotel on the corner of Robe Street.

During the 1860s Granny and her shop were famous and beloved local institutions, especially to children visiting the beach.

Granny used to sit under the gum tree outside the Royal Hotel and sell apples and lollies. Children flocked to her. James Mooney who owned the Royal Hotel took an interest in her wares and had a cupboard attached to the tree trunk for her convenience. In 1864 a great storm blew the tree down, smashing her cupboard. Granny's business was destroyed. There was great public concern for Granny. She was a widow with no means of support. A neat, clean, little woman who wore a white 'grannies' cap, her wrinkled face beamed with good nature. Councillor Tullet and James Mooney, assisted by St Kilda residents, organised a benefit concert to raise funds to build Granny a weatherboard room which would be suitable as her stall. The Civic Hall was granted without cost for the event. Council also allowed her permissive occupancy of the land upon which the shop was built. When Granny was too frail to continue her stall, a home was found for her in the Melbourne Benevolent Asylum. She died soon after in 1872. Many people wanted to rent her stall from the Council, but they said "no, it was Granny's stall. Granny had gone, her stall would go too".

In this photograph, Granny can be seen in her apron, bonnet and walking stick standing at the front of her shop. Behind it is one of the last of the original she-oak trees growing, on the slope of the Esplanade.



Photo: Granny's Shop, The Esplanade, c.1870 (Port Phillip City Collection sk0608)

Governance

The Market has been managed by the City of Port Phillip since 2010 and reports to a Reference Committee half yearly and in addition, on a needs basis.

The Reference Committee Governance Review Council Report approved in November 2018, resulted in a recommendation for the Market Committee to change to two meetings a year, with one Councillor representative.

The Committee currently has six members, Councillor Andrew Bond, Prue Griffiths, Edward Faingold, Kathy Jenkins, Rita Kaulins and Malcolm Thompson but can be made up of the following:

- One Councillor
- Up to four St Kilda Esplanade Market stallholders who have not previously been appointed to the previous Committee
- Up to two Port Phillip community members (who are not St Kilda Esplanade Market stallholders)
- Up to two people with expertise in markets, arts and craft, marketing or another relevant field.

Council is committed to collaboratively delivering its Council Plan by valuing and utilising the wealth of skills and knowledge in the community. It acknowledges that sound governance practice for local democracy is high quality, well informed, responsive and accountable decision-making in the best interests of the community.

Meeting Held	Meeting Attended	Meeting Apologies
10 July 2019	Attendees: Cr Andrew Bond (Chair), David Fernandes	Malcolm Thompson
19 Nov 2019	Attendees: Edward Faingold, Malcom Thompson, David Fernandes, Rita Kaulins, Kathy Jenkins	Cr Andrew Bond
17 March 2020 - Emergency meeting called to discuss trading in COVID-19 climate	Cr. Andrew Bond, Edward Faingold, Malcom Thompson, Prue Fernandes, Rita Kaulins, Kathy Jenkins	

Strategic Plan

The 2020 – 2025 St Kilda Esplanade Market Strategic Plan, provides a road map for the future direction of the Market. It establishes the vision and key goals for the Market and identifies how these will be achieved over five years.

The Plan recognises the need for the Market to be responsive to the everchanging environment to continue to appeal to both stallholders and customers.

The Plan identifies strategic directions which will enable the Market to operate sustainably into the future.

A report on Market operations will be provided to Council in each year, reporting on progress, operations and finances. Through this process Council will confirm annual operations.

Vision Statement

The St Kilda Esplanade Market is a world-renowned art and craft makers' market in an iconic beachside location - a place of choice for art and craft makers, and for customers seeking quality, authentic Australian made products.

Strive for the Market to be the place of choice for a wide variety of makers of high quality authentic Australian art and craft products.

Actively support the on-going development of quality infrastructure, amenities and innovation to enhance the site, growth and success of the Market.

Prioritise continuous improvement in marketing and communications to increase visitor numbers, the Market profile and sustainability for stallholders.

Brand Values

- Your family's Sunday sensory experience.
- We are proud to be an Australian icon celebrating the local Makers'.
- We are quirky, original, captivating, the electric vibe of St Kilda.

Improvements and Notes

COVID-19 Impacts

The Esplanade Market was closed on 29 March for 10 weeks and returned on 7 June 2020. This severe impact to revenue and with further closures inevitable, the future of the Esplanade Market remains uncertain. COVID-19 caused the closure of many markets across Victoria. The Caribbean Market that had been established for 50 years, closed permanently on 30 June 2020 and the biggest organisers across the State, Craft Victoria have permanently closed their monthly Yarra Glen Market. If a second lockdown occurs, dependent on restrictions and stallholder sentiment, it is planned that the Market's food and drink stallholders, be they take-away, ready-to-eat or fresh, trade as a limited produce version of the regular St Kilda Esplanade Market.

Physical Environment

- All palm trees pruned on the Upper Esplanade on 16 March 2020 by Arborists
- Slopes Toilets – review and updated cleaning schedule. Introduced deep cleaning the Saturday night before Sunday trade. Toilets have been painted.
- Market engagement in Palais forecourt development
- Grub screws and anchor points for marquees to be checked and replaced in forecourt development

Stallholder Welfare

- COVID-19 closure for 10 weeks
- Organised and presented two webinars for digital marketing and SEO to support traders and help them generate revenue whilst the Market was closed
- Updated all stallholder information to be accessed via the Stallholder profile on the new website
- Emergency Management Plan and Code of Conduct Policy reviewed and updated
- Hazard Register prepared
- Increased Local Laws presence every Sunday
- Reviewed and updated application and booking processes - now centralised and cloud based
- For many stallholders, Market sales are their main source of income and a loss of 10-14 weeks of trade impacted them severely. Refunds were given to those that paid in advance, and both permanent and casual stallholders were offered discounts during June COVID-19 return as a goodwill gesture and to help with morale
- End of year stallholder celebration was held on 3 December 2019. An opportunity for stallholders to relax and meet each other, share stories, make new friends and collaborate.

Market Closures

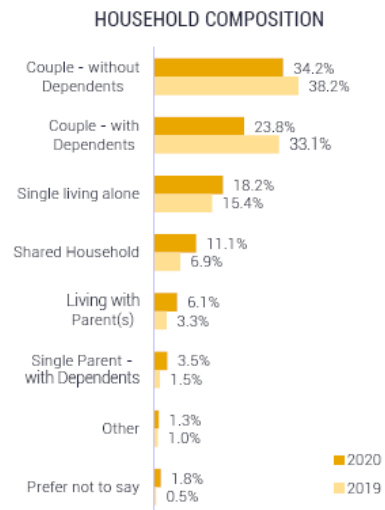
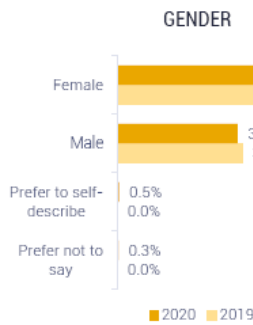
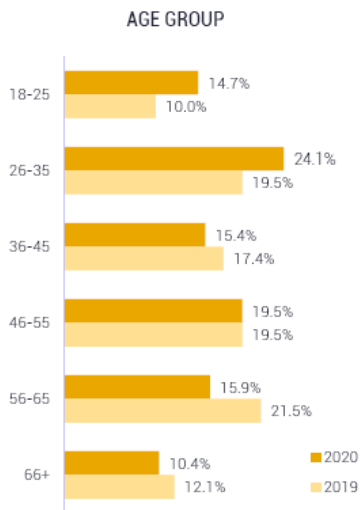
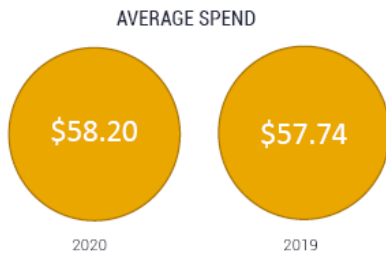
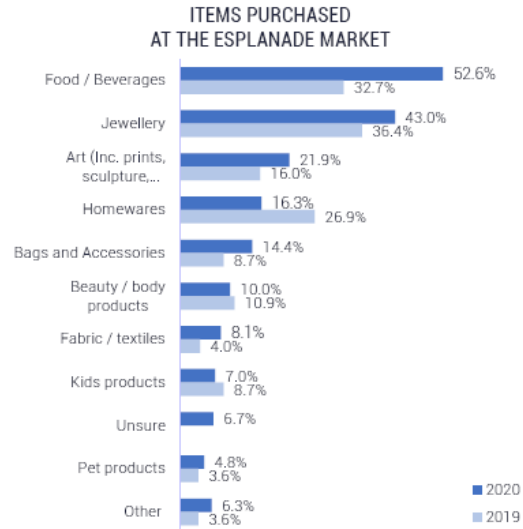
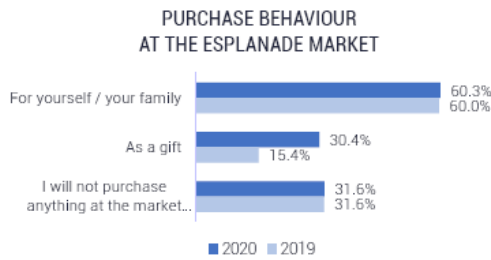
- COVID-19 – 29 March 2020 – 7 June 2020

Activations

- Vegan Market of Melbourne provided regular activations over the summer months
- A rejuvenated busker program ensured a lively experience for visitors
- Partnership with RMIT providing opportunities for up and coming makers and fostering the next generation of stallholders
- Hosted performances from local music and dance schools, local choirs and magicians
- Developed relationships with NGOs including Sacred Heart Mission, Greyhound Adoption Program, Space2B, Global Sisters and more
- Commercial partnerships such as Peugeot generated valuable income for the Market
- Partnership with Wellness Market during summer
- Every week in September 2019, animal farm activations - free school holiday activation for visitors to see and pat some Australian animals, free face painting
- The Market is one of the only dog friendly markets left and embraced by dog owners and loved by international visitors. Both drinking fountains and stallholders provide dog water bowls.
- Seniors Week partnership- 8 October to 21 October 2019 - stallholders offered discounts to Seniors Card holders with a free Market branded canvas bag give-away
- Foodie Zone - continues to be a success at the Market offering flavours of the world, increasing visitation and dwell time at the Market
- 50-year celebrations were organised but had to be cancelled due to COVID-19. These included a celebration party in Alfred Square with various artists performing. A vinyl fair where traders could sell 50-year-old record collections and food stalls. It is hoped this will occur in December 2020.

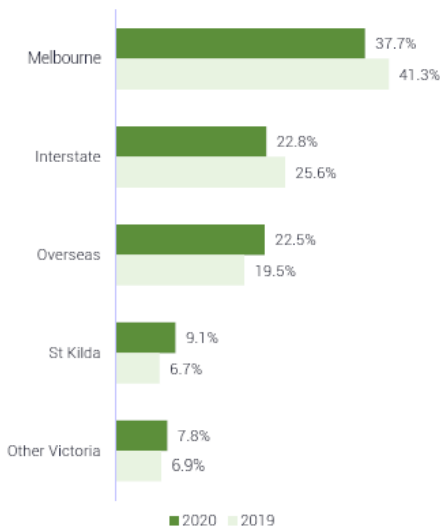
Esplanade Market Facts

The Market not only enhances the St Kilda area every Sunday, it also continues to support local artisans. The following information which forms part of a large data gathering exercise, was independently collected and compiled on 23 February and 1 March 2020 and compares to 12 months prior.

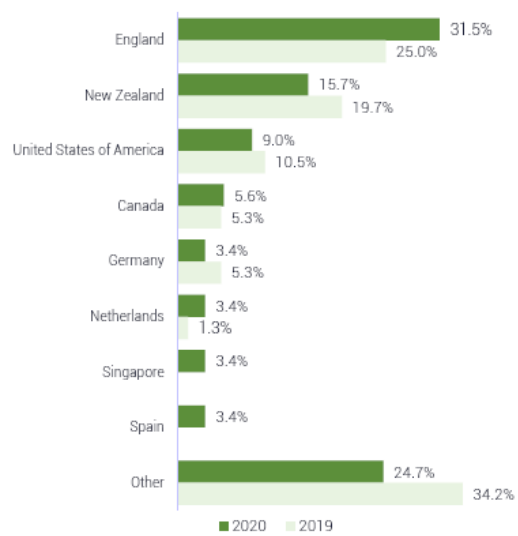


- The market was attended by a good representation of age groups with those aged 26 – 35 years the largest (24.1%). There was an increase in younger attendees in 2020 over 2019 (18-25 years by +4.7% and 26-35 years by +4.6%) whilst a decline of -5.6% in those aged 56-65.
- Those attending the market are predominantly females making up 61.8% of the respondent sample
- There has been a decline in respondents that reside as couples, most significantly 'Couples – with Dependents' (-9.3%) from 2019 to 2020

VISITOR ORIGIN

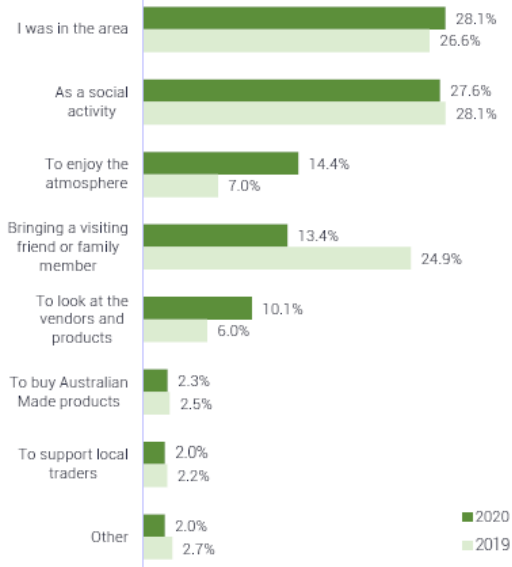


OVERSEAS ATTENDEES



- Melbourne residents (other than St Kilda) represent the largest group of attendees at the market (37.7%) with strong attendance from interstate (22.8%) and overseas (22.5%).
- Overseas visitors increased by 3.0% over 2019 with England having the highest number of visitors, followed by New Zealand and the United States of America.
- Other includes a small number of attendees from many countries. See appended Data Table for full list of attendees Country of Origin for 2019 and 2020

MAIN REASON FOR ATTENDANCE AT THE ESPLANADE MARKET



AVERAGE TIME PLANNED TO STAY AT THE ESPLANADE MARKET

2020	2019
1 hour 23 mins	1 hour 20 mins

LIFECYCLE SEGMENTS ATTENDANCE BEHAVIOUR



YOUNG SINKS AND DINKS

Average time	1 hr 20 mins
Main reason for attendance	I was in the area



FAMILIES

Average time	1 hr 40 mins
Main reason for attendance	As a social activity



EMPTY NESTERS

Average time	1 hr 50 mins
Main reason for attendance	As a social activity and I was in the area

- The main reasons for attending the Market was because 'I was in the area' (28.1%) and 'As a social activity' (27.6%). These are the same Top 2 reasons as 2019.
- 2020 saw an increase (+7.5%) in attendance 'To enjoy the atmosphere' and a decline (-11.5%) in those 'bringing a visiting friend or family member'
- The average planned dwell time at the Market was 1 hour, 23 mins, a similar amount of time to 2019, with 'Empty Nesters' staying for 1hr, 50 mins..

Digital Update

Digital marketing expenditure is remaining a large part of the less than \$80K marketing budget. It is seeing great results and yielding valuable insights into the Market’s demographics.

Instagram

Data below shows the three-month period from 5 May 2020 – 4 August 2020.

Analytics will be published next Annual Report with full comparison of 2019 to 2020 data.

Posts are regular and consistent with ‘shop local’ and ‘support traders’ as the focus. Data shows a steady growth rate of 3.89% despite COVID-19 struggles.



Facebook

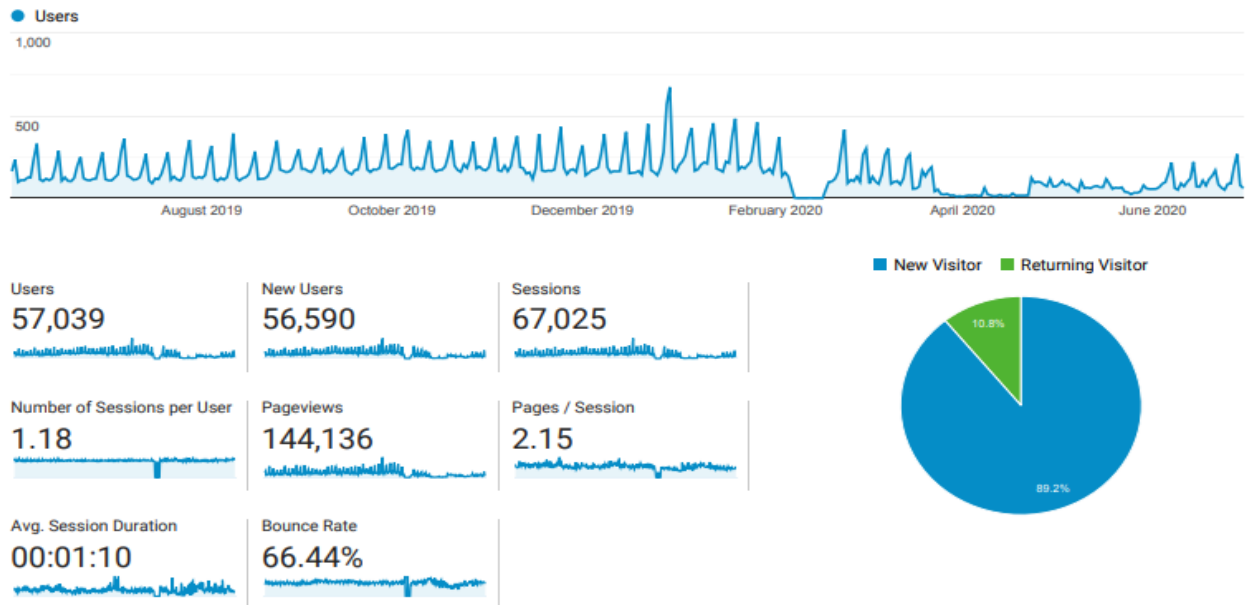
Facebook continues to have a large amount of page views and engagement.

Facebook	Jun-19	Jun-20
Lifetime Total Likes	12,050	13,089
28 Days Page Engaged Users	982	4,785

28 Days Total Reach	16,454	155,127
28 Days Total Impressions	50,510	299,200

Web Traffic

Web traffic is currently performing well and is maintaining a mere 10% decrease on peak February 2020 data.



Stallholder Private Facebook Page

The idea for a private page on Facebook came about four years ago, a way for stallholders and staff to communicate instantly and enable conversations amongst each other. The straight line-up of stalls along the Esplanade prevents traders from meeting each other and this platform gives any question raised an opportunity for everyone to comment. This creates a stronger Market community.

Financials

Income statement for the year ending 30 June 2020

	2019-20	2018-19			
	\$000	\$000	Change	%	Notes
Income					
Stall Holder Fees	260	401	(141)	-35%	Income was well below the previous year due to: (a) 10 weeks forced closure – COVID-19 (\$74K) (b) Loss of permanent stallholders due to weaker economic activity pre COVID-19 (\$67)
Total Income	260	401	(141)	(-35%)	
Operating Expenses					
Employee Costs	182	196	14	7%	Note 1 - Employee Costs (two Staff 0.9 and 0.6 EFT.
Advertising, Events and Publicity	77	86	9	10%	Note 2 - Advertising, Events and Publicity (print media, television, radio, signage, social media)
Contract Payments	1	21	20	96%	Note 3 - Contract Payments: savings due to cancellation of Mobile ATM, weather system SMS)
Professional Services	27	18	(9)	(-54%)	Note 4 - Professional Services (activations, research, SEO and design)
Utilities, Insurance, Taxes and Levies.	10	16	6	36%	Note 5 – \$10K in Public Liability and Indemnity Insurance, with \$5K refunded for period of forced closure.
Materials	4	10	6	59%	Note 6 – Materials (anchor safety equipment)
Printing, Copying, Stationery	0.4	0.1	(0.3)	(258%)	
Telephone	0.2	0.6	0.4	64%	
Bad and doubtful debts	3	1	(2)	(298%)	
Head Office Costs	40	44	4	9%	Allocation of head office costs to cover IT support, Payroll, HR, OHS, Finance and Administration.
Other Expenses	0.3	0.3	0	0%	Catering/Duty officer for Ref Committee meeting.
Total Operating Expenses	345	393	48	12%	
Operating surplus/(deficit) for the year	(85)	8	(93)	(1163%)	

St Kilda Esplanade Market stallholder and food truck fees were well below budget and prior year actual results. Before the COVID-19 forced closure, stallholder occupancy was tracking well below the same period last year, driven by poor weather conditions, the recent closure of the St Kilda Novotel hotel and reduced retail spending due to weaker economic conditions. All these factors contributed to lower bookings of about \$74K (18.5%), when compared to 2018-19. In addition, the forced closure due to the COVID-19 pandemic resulted in the loss of 10 weeks trading and a four-week period where there was only 30% occupancy, reducing Income by a further \$67K (or 16.7%). Total Market income was \$141K (or 35%) lower than the previous year.

As a result, offsetting / mitigating action was taken to reduce some operational costs (e.g. the removal of portable ATMs, resulting in a saving of \$11K). Further reductions in marketing spend, along with reduced casual labour costs and overtime were implemented, helping reduce the severity of the reduced income, as noted above.

During the 2020-21 financial year, management will meet monthly to discuss new stall approaches, bookings, activity levels and cost reduction opportunities and will engage with the Reference Committee on these matters to seek their advice and views.

Marketing and Advertising

Advertising July 2019 – June 2020

Developed a new visual identity to mark the 50-year anniversary. This included new logo and background design that was incorporated across all mediums including email signatures, a-frames, bin wraps, flags, the website, social channels, business cards. And a new digital marketing strategy was developed.

Website

Created new website as the result of a web audit conducted by Bliss Media.

TVC

Created a television commercial in 15 and 30 second slots which aired across three schedules on the Channels of 7. A 100% bonus schedule was secured to boost frequency.

Print

- *Official Visitor Guide (OVG) to Melbourne 2019 to 2020* Australian four editions
- Copies of DL brochures distributed across hundreds of tourist destinations in Melbourne from October 2019- March 2020

Signage

- 24 new bin wraps along the Upper Esplanade
- 24 Flags along the Upper Esplanade

Social Media

- Instagram/Facebook posts scheduled three times per week
- #exploreportphillip monthly blog

Key Performance Indicators

Strategies

Strive to maintain a mix of products with broad customer appeal.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/20	Actuals 2019/2020
- Number of new stallholder applications per year	280	300	157	350	249	400	164	450	175
- Average vacancy rate of stalls			7167 stalls booked in 2016/17		7207 stalls booked in 2017/18		6998 stalls booked for 2018/19		5980 Stalls booked for 2019/2020
	10% Summer	5% Summer	2.54% Summer	0% Summer	1.9% Summer	0% Summer	5.7% Summer	0% Summer	10% Summer
	44% Winter	40% Winter	21.52% Winter	35% Winter	34.18% winter	30% Winter	42.37% Winter	25% Winter	55% Winter
Attract and retain stallholders with quality art and craft products and position the Market as the “market of choice”.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
- Number of selection rounds per year	12	12	12	12	As of Sept 2017, applications are	12	Application are assessed weekly	Application are assessed weekly	Application are assessed weekly

					assessed weekly				
Build a positive culture within the Market where collaboration and stability is valued.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
- Newsletters sent to stallholders	Each week	Each week	Each week plus weekly posts on private stallholder Facebook page	Each week	Each week plus weekly posts on private stallholder Facebook page	Each week	Each week plus weekly posts on private stallholder Facebook page	Each week	Each week plus weekly posts on private stallholder Facebook page
Create a vibrant Market site to maximise yield, visitors' experiences and length of stay.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/20	Actuals 2019/2020
- Average length of time visitors spend at Market	TBD (to be measured in market research commencing 2017/18)	TBD	Not measured, the Market is a place for meandering with length of stay varying for each individual	TBD	Not measured, the Market is a place for meandering with length of stay varying for each individual	TBD	1 hour 20 minutes	1 hour 25 minutes	1 hour 23 minutes

Remain up to date with best practice in markets, shopping and art/craft sectors.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
Ongoing research to determine best practice	Irregular	Discussed quarterly at Committee Meetings	Completed	Discussed quarterly at Committee Meetings	Completed	Discussed quarterly at Committee Meetings	Changed to Half yearly meetings via Governance review Dec 2018.	Completed	Changed to Half yearly meetings via Governance review Dec 2018.
					Visiting other Markets		Visiting other Markets		Visiting other Markets
					Attended AGHA - Australian Gift and Homewares Association Expo		AGHA - Australian Gift and Homewares Association Expo		Collaborating with other markets i.e. Vegan Market and Gracewell.
					Attended EDA – Economic Development Australia Conference		EDA – Economic Development Australia Conference		
Develop a Market Infrastructure, Access and Amenities Plan									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020

Percentage of stallholders “satisfied” or “very satisfied with Market amenity	42%	50%	70%	55%	Continued work around Stallholder bump-in with ‘No Standing signs on event days. Traffic Cones placed in bays by staff. Toilet cleaning monitoring	60%	93.67%	NA	NA
			15min drop off parking zones. Creation of an extra 20 car spaces with remarked car parking bays.				Security NPS hired to resolve bump in issues on Major Event days. Toilet cleaning monitoring		Security NPS hired to resolve bump in issues on Major Event days. Toilet cleaning restructured. Additional cleans in summer. Deep cleaning performed night prior to trade
			Extra seating.		Extra seating.				
Improve Market stallholders’ infrastructure and servicing									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
								0	

Staff attendance at Market	3 hours per Sunday	Full day attendance	Full day attendance as of January 2017	Full day attendance	Full day attendance as of January 2017	Full day attendance	Full day attendance	Full day attendance	Full day attendance
Ensure appropriate standards of risk and safety are implemented during Market operations.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
Elimination of “high” and reduction of “medium” risks as identified in Market Risk Management Plan 2014	0 “high”	0 “high”		Vehicle Intrusion Risk Audit 2017		0 “high”	0 “high”	0 “high”	0 “high” 4 “medium” Hazard report conducted
	9 “medium”	5 “medium”	All addressed	0 “high”		4 “medium”	1 “medium”	All addressed	All addressed
				5 “medium”	All addressed				
Maintain a balance between attraction of tourism and a locally loved attraction									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
Percentage of Market attendees that live within the							2%	4%	9.1%

City of Port Phillip									
Investigate opportunities for site development and activation									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/20	Actuals 2019/20
Number of “special event” Market days	2	4	2	5	5	6	5	7	9
Ensure Market need and issues are known by Council and other relevant authorities.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
Number of collaborations within Council	5	5	Weekly collaboration with various internal departments'	5	Weekly collaboration with various internal departments'	5	Weekly collaboration with various internal departments'	8	Weekly collaboration with various internal departments'
Continuously improve marketing and communications to promote the Market.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
Market research (visitor surveys) conducted	0	0	2	1	1	1	1	2	1
Strengthen the Market’s brand and position.									

Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
Ways by which visitors have heard about the Market	TBD (to be measured in market research commencing 2017/18)	Ways by which visitors have heard about the Market	Bin wraps, radio, social media campaigns regular print advertising	Ways by which visitors have heard about the Market	Bin wraps, radio, social media campaigns regular print advertising	Ways by which visitors have heard about the Market	Customer Survey held in February 2019. 40.9% previously attended, 17.7% just in the area, 17% family and friends, 10.5% OVG,	Ways by which visitors have heard about the Market	Customer survey conducted in Feb/Mar2020 32.2% previously attended, 23.5% just in the area, family and friends, 22.5%
Develop an effective e-marketing plan.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/20	Actuals 2019/20
Number of Facebook "likes"	8500	9000	10,097	9500	10,425	10000	12099	10500	13200
Identify opportunities to create beneficial partnerships.									
Measure	Baseline 2015/16	Target 2016/17	Actuals 2016/17	Target 2017/18	Actuals 2017/18	Target 2018/19	Actuals 2018/19	Target 2019/2020	Actuals 2019/2020
Number of collaborations with external events	2	3	3	4	2	5	1	6	9