



Footscray University Town

Business Framework and Forward Program to 2020

Including Action Plan for July 2015 to December 2016

A partnership between Victoria University and Maribyrnong City Council

September 2015

This Business Framework was endorsed by Footscray University Town
Project Management Committee on August 27, 2015

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BUSINESS FRAMEWORK AND FORWARD PROGRAM

Over the next ten years, Victoria University and Maribyrnong City Council will join forces to revitalise Footscray as a hub of learning, knowledge, innovation, creativity and investment.

Through the Footscray University Town initiative, we will harness and build on the existing strengths of the city and the University – our leading sports facilities, our growing creative and recreational industry sectors, our knowledge enterprises, our vibrant cultural diversity and our proud industrial heritage – to put Footscray at the forefront of Victoria’s new knowledge economy.

We will integrate and align University, business and community activities and interests, opening up new opportunities for employment, enterprises and investment throughout Melbourne’s west.

Footscray University Town will play a key role in cementing the west’s reputation as a safe, healthy, prosperous and sustainable region in which to live, work, study and play.

BUSINESS FRAMEWORK AND FORWARD PROGRAM 2020

This Business Framework and Forward Program is the joint agenda of the Footscray University Town project partners - Victoria University (VU) and Maribyrnong City Council (MCC) – to 2020. It will guide the direction and efforts of the Partners in contributing to the evolution of Footscray as a university town.

This Framework:

- Identifies the specific catalyst projects that will deliver significant progress towards Footscray University Town by 2020;
- References a Footscray University Town Place Plan that has been developed to guide projects to enhance the overall physical environment (the facilities, amenity and attractiveness) of the University and central Footscray; and,
- Includes a detailed action plan for the period from July 2015 to December 2016.

BACKGROUND

The Footscray University Town initiative is a partnership between Maribyrnong City Council and Victoria University to harness and build on the strengths of the University and of Footscray and create a strong social and economic future for Footscray - a future based around education, jobs, creativity and opportunity.

International experience has shown that university towns are prosperous and socially cohesive and generate mutual benefits for both the university and the community. University towns contribute to a culture of youthful vibrancy, research and learning, and shared experiences and facilities that spill over into employment, business opportunities and industry innovation throughout a local region.

After significant research and exploration, VU and Maribyrnong City Council signed a Memorandum of Understanding in late 2013 which resulted in a shared Footscray University Town Business Framework (2014) to guide the partners in working together to deliver projects that would contribute to the evolution of Footscray as a university town. Nine strategic areas of work were identified for the first business plan and they included working closely with the *creative* and *sports and recreation* sectors, capitalising on the university’s ‘smarts’, improving access and connections, developing new facilities and improved public spaces, and telling a compelling story.

The development of VU at MetroWest – a new multipurpose space in the centre of Footscray - was an important early project for FUT. MetroWest opened in December 2014 and includes the VU

community psychology clinic, course information services, a café, bookstore, gallery/exhibition/event space, hot desks and meeting spaces for hire. It brings the University into the heart of the Footscray community and provides opportunities for ongoing engagement and learning.

This Business Framework and Forward Program are informed by the findings of a review of the first year of the FUT initiative. The Review found that significant progress had been made with 82 of 90 actions in the plan being completed or in progress. After six months of opening, MetroWest is proving to be an excellent location for engagement with community and business, and is being extensively used for learning and knowledge exchange by VU and community organisations. Other strengths and successes in the first year included the development of a very constructive working relationship between Victoria University and Maribyrnong City Council leading to the practical resolution of issues (e.g. parking arrangements around the University) and joint projects such as the construction of a new 500-bed student accommodation facility; the preparation of masterplans to guide future projects to enhance University campuses and central Footscray; and improved engagement between the FUT initiative and students, community and business organisations.

The Review also identified some areas for more concerted effort to progress the FUT initiative. These include raising the profile of VU in central Footscray, building ownership at all levels within the two partner organisations; realising the potential of sport and recreation; improving public safety perceptions and continuing to improve walking, cycling, public transport and housing choices.

VISION

Footscray is recognised as Australia's premier University Town, at the forefront of the knowledge economy. Its local community and businesses are sustainable and thriving and it's a great place to live, study and work.

MISSION

The Footscray University Town partners, Maribyrnong City Council and Victoria University, will work collaboratively and transparently to explore and deliver strategic and operational initiatives which result in defined individual, shared and community benefits. The partners;

- are committed over the long term to achieving maximum results from the program;
- recognise the important role played by the community and a range of stakeholders and commit to sensitive engagement, feedback and response;
- are committed to reconciling their broad and separate roles and responsibilities to ensure the efficient and effective delivery of the program;
- will jointly advocate for resources and macro initiatives to benefit the region and the program;
- will individually seek opportunities to add value to the delivery of the program, ensuring at all times their activities are consistent with the stated Footscray University Town vision and objectives.

FOUNDATIONS

In working to evolve Footscray as a University Town, the Partners will adopt an integrated approach, recognising the foundation principles of sustainable development and aligning these with the University context. They are:

- **Society and Culture** (with emphasis on diversity and inclusion)
- **Economy** (with emphasis on jobs, enterprise and opportunity)
- **Environment** (with emphasis on sustainability, place, access and connection)
- **Knowledge and Innovation** (with emphasis on research, ideas and learning).

Development projects should achieve **high standards of environmental performance and quality design**; be a symbol of a **forward-looking partnership**, and contribute to **long term sustainable development** in Footscray.

These foundations should filter across all Footscray University Town programs, activities and developments.

Footscray University Town will take some time to evolve. The Project Partners anticipate a 10 year journey to establish the qualities and attributes that will start to identify Footscray as a university town. It is therefore important to develop a long term plan to guide the evolution of the initiative – a plan that has the flexibility to adapt to the challenges and opportunities that may emerge over time. A plan can help to ensure that projects and developments within the University and central Footscray work to reinforce and strengthen the objectives of the University Town initiative. It provides guidance and confidence for investment and funding decisions.

OBJECTIVES AND OUTCOMES

The Vision for Footscray University Town will be delivered through six outcome-focused objectives.

Smart Footscray

Creative Footscray

Active Footscray

Great Places and Spaces

Great Access and Connections

Great Engagement and Reputation

SMART FOOTSCRAY

Footscray is a recognised learning and knowledge hub for Melbourne's west with knowledge sharing and exchange fostering innovation, finding solutions to local problems and improving access to learning and jobs.

University research and development activities are supporting local business and industry to grow and develop and leading to new enterprise opportunities.

New jobs are being generated in the knowledge economy, in sport and recreation and in local creative industries, with Victoria University producing skilled, job-ready graduates to take up the opportunities.

Potential pathways to success:

- Take advantage of high-speed connections through NBN and smart technology infrastructure and applications, including installing free public Wi-Fi in Footscray
- Ensure collaborations and shared activities between industry, local business and the community include applied learning opportunities for students so they are able to take up local employment opportunities after graduating
- Create a culture of ideas and knowledge sharing through forums, seminar and local events
- Introduce industry and community-based research and development programs that apply University research, knowledge and expertise to find solutions to local issues and provide benefits to Melbourne's West; including initiatives such as the VU Psychology Clinic and the student-led communications agency at MetroWest
- Attract great minds and ideas through developing a Footscray University Town research program that fosters opportunities such as a Footscray University Town conference; research projects to gauge and enhance the economic and social value of the project's impact, and enabling access to research findings for local industries and services via web portals
- Attract new, and engage with existing, knowledge enterprises, head offices and industry development entities, such as CityWest Water, LeadWest, State Trustees; building a strong and diverse employment base.

CREATIVE FOOTSCRAY

Footscray's thriving arts and creative industries sectors has been nurtured and developed through strong collaborations across local creative industries; engagement with Victoria University creative courses, and opportunities fostered by Maribyrnong City Council.

A creative industries accelerator is established by Maribyrnong City Council at Victoria University, supporting local practitioners' to establish and grow their own enterprises and opening up learning opportunities for students and the community.

The FUT partners add value to existing arts and creative industries activities through research and development, collaborating with practitioners on new projects and enterprises and facilitating a vibrant annual creative arts program.

Potential pathways to success:

- Nurture and develop creative industries in Footscray and surrounding areas
- Develop Victoria University's Nicholson campus as a hub for arts and creative courses
- Conduct VU creative activities throughout Footscray
- Commission and make space for public art in Footscray and surrounding areas
- Develop a dynamic calendar of well-promoted festivals and creative events.

ACTIVE FOOTSCRAY

Victoria University and Footscray's reputation for excellence in sport, exercise and health science is enhanced through applied learning and research.

High-profile athletes and sporting events are attracted to the region, which in turn attracts new visitors.

Community health and wellbeing is enhanced through participation in sport, exercise, recreation and active living programs.

Potential pathways to success:

- Further develop the Footscray Park and Whitten Oval sports precincts
- Attract national and international sporting events and businesses to the area
- Support the development of Footscray's recreational sector, including Victoria University's College of Sport, Exercise and Health Science and the wide range of sports providers in the area
- Strengthen the SportsWest Network, by supporting sports partnerships and connections and facilitating sports events
- Ensure active living programs are well-promoted and well-run to encourage more community participation
- Create opportunities for sports knowledge exchange, drawing on the expertise and research of the University
- Implement the Maribyrnong Sports Development Strategy
- Promote Footscray as a tourist destination, building on its sports and recreation assets.

GREAT PLACES AND SPACES

Central Footscray is an attractive, distinctive and affordable retail and services hub, with a vibrant restaurant and cafe culture and evening economy.

Public areas are accessible, inclusive and safe, and make the most of local assets including the Maribyrnong River and parklands, local heritage and culture.

Public and private investment contributes to great parks and gardens, updated town spaces and better uses of underdeveloped public and private spaces in Footscray.

Nicholson Street acts as a spine connecting the two Victoria University campuses, ensuring they are welcoming, accessible and seamlessly integrated into the life of Footscray.

Quality and affordable accommodation is available for students, University staff and visitors, while purpose-built facilities and new collaborations allow contemporary creative industries and activities to thrive.

Contemporary technology and other innovative solutions facilitate better linkages and between public and institutional spaces.

Potential pathways to success:

- Develop VU at MetroWest as a venue for ideas, learning and cultural expression
- Construct a 500 bed student accommodation lodge and street improvements in Tiernan Street, and facilitate other new affordable accommodation and housing development
- Create an attractive, pedestrian friendly spine along Nicholson Street linking the two University campuses
- Make improvements to the public realm in and around the Footscray Park University precinct, including at Mills Close - an important gateway to the University and Maribyrnong River
- Foster a vibrant evening economy and a safe night environment in Footscray
- Develop the Footscray Community Hub in Paisley Street and upgrade the Town Hall
- Undertake improvements to the Little Saigon precinct to promote activation
- Seek to improve the Footscray Park and Nicholson St University campuses to enhance the student and staff experience and achieve the objectives of the Footscray University Town initiative.

GREAT ACCESS AND CONNECTIONS

Access and connections throughout central Footscray and around the University are convenient and comfortable; with walking, cycling and public transport prioritised.

Key locations, such as the Maribyrnong River, Whitten Oval, Footscray Community Arts Centre and Victoria University's campuses, are well linked and accessible.

There is a strong sense of connection and integration between the University and Footscray's local community and businesses, both physically and through practical collaborations, adding to the social, environmental and economic development of Footscray and surrounding areas.

Potential pathways to success:

- Provide welcoming entrances into the University campuses and improved public access through the campuses
- Develop a transport plan for central Footscray that promotes a more sustainable transport modes and creates clear linkages between key locations; prioritising walking, cycling and public transport, and ensuring an integrated approach to parking
- Foster University, industry, business and community sector collaborations for social and economic development
- Enhance access and mobility for all people throughout the University campuses and public areas of central Footscray.

GREAT ENGAGEMENT AND REPUTATION

Footscray is highly regarded locally and nationally as a University Town, with the benefits and successes of the University Town partnership widely known and appreciated.

University students and staff are seen as an important and valued part of the Footscray community.

The clear vision and early success of the FUT initiative sees financial support and resources flow from all levels of government, private investors, funding partners and other supporters.

The local community and key stakeholders are strong collaborators and contributors to the Footscray University Town project.

Potential pathways to success:

- Promote and host activities to celebrate and mark the Victoria University Centenary as well as leverage other local events and milestones

- Encourage University staff and students to actively engage with economic, social and cultural life of Footscray
- Develop a comprehensive joint Maribyrnong City Council/Victoria University marketing, media and information strategy for Footscray University Town and ensure clear, mutually agreed plans for promotion, communication and engagement
- Foster opportunities for engagement and participation between the community, local business, University staff and students and other local stakeholders, and the Footscray University Town initiative.

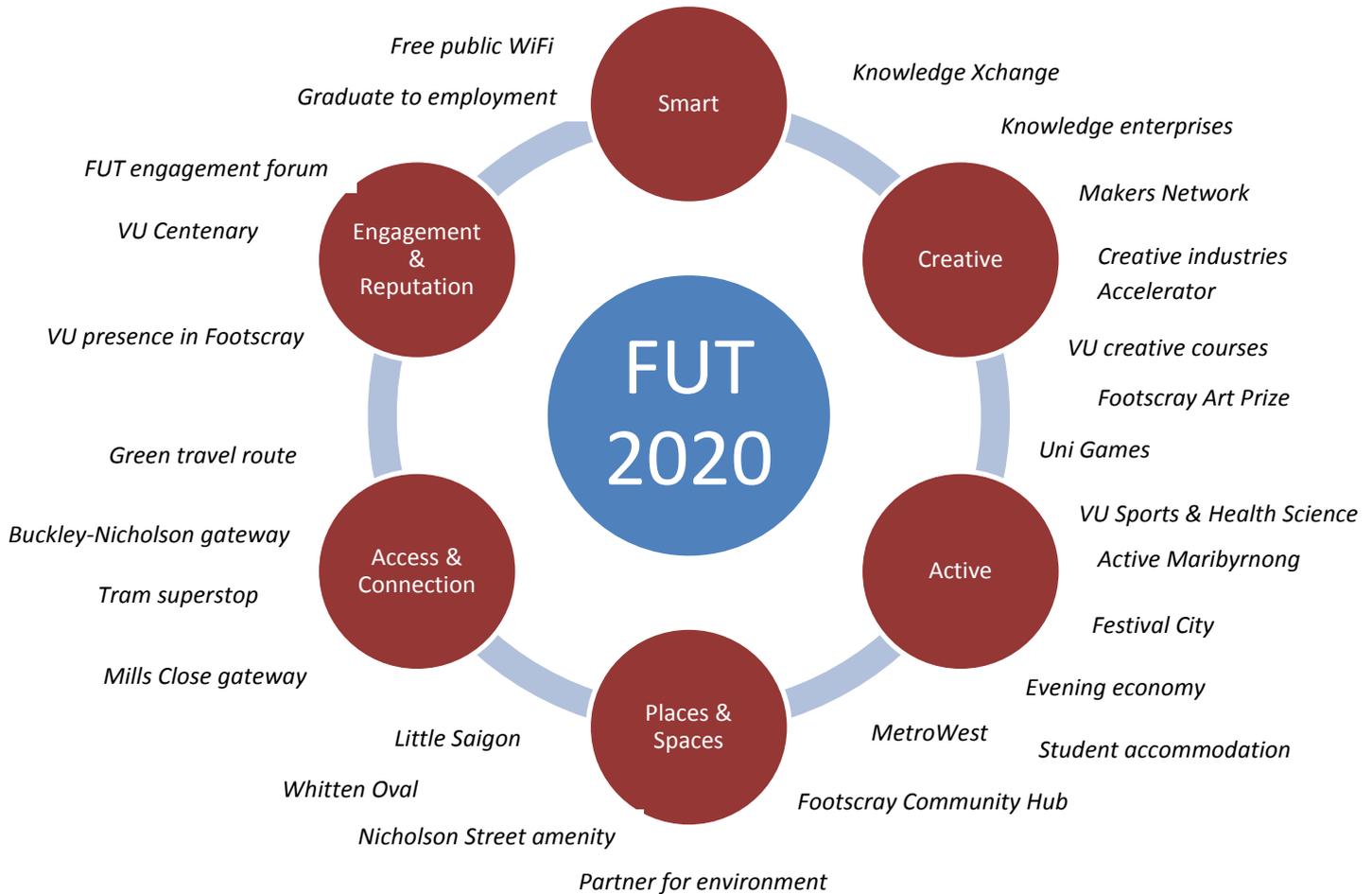
BENEFITS

Through the Footscray University Town initiative the partners will seek to achieve the following benefits for University staff and students and for the communities of Footscray and Melbourne's west:

- Knowledge and innovation contributes to economic opportunity and solutions to local challenges in Melbourne's west and beyond
- Footscray is strongly identified as a creative and vibrant knowledge hub supplementing VU's reputation as an innovative and exciting University
- Footscray is an attractive and engaging environment for VU students and staff and a lively and affordable retail and services hub at the western edge of the Melbourne's CBD
- Walking, cycling and public transport are the most convenient and efficient travel modes
- Community health and wellbeing are enhanced in Footscray and Melbourne's west
- Pathways to employment and enterprise are expanded
- Public spaces are vibrant, safe and inclusive
- Liveability and affordability are a priority
- Knowledge and resources are shared through engagement between VU, community, industry and business sectors.

CATALYST INITIATIVES TO 2020

The Business Framework identifies 27 catalyst initiatives which together, are designed to leverage significant progress towards Footscray University Town. The catalyst projects complement the elements of the ongoing program outlined above and are intended to be mutually reinforcing to create optimum benefits for Footscray University Town – that is, for both Footscray and Victoria University.



The catalyst projects are described as follows.

SMART FOOTSCRAY

A University linked knowledge enterprise

Building a knowledge cluster in Footscray, linked to VU – for example in health sciences, sports development, creative industries – potentially contributes to a critical mass of activity linked to research, education and jobs; bringing new investment to Footscray and increasing demand for goods and services in Footscray region. This project will seek to attract at least one knowledge enterprise to invest in the Footscray area.

Free public Wi-Fi in Footscray

A free public Wi-Fi project in central Footscray will create access to information and learning in a multitude of spaces with spin-off benefits for University staff and students, Council planning and services, local businesses and community members. It contributes to the image of Footscray and VU as smart and progressive with access to high quality infrastructure.

Knowledge Xchange Program

This program will foster ideas, research, cultural expression and knowledge dissemination and transfer in Footscray and in the broader community through the GameChangers conversation series, exhibitions, forums and seminars. It will also seek to apply the University's research endeavour and knowledge capacity to local challenges, industry innovation and enterprise development.

Graduate to Employment Strategy

VU is synonymous with applied learning – in its history and current blend of TAFE and higher education courses. The Graduate to Employment strategy provides an opportunity to strengthen 'real world' learning through collaboration with industry and the community sector and projects that create pathways for students to employment, including a Student-led Communication Agency and student industry placement and engagement.

Creative Industries Accelerator

Maribyrnong has 3000 existing creative start-up and home based enterprises pointing to the potential of this sector for growth and employment generation. An Accelerator is proposed to provide leasable studios for creative industries start-ups aligned with VU research, teaching and learning spaces.

CREATIVE FOOTSCRAY

VU Creative Courses in Footscray

The University will relocate and consolidate its creative arts and industries courses in Footscray. This will contribute to a creative arts and industries hub in Footscray and closer industry collaborations.

Makers Networks

Facilitating and promoting networks and markets for Footscray's emergent 'makers' (industrial, arts, design) can help build this sector as a significant contributor to local economic development. There are opportunities to better utilise shopfronts, unused buildings for business start-ups and pop-up enterprise.

ACTIVE FOOTSCRAY

Footscray Art Prize

VU, Footscray Community Art Centre, Footscray Rotary and Maribyrnong Council will collaborate to establish inaugural Footscray Art Prize contributing to promoting Footscray as a creative hub.

Southern Uni Games + 3 major events

Hosting the Southern University Games in 2016 is an opportunity to promote the University and Footscray and leverage economic benefits. Attracting events of this scale or larger (eg. Fun Runs, sports championships) will help to promote VU's role in sports and health science and enhance the social and economic life of central Footscray.

Evening Economy Acceleration Program

Growing the evening economy (5-8pm) is a key to a more vibrant and safe central Footscray. Strategies can be adopted to proactively achieve this includes incentive schemes, streamlined planning and permits, parking, promotions and a night market.

Active Maribyrnong Program

Delivery into Footscray of Council's Active Maribyrnong Program in collaboration with VU Sports will engage people in sport and exercise programs and promote healthier lifestyles – thereby applying VU's strengths and expertise in the broader community.

Maribyrnong Festival City Program

Maribyrnong City Council is becoming increasingly well known for its annual festivals and events program. More than 30 festivals, visual arts, performance, musical, literary and cultural events were held within central Footscray in 2014-15. This program creates opportunities for cultural exchange, artistic expression and brings visitors to the city.

VU Sports, Exercise & Health Science in Footscray

Capitalising on VU's excellence in sport, exercise and health science (ie. Institute of Sport, Exercise & Active Living, teaching and research facilities, and industry collaborations) potentially offers great health, social and economic benefits and opportunities for Footscray through attraction of research and development, head office and knowledge enterprise activities and visitors to the city.

VU at MetroWest

MetroWest is an important 'front' door to VU and the FUT initiative. Its continued development as a venue for events, learning and ideas provides a key point of interface between FUT and community and stakeholders and is critical to building the reputation and profile of the FUT initiative.

GREAT PLACES & SPACES

Footscray Community Hub

The Community Hub, located centrally in Footscray and adjacent to the City library will provide Council family, child and aged services and spaces for community use. It will be a focus for civic services in the heart of Footscray.

Little Saigon Precinct Activation

Little Saigon is a key shopping destination, business and cultural precinct in central Footscray. Activation of the precinct includes new retail and car park buildings, a new plaza, additional on-street parking, streetscape improvements, street trees and the Footscray Welcome Arch.

GREAT ACCESS & CONNECTIONS

Affordable Accommodation

The Tiernan St student accommodation project, adjacent to the University, will bring 500 young people into central Footscray from early 2016, contributing to the life of the University and central Footscray. This project will seek to attract at least two additional projects to add to the housing and accommodation choices available in central Footscray, adding value for the local economy.

Nicholson Street Amenity Project (Central Precinct)

Nicholson Street is the central spine connecting the two University campuses in Footscray. Improvement to lighting, walking and cycling paths, small parks, crossings, plantings and the Mall, will help to make this a desirable and comfortable space for gathering and linking to destinations.

VU at Whitten Oval

VU has a strong partnership with the Western Bulldogs and Whitten Oval, through sponsorship, the VU Community sports Stadium and sports science activities. There are excellent opportunities to build on this through programs that encourage student engagement and participation with the Bulldogs and Whitten Oval and to improve physical connections between VU and Whitten Oval.

Green Travel Route

This project will create a clearly defined green travel route linking VU campuses, the River and the train station will promote more activity through the centre of Footscray and safer and better connections to encourage walking and cycling.

Welcome Uni Gateway - North (Ballarat-Geelong road intersection)

The Ballarat-Geelong road intersection is a major connection between Footscray and the University. Improvements are needed to give priority to pedestrians (shorter road crossing times), enhance safety and visual amenity at this important gateway to the University. Mills Close comes off this intersection and is a main entrance to VU and beyond to Footscray park and the Maribyrnong River. A new stairway, pathways, gardens, signage, VU entrance, parking and café will together work to create a strong and welcoming statement about the University, as well as facilitate convenient and safe connections between VU and central Footscray and the River parklands.

Welcome Uni Gateway - South: (Buckley St-Nicholson St intersection)

Improvements are needed to give priority to pedestrians, improve safety and visual amenity at this important gateway to the southern campus of the University. They include removal of the bunker, landscaping, signage, pedestrian crossing improvements.

Advocacy for Droop St Tram Superstop

Droop St is an important access point for Uni people to tram connections to the station and to the north west suburbs. Upgrading the stop will enhance the safety and convenience of public transport connections and encourage a transport modal shift.

GREAT ENGAGEMENT & REPUTATION

VU Centenary

The celebration of 100 years of technical education and 25 years of higher education in Footscray is a great opportunity to engage community and businesses with Victoria University and its extensive achievements and offerings. It is an important opportunity to promote the role of education and of the University, in the future of Footscray.

FUT Community and Stakeholder Engagement Forums

The success of the FUT initiative will be closely linked to community and stakeholder support for, and engagement with, FUT. Structures to foster input and ideas and for building engagement and support for FUT will be important to achieving this outcome. Initiatives include the MetroWest Think Tank and the Corporate Armchair Conversations.

VU Presence in Footscray Project

A targeted program of annual activities (including open days, V4U, Footscray 1st Friday) will be designed to introduce VU students and staff to Footscray and get them spending more time there. Additional strategies will include increased signage at the train station and in Footscray, locating events in central Footscray, and initiatives to activate underutilised spaces and showcase student achievements and creativity.

Partner for Environment Project

The overall quality and health of the urban environment is critical for all people who live and work in the Footscray area as well as for the attractiveness of the region to visitors and new businesses. There is potential to harness existing interest and commitment at the community and corporate level to invest in the environmental future of the city. The Greening the West – 1 Million Trees and other CityWest Water initiatives are examples of the potential to engage with industry in improving the Footscray environment.

‘PLACE’ PLAN – CENTRAL FOOTSCRAY AND UNIVERSITY PRECINCTS

A *place* master plan has been prepared, identifying place-based projects that, over time, will enhance the physical environment and promote the seamless integration of the university campuses and central Footscray. The plan seeks to optimise opportunities for activation of, and engagement with, the university campuses and central Footscray streets, public plazas and parks. In particular the plan:

- Identifies short and longer term projects to improve university campuses at Footscray Park and Nicholson street including gateways to the university campuses, student accommodation, buildings, parking, permeability and open spaces
- Identifies short and longer term projects that will improve the amenity, attractiveness and functionality of central Footscray streets, plazas, parks and ‘third’ spaces
- Promotes an integrated approach to any improvements to reinforce and advance the Footscray University Town objectives and bolster the presence of the University in central Footscray
- Seeks to improve connections and convenience for pedestrians and cyclists between the two University campuses and to promote awareness of public transport in central Footscray
- Guides opportunities for future private and public investment.

The *Place* Master Plan is attached as appendix 1. There are three components to the Plan:

- The northern precinct relating to the Footscray Park University campus and surrounds
- The southern precinct relating to the Footscray Nicholson campus and surrounds, and
- The central precinct relating to the Nicholson Street spine that connects the two campuses and surrounding areas.

Many of the projects in the Master Plan will take five to 10 years to be realised. Progress has already been made in some areas including the implementation of a joint parking strategy, the allocation of funding for landscape works to create pedestrian linkages between Mills Close and lower Footscray Park. Other projects, including improvements to Tiernan Street adjacent to the new University student accommodation complex, are being scoped and budgeted for delivery in 2016-17.

INDICATORS OF PROGRESS TOWARDS FOOTSCRAY UNIVERSITY TOWN IN 2020

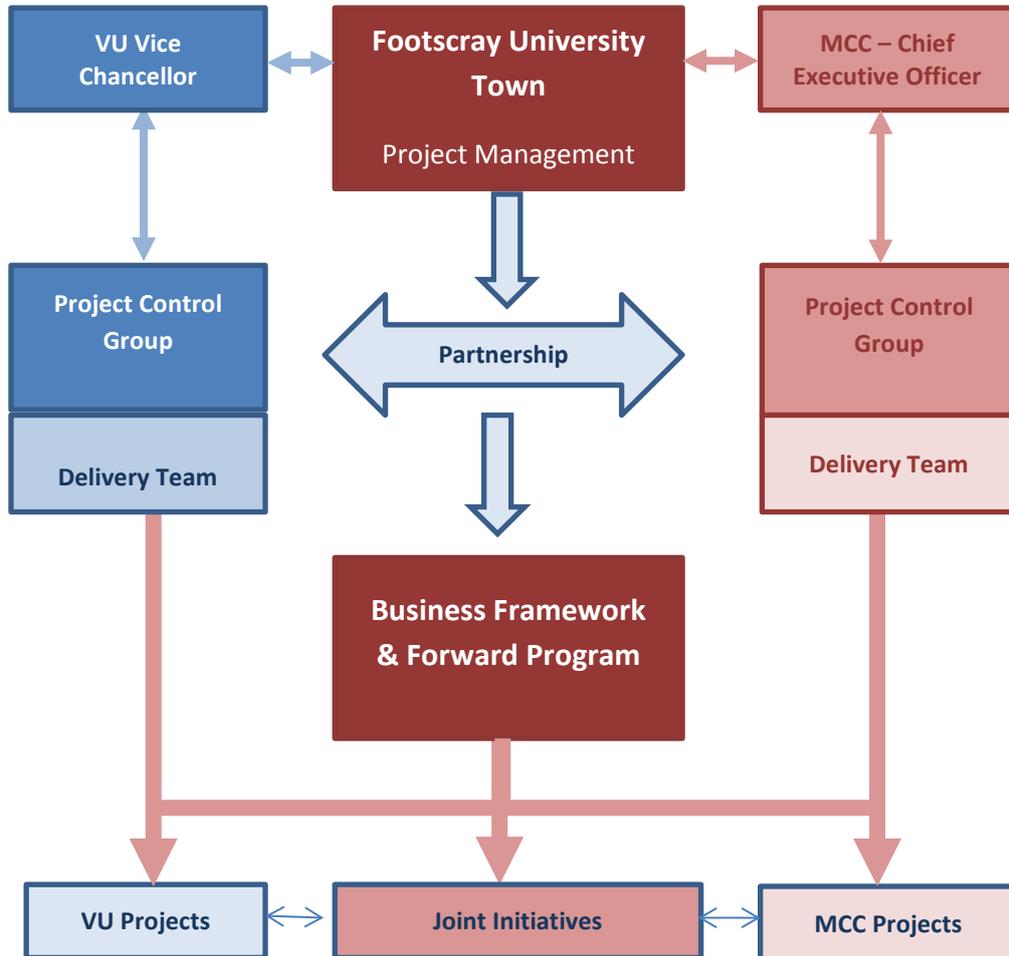
Ten indicators will measure progress towards Footscray University Town and will be reported on annually. They are:

Indicator	Measure	Data source
1 MetroWest Activity and Engagement	Annual growth in activities and meetings, people participating in events from baseline in June 2015	Data collected at MetroWest for all events, classes and meetings <i>Data Owner: VU</i>
2 Students at Footscray campuses	Increases in the number of students (and if possible length of time remaining at the University)	Student enrolment numbers at Footscray Park and Footscray Nicholson campuses <i>Data Owner: VU</i>
3 Small business start-ups and University aligned knowledge enterprises	Increases in numbers of small businesses in Maribyrnong from June 2015 One or more <i>Knowledge enterprises</i> established in Footscray or environs (>50 employees)	ABS data for Maribyrnong on small business <i>Data Owner: MCC</i> One or more new enterprises or head offices in Footscray area – after June 2015. <i>Data Owner: MCC</i>
4 Pedestrian and cycle movements in central Footscray	Increases in pedestrian and cycle movements from baseline in 2014	Pedestrian and cycle counts <i>Data Owner: MCC</i>
5 Student accommodation and housing in Footscray	Student accommodation beds/ projects in Footscray environs. Increases in residential units in Footscray (after June 2015)	Number of student accommodation projects (beds) <i>Data Owner: VU/MCC</i> Number of residential units in Footscray <i>Data Owner: MCC</i>
6 Partnerships and collaborations with community organisations, business and industry	Increases in student placements with businesses and organisations Number of joint events with industry as part of FUT	Numbers of student placements in Maribyrnong and Melbourne's west <i>Data Owner: VU</i> MetroWest industry events (plus additional identified as FUT associated) <i>Data Owner: VU</i>

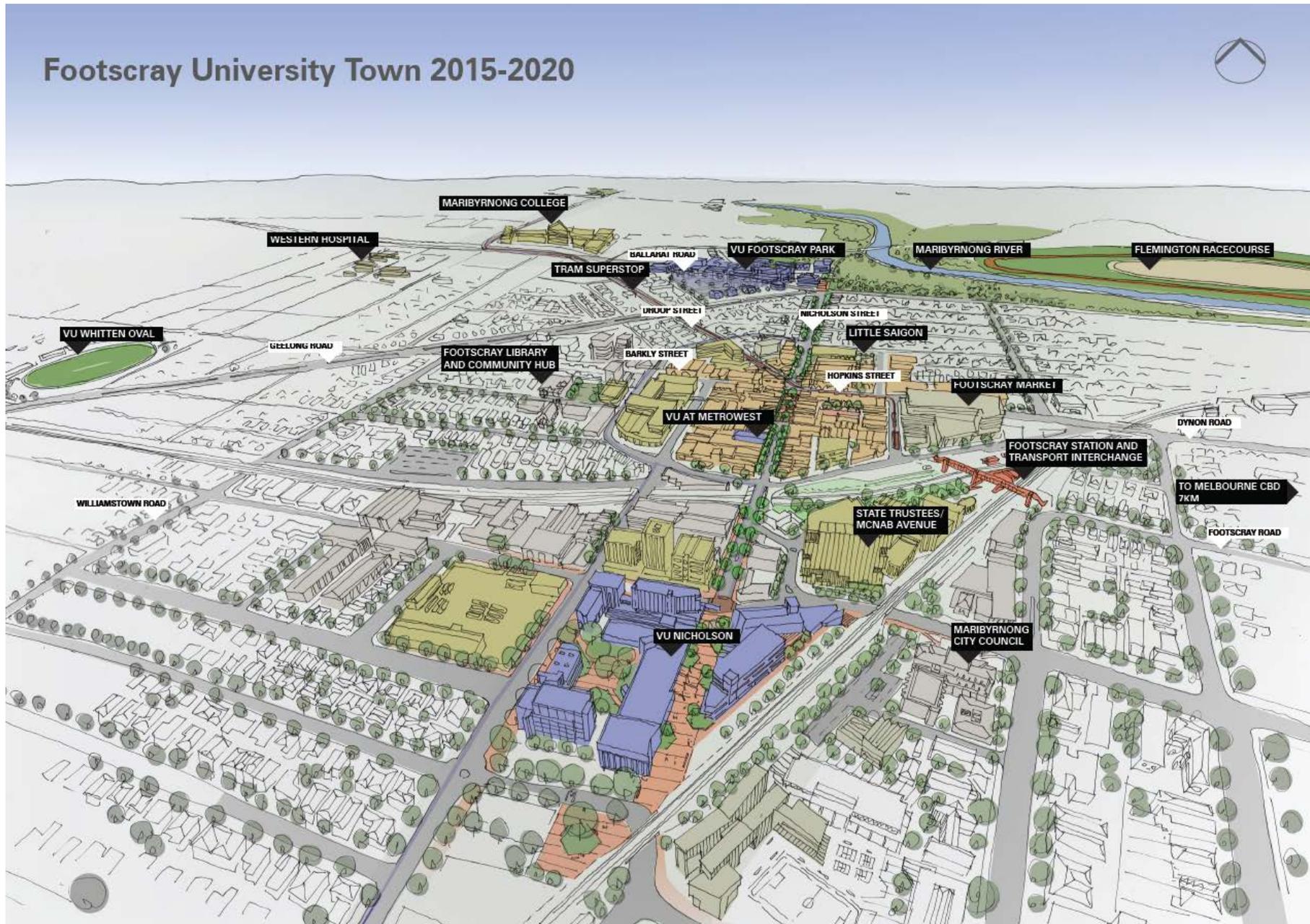
7	Recognition and reputation	Brand recognition and awareness of value and benefits of FUT (2014 baseline) Positive reputation for MCC & VU	Annual Community Survey <i>Data Owner: MCC</i> VU Annual Market Survey <i>Data Owner: VU</i>
8	VU staff and students in central Footscray	Increased numbers of VU students and staff	Wi-Fi data <i>Data Owner: VU & MCC</i>
9	Events and Visitors to events and participation in recreation	Increased number of festivals and sporting events and attendance at events Levels of participation in community-based recreation	Festival & Events data <i>Data Owner: MCC</i> Active Maribyrnong data <i>Data Owner: MCC</i>
10	Evening economy in central Footscray and environs	Growth of number of evening economy enterprises from baseline count in June 2015	Local survey of evening economy <i>Data Owner: MCC</i>

GOVERNANCE AND MANAGEMENT

The Footscray University Town partners, Victoria University and Maribyrnong City Council have entered into an agreement outlining the nature of the collaboration between the two parties and committing to jointly work towards the realisation of Footscray as a University Town. The Governance and management framework for delivery of the Forward Program is outlined below.



APPENDIX – FOOTSCRAY UNIVERSITY TOWN MASTERPLAN



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