



AGENDA

Claremont Town Centre Advisory Committee Meeting Tuesday, 9 June 2020

**I hereby give notice that a Claremont Town Centre Advisory
Committee Meeting will be held on:**

Date: Tuesday, 9 June 2020

Time: 5.00pm

**Location: Town of Claremont
Claremont Council Chambers
308 Stirling Highway, Claremont**

**Liz Ledger
Chief Executive Officer**

DISCLAIMER

Persons present at this meeting are cautioned against taking any action as a result of any Committee recommendations until such time as those recommendations have been considered by Council and the minutes of that Council meeting confirmed.

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1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

2 RECORD OF ATTENDANCE / APOLOGIES

3 DISCLOSURE OF INTERESTS

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

That the minutes of the Claremont Town Centre Advisory Committee Meeting held on 10 March 2020 be confirmed.

5 PRESENTATION

Nil

6 REPORTS OF THE CEO

6.1 CLAREMONT TOWN CENTRE OPERATIONAL PLAN QUARTERLY UPDATE JANUARY TO MARCH 2020

File Number: GOV/00048-03, D-20-18287

Author: Annette Brown, Project Officer

Authoriser: Liz Ledger, Chief Executive Officer

Attachments: 1. Claremont Town Centre Operational Plan update January to March 2020

PURPOSE

To provide a quarterly update for activities carried out during the January to March 2020 quarter for the Claremont Town Centre (CTC) project.

BACKGROUND

The CTC Operational Plan 2019-20 was recommended for Council consideration by the CTC Advisory Committee in June 2019 and adopted during the annual budget process.

DISCUSSION

During the months of January and February, the CTC project designed and implemented two new evening street parties within the Town Centre, *Lunar New Year* on Thursday 30 January and *Au Revoir Summer* on Thursday 27 February.

The two experimental pop up activations were presented in Avion Way/Times Square and Walt Drabble Lane/Leura Avenue and were supported by a dedicated *Discover Claremont summer events* digital campaign that promoted the activations and businesses of the precinct hubs.

In March 2020, COVID-19 was announced as a pandemic by the World Health Organisation and the local business community was greatly impacted by subsequent government restrictions and social distancing measures.

This situation resulted in a swift adjustment in the planned strategies for the quarter, which in accordance to the project's 12 month plan includes the design and delivery of marketing and activity programs.

The attached report provides an overview of the activities undertaken during January and February and the re modelling of programs in response to changes resulting from the COVID-19 pandemic during March.

PAST RESOLUTIONS

Claremont Town Centre Advisory Committee 10 March 2020.

FINANCIAL AND STAFF IMPLICATIONS

Resource requirements are in accordance with existing budgetary allocation.

POLICY AND STATUTORY IMPLICATIONS

N/A.

COMMUNICATION / CONSULTATION

A series of specific communication and consultation activities across the various program themes have been undertaken during the quarter in accordance to project requirements.

STRATEGIC COMMUNITY PLAN

- Develop the public realm as gathering spaces for participation, prosperity and enjoyment.

Local Prosperity

Our businesses are thriving and integrated into the life of the Claremont community, and the town centre is known as the premier visitor destination.

- Plan for the development of attractive and thriving activity nodes to support small local business.
- Support new and existing local small business and entrepreneurial activity.
- Raise profile of the Claremont Town Centre as a visitor destination.
- Develop and build partnerships that support the Town's vision

URGENCY

N/A.

VOTING REQUIREMENTS

Simple majority decision of Committee required.

OFFICER RECOMMENDATION

That the Claremont Town Centre Advisory Committee receive the Claremont Town Centre quarterly update January to March 2020.

OPERATIONAL PLANNING 2019-20
Claremont Town Centre Project Update
January to March 2020

CLAREMONT
TOWN CENTRE



Introduction

This report has been prepared to provide the Claremont Town Centre (CTC) Advisory Committee with an update on activities undertaken within the annual Operational Plan framework, which was approved and recommended to Council for adoption.

Officers continue to progress the planned programs for the 2019-20 financial year within the quadrant modelling of; *Create Awareness / Create Interest / Create Comfort / Strengthen Partnerships* and present an overview of the activities undertaken from January to March 2020.



Create awareness

This quadrant focusses on creating awareness and further strengthening the CTC brand through a dedicated marketing action plan with three goal motivations:

GOAL ONE | BUILD AWARENESS

Marketing objectives:

- Increase visibility and brand awareness of the CTC.
- Promote CTC events and activations.
- Build an awareness of CTC brand through 'Discover Claremont'.

GOAL TWO | GROW COMMUNITY

Marketing objectives:

- Increase audience on CTC channels (social media, website and business newsletter).
- Strengthen partnerships with businesses.

OPERATIONAL PLANNING 2019-20
Claremont Town Centre Project Update
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GOAL THREE | INFLUENCE ACTION

Marketing objectives:

- Increase engagement from businesses during campaigns.
- Increase foot traffic in CTC.
- Increase engagement from online community with campaign content.

Campaign Delivery January to March 2020 This period was focussed on "Summer Events", a Discover Claremont campaign designed to drive attendance at Claremont Town Centre's two new summer street parties, *Lunar New Year* in Avion Way on 30 January and *Au Revoir Summer* held 27 February in Walt Drabble Lane/Leura Avenue.

The campaign objectives had an aim to:

- Promote the series of summer street parties in Claremont
- Raise awareness of the precinct hubs hosting the experimental pop ups and provide a focus on the businesses within those locations
- Increase interest in Thursday night shopping in Claremont (traditionally a quiet retail period)
- Increase engagement metrics on social media
- Drive traffic to the CTC website
- Increase online engagement of CTC businesses.

Promotional channels included:

- Instagram
- Facebook
- CTC website
- Social media advertising
- Event listings
- Town of Claremont (ToC) channels; social media, Town Talk, ToC website
- Print – flyers and posters for businesses
- CTC Newsletter to businesses and community.

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Social media and website terms explained

Responses – those that responded to an event post.

Page likes on Facebook – when someone likes a page, they're showing support for the page and they want to see content from it.

Impressions – the number of times your content has been displayed on a screen.

Reach – the total number of people that have seen your content.

Profile views – the number of people that have actively visited your page.

Completion rate on stories – determined by calculating the number of times your stories were watched from the first frame to the last frame given the 24-hour period.

Page per session - is an indicator of engagement, the more pages a visitor sees the more likely they are to transact or engage.

The Results for the summer events campaign for Lunar New Year and Au Revoir Summer:

- Facebook
 - Reached over 160K on Facebook
 - 49 new page likes
 - More activity – page likes, comments, posts reactions spiking within the four days leading up to and of the event
 - Promotion of the event reached 98K with 2.4K event responses
 - More men engaged with Lunar New Year FB event than any other CTC event
- Instagram
 - 131K impressions
 - 570 profile views
 - Average reach – 2K
 - Over 98% completion rates on story views
- Website
 - There was a focus on directing traffic to the Facebook events pages but there was also an increase (12%) in social media referrals to the website
 - Social advertising resulted in a free listing on Urban List and this saw referral traffic from Urban List to the website
 - Average of 3.23 pages per session
 - Facebook is still the biggest referral traffic to the website after organic search.

OPERATIONAL PLANNING 2019-20

Claremont Town Centre Project Update

January to March 2020



During the month of March the World Health Organisation declared the COVID-19 outbreak a global pandemic.

As businesses and community went into lock down as result of social distancing restrictions and other Federal and State Government mandates, the CTC project launched an increased digital presence across social media platforms to support businesses including those who were moving rapidly to adjust their business modelling and service delivery.

This included the collection, collation and scheduling of the standard 14 posts a week by Council Officers to 56 posts per week, to assist in promoting the businesses that were continuing to operate and encouraging residents and the community to continue to support these businesses and shop local.

As people began to isolate and turned to digital platforms for social and business connection, the increased social media presence for the month of March resulted in:

- An increase of 16 followers
- 19,323 impressions
- Increases in daily reach from 242 on 1 March to 414 at the end of March.

Create interest

As demonstrated in previous website analytical reporting, brand awareness and engagement is amplified through the marketing and promotion of specific campaigns linked to activities and special programs.

The main focus for the January to March period was the introduction and implementation of two in a series of three summer street parties that were held once a month on a Thursday evening.

Whilst the three summer events presented under the *Discover Claremont* campaign, were marred by unprecedented challenges –a sizzling 40 degree day for the Christmas party, coronavirus for Lunar New Year and cyclonic residue weather for Au Revoir Summer, the engagement strategies designed for the street celebrations met their objectives i.e. to:

- Provide alternative experimental celebration locations from the traditional Bay View Terrace site.
- Increase engagement and strengthen partnerships with businesses located within the location hubs.
- Design and deliver marketing campaigns that focused on the businesses involved and those within the party precinct.

While attendance numbers were down due to these unforeseen circumstances, the alternative sites proved extremely successful in terms of event set-up and were warmly welcomed by businesses within both precincts.

It is important to note that if the same sites were to be re-considered for future activations, review of the budget associated with road closure management for Avion Way may be required.

OPERATIONAL PLANNING 2019-20**Claremont Town Centre Project Update****January to March 2020****Create comfort**

Prior to government restrictions associated with COVID-19, Council officers had commenced an inquiry into a refresh of Maude Jackson Lane, with a view to determine:

- The perspective of the lane's use by the two businesses impacted by the thoroughfare:
 - J'Co Café that has a cafe entry and outdoor seating within the lane boundaries and alfresco area at the rear of the lane and is open between 7am and 3pm Monday to Saturday.
 - and
 - Liberty Liquors that uses the lane for display purposes, pick-up/drop off for deliveries, seven days a week.
- How the lane is used by pedestrians?
- The impact of anti-social behaviour after hours.
- The view of both property owners that have adjoining walls to the lane.
- How a proposal previously put forward by Liberty Liquors to turn the lane into a Farmer's Market on Thursday nights and weekends would impact the laneway pedestrian movement and surrounding businesses?

Since the pandemic restrictions were put in place, this project has been suspended, however it is anticipated that this project will be reviewed in the coming months.

Strengthen partnerships

The focus within this quadrant is to build and maintain open communication and collaborative working relationships with:

- Claremont Town Centre Advisory Committee members.
- Businesses of the Claremont Town Centre.
- Corporate, agency and not for profit partners.

Provision of additional promotional opportunities

During the January to March quarter, there was an emphasis on promoting businesses located within the two precinct hubs of Avion Way/Times Square and Claremont Court/Leura Avenue, for the summer event series.

This provided an opportunity for officers to connect with small business owners in these locations and place a focus on their businesses and services during the traditionally quiet retail period of January and February.

The street party themes and promotional opportunities were welcomed by property owners and businesses, who enthusiastically supported and engaged with both projects.

OPERATIONAL PLANNING 2019-20
Claremont Town Centre Project Update
January to March 2020



Partnership program with the Small Business Development Corporation (SBDC)

The SBDC's role in providing factual up to date information, support and advice to local businesses during the pandemic has been an integral part of the CTC's communication strategy during this unprecedented period.

In addition to creating a one-stop-shop for links to relevant government announcement, initiatives, and financial support, SBDC also offered a host of free online webinars to assist businesses and their staff to upskill during the down time and provided guidance in regards to lease contract queries.

To help manage the business disruptions associated with COVID-19 the following information and services were made available to support the needs of small businesses owners.

Information links:

- Government and financial support packages.
- Restrictions on business activities and social gatherings.
- Managing your business (including your lease).
- Employer obligations.
- Support and advisory services.

Services:

- Free live webinars.
- Free online learning portal.
- On line chat room.
- Email/written assistance.
- One on one phone support.

Policy officers from the SBDC have also liaised with both Council officers and individual businesses as queries arose and they were the source for much of the information provided to businesses through the CTC business support page.

Business participation in the Town's community events

During January to March quarter businesses in Avion Way, Claremont Court and Leura Avenue supported and participated in the *Lunar New Year* and *Au Revoir Summer* street parties.

By comparison with activations on Bay View Terrace, which can draw a mixed reaction to road closures and street disruptions, property and business owners/staff within both precincts warmly welcomed the opportunities. Many businesses assisted in the promotion and setting-up of the events, offering electrical access, the loan of goods and use toilet facilities where they could.

This approach greatly assisted in a smooth set up and pull-down and assisted in re allocating available funds towards more entertainment.

OPERATIONAL PLANNING 2019-20
Claremont Town Centre Project Update
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Business Grants

One individual small business grant application to support an Australia Day weekend event was received and accessed during the third quarter of the financial year.

Business Liaison

Regular communication through e-newsletters have continued through the quarter, with an increase to weekly updates during the month of March.

This line of communication provided ongoing information and links to the SBDC website that was updated as government announcements and support packages were announced.

During this period, newsletter engagement increased as businesses navigated restrictions and other impacts of the pandemic.

Summary

As has been demonstrated since March, the Claremont business community quickly adapted to the changes associated with COVID-19 with many demonstrating great resilience, innovation and agility within their traditional business modelling.

Whilst some businesses closed, some continued as is, others made swift adjustments moving to online sales, private and safe distancing appointments, home delivery, phone consultations and sales, the design of takeaway menus, a re-alignment of opening hours, the delivery of online services.

In line with changes to businesses practices and opening hours and ongoing government announcements, the CTC project from March to May:

- Strengthened its partnership with the Small Business Development Corporation to provide links to the key information on State and Federal support packages and professional advice for local businesses.
- Has maintained regular contact with local business people via phone and email.
- Reshaped the CTC website in line with the 'stay home/stay safe message' from *Discover Claremont* to *Discover Claremont from home*.
- Created a spreadsheet of independent businesses for the Town Centre that is regularly updated with the current status of businesses to monitor shifts in trade.
- Produced and distributed regular e-newsletters with relevant links to support programs and CTC promotional opportunities.
- Increased the digital presence from 14 social media posts per week to 56 per week to raise awareness of business offerings and changes to local business functions.
- Developed a series of blog articles on the CTC website with ideas on how to support local business and pages with direct links to websites and social media for shops still operating, food premises providing takeaway or safe distancing services, an Easter feature and current Mother's Day feature.
- Worked closely with the Claremont Cares team to share information on local stores and what they could offer to those in lockdown.

OPERATIONAL PLANNING 2019-20

Claremont Town Centre Project Update

January to March 2020



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- Developed a temporary business support grant funding round to assist businesses navigate the transitional arrangements.

In the latter half of April and beginning of May, we have seen some stores re open they begin to operate with shorter opening hours, private appointments and strict hygiene and distancing measures.

The next phase of the CTC response to covid-19 will be the development of a strategic framework to assist businesses regain some stability as they re-build and adjust to longer-lasting economic and social impacts of the pandemic.

6.2 CLAREMONT TOWN CENTRE OPERATIONAL PLAN 2020-21

File Number: GOV/00048-03, D-20-18528

Author: Annette Brown, Project Officer

Authoriser: Liz Ledger, Chief Executive Officer

Attachments: 1. Claremont Town Centre Operational Plan 2020-21

PURPOSE

To present the Claremont Town Centre (CTC) Operational Plan for the 2020-21 financial year.

BACKGROUND

Since its inception, an annual forward plan built on a quadrant framework has been developed for the CTC project, a structure that is designed to:

1. Create Awareness
2. Create Interest
3. Create Comfort
4. Create Partnerships

These defined objectives have steered the design and delivery of marketing and activity programs that contribute to the economic and social well-being of the CTC shopping precinct.

In previous years this has taken a 12- month forward planning approach to ensure that identified programs aligned with resource and budget parameters.

However, due to the announcement of the COVID-19 pandemic, which presents social and economic uncertainty in the short to medium term, Council officers have developed a new strategy for the 2020-21 financial year.

DISCUSSION

In its final year of a three-year tenure for the CTC project, the plan continues to be built on the quadrant framework, but incorporates a scenario plan and communications strategy that supports the possible agility required in respect to the communication strategies and other actions if issues relating to social distancing business and trading restrictions or other matters evolve further in the coming months.

By developing a model that allow for flexibility in approach, officers and members of the CTC Advisory Committee will be able to develop alternative actions to consider for implementation dependent on what challenges occur or how the retail and economic sector evolves during the first six months of the financial year.

The attached plan outlines possible scenarios within the quadrant framework and outlines potential challenges and actions that could may require the response from the Plan to be tailored accordingly.

PAST RESOLUTIONS

Claremont Town Centre Advisory Committee 11 June 2019,

FINANCIAL AND STAFF IMPLICATIONS

Resource requirements are in accordance with existing budgetary allocation.

POLICY AND STATUTORY IMPLICATIONS

N/A.

COMMUNICATION / CONSULTATION

Western Australian State Government COVID-19 roadmap, Small Business Development Corporation and local business community members.

STRATEGIC COMMUNITY PLAN**Local Prosperity**

Our businesses are thriving and integrated into the life of the Claremont community, and the town centre is known as the premier visitor destination.

- Plan for the development of attractive and thriving activity nodes to support small local business.
- Support new and existing local small business and entrepreneurial activity.
- Raise profile of the Claremont Town Centre as a visitor destination.

URGENCY

In order for officers and CTC Advisory Committee members to move forward to implement actions as identified in the scenario and communications plans, a recommendation to Council to approve the overarching Operational Plan for 2020-21 is required.

VOTING REQUIREMENTS

Simple majority decision of Committee required.

OFFICER RECOMMENDATION

That the Committee receives the Claremont Town Centre Operational Plan 2020-21 and recommends adoption by Council.

CLAREMONT

TOWN CENTRE

OPERATIONAL PLAN 2020-21

CLAREMONT TOWN CENTRE OPERATIONAL PLAN 2020-21
Prepared May 2020

Preamble

The Claremont Town Centre (CTC) project is an economic development initiative of the Town of Claremont and the business community to improve the economic and social well-being of the Town Centre.

Its operating plan is built on the basis of a quadrant framework that has a focus to *Create Awareness, Create Interest, Create Comfort* and *Create Partnerships*.

The project gains direction and support from the Claremont Town Centre Advisory Committee and is funded through a specified area rate for commercial properties located within the Town Centre boundary, which is matched by the Town of Claremont.

Commercial properties that contribute to the project and whose tenants are the recipients of funding outcomes and resources are those located within the boundaries of Leura Avenue, Guger Street, Stirling Road and Stirling Highway.

Precinct Hubs

To assist in actively promoting and supporting the Claremont Town Centre, several precinct hubs have been identified in line with the following location nodes:

- Bay View Terrace North
- Bay View Terrace South
- St Quentin Avenue
- Claremont Quarter
- Leura Avenue/Claremont Court
- Times Square/Avion Way
- The Laneways (Maude Jackson Lane, Old Theatre Lane)

Officers have observed that due to their distinct locations, businesses owners tend to cluster in these formations, experiencing the same concerns, forming a communication network and are more likely to support each other and work together. This has been evident in recent months as a result of the recent COVID-19 restrictions and impact on the retail sector.

The current status of the Claremont Town Centre project

In response to economic impacts resulting from COVID-19, the Operational Plan for Claremont Town Centre (CTC) in 2020-21 will require agility and adaptability as the retail sector progresses beyond current restrictions and develops strategies to deal with ongoing social distancing requirements and limits on terms of trade (such as limited seating capacity at restaurants and cafes) .

At the time of preparing this report in early May 2020, the true nature of the post COVID-19 landscape remains unclear. However, what has been demonstrated is the resilience of local business people, their connection to customers and their swift response to alter business services to meet the changing needs of customers.

This included but was not limited to:

- An increased digital presence (online sales, social media, e-marketing, e-commerce)
- The development of new products and services (food premises, home delivery services etc.)

CLAREMONT TOWN CENTRE OPERATIONAL PLAN 2020-21
Prepared May 2020

- Altering the delivery method and trading methodologies of the business (opening hours, staffing, private appointments etc.)
- A strengthening of communication with local customers
- The development of cross promotional campaigns (e.g. giveaway competitions with influencers, live Instagram videos inviting other small businesses to join to showcase what they are doing/services they are offering).

The majority of businesses within the Town Centre moved swiftly to adapt to government restrictions associated with COVID-19 including:

- Essential services continuing to operate with strict social distancing and hygiene measures (grocery, suppliers of pet food and products, vets, liquor stores)
- Some choosing to continue to trade and apply business as usual practices, putting in place strict social distancing and hygiene measures
- A change to business modelling (including the introduction of new services)
- Temporary closure model
- With others being required to suspend trade (hotel/tavern/small bar and nightclub licences, beauty/nail salons, dentists, optometrists).

During the last week of April, as the State Government began to ease restrictions on social interaction and supported a return to school, many businesses moved to softly re-emerge and stimulate their shop fronts with the introduction of limited opening hours, private appointments and safe purchasing/pick up options. The restrictions on some health services i.e. dentists, also lifted during this period.

On 29 April, the Premier announced a mandatory hygiene course and obligated requirements for licenced premises, restaurants and cafes to prepare for the recovery period and for them to have safety measures in place for the future easing/lifting of restrictions.

Re shaping the CTC operational plan for 2020-21 as we recover from the COVID-19 pandemic

The current methodology employed by both State and Federal Governments is a four-week cycle based on expert health advice.

This cycle includes a daily review of the community's health status, review of existing restrictions, ongoing monitoring and review, announcements of new or amended restrictions or rules and evaluation of the success of each step – noting that further actions and contraction of easements will be imposed if required.

As a result this plan will need to be able to evolve to respond to changing circumstances as they arise and as they impact on the business community.

CLAREMONT TOWN CENTRE OPERATIONAL PLAN 2020-21
Prepared May 2020

This ability to evolve will include an understanding of how people consume services, how retailers provide such services, how restrictions or limitations impact upon businesses and how this plan will enable the Town to continue to build customer loyalty and further strengthen the CTC brand.

In the first instance it will be the role of the CTC Advisory Committee and project officers to design and develop:

- A Communications Plan and
- A CTC Scenario Plan for the 2020-21 financial year.

COVID-19 Communications Planning

The main focus of this plan will be to retain agility, and to stimulate swift responses to maximise opportunities for the CTC within a rapidly changing economic landscape.

This will be built on the principles of:

- What is the message?
- Who needs to be informed (identified stake holders)?
- When do they need to be informed?
- How do they best receive their messaging, what are the channels available to maximise engagement?
- How will feedback be obtained, actioned and measured?

CTC Scenario Plan 2020-21

Also known as scenario analysis, scenario planning considers possible alternative outcomes for various scenarios if the specifics relating to the period of a Plan are unknown.

The Plan will aim to consider how different circumstances might unfold whilst seeking to apply the existing quadrant framework of **Create Awareness, Create Interest, Create Partnerships and Create Comfort**. Through this it will seek to develop a range of alternative options to respond to these circumstances.

With a pre-determined framework in place, decision making as issues arise or circumstances change is greatly improved as more effective responses are able to be implemented.

CLAREMONT TOWN CENTRE OPERATIONAL PLAN 2020-21
Prepared May 2020

<p style="text-align: center;">CLAREMONT TOWN CENTRE</p> <p style="text-align: center;">Communications Plan</p>					
	What is the message?	When do they need to be informed?	How do they receive the message?	Message deadlines	Mechanism for feedback/ measurement
ELECTED MEMBERS	TBC	As per project plan timelines	<ul style="list-style-type: none"> • Quill • Council Forum • Council Reports 	<ul style="list-style-type: none"> ➤ Wednesday ➤ Presentation to be approved by Director week prior to Forum ➤ As per Council and Committee guidelines 	Director of Infrastructure and Assets
EXECUTIVE TEAM	TBC	As per project timelines	<ul style="list-style-type: none"> • Weekly Executive Meeting • Direct email (via Director) • Face to face 	➤ Friday morning prior to Executive Team meeting	Director of Infrastructure and Assets
CLAREMONT TOWN CENTRE ADVISORY COMMITTEE	TBC	As per project timelines	<ul style="list-style-type: none"> • Email • Phone • Letter • Committee meetings • Committee reports • Committee minutes • Briefing/workshop sessions • Mailchimp Survey • Face to face 	➤ As per requirements and Committee meeting dates	Director of Infrastructure and Assets CTC Project Officer

CLAREMONT TOWN CENTRE OPERATIONAL PLAN 2020-21**Prepared May 2020**

BUSINESS COMMUNITY	TBC	As per project timelines	<ul style="list-style-type: none"> Email Phone Letter Workshop sessions Mailchimp Survey Face to face Monthly e-newsletters Business information sessions 	➤ As per project requirements	CTC Project Officer Marketing and Promotions consultant (where applicable for marketing programs)
SMALL BUSINESS DEVELOPMENT CORP.	TBC	As per project requirements	<ul style="list-style-type: none"> Email Phone Face to face meetings 	➤ As per project requirements	Director of Infrastructure and Assets CTC Project Officer

SCENARIO PLANNING**Create Awareness**

SCENARIO ONE – restrictions ease, businesses slowly reopen and commence a re-build. Business modelling and trading hours are changing regularly in response to daily government advice

Challenges:

- Capturing the details of how business are operating
- Maintaining updates with rapid changes due to COVID-19 health and government advice
- Developing and implementing strategies to share the many messages from a variety of business models through CTC digital platforms (website, Facebook and Instagram)
- Limited resourcing to maintain increased promotional activity across digital platforms

Actions:

- The development, education and implementation of a two-way communication strategy between businesses and the CTC project to assist in promoting latest services and hours being offered by businesses
- Creation of a process flow to manage updates across digital platforms

CLAREMONT TOWN CENTRE OPERATIONAL PLAN 2020-21
Prepared May 2020

- Providing opportunities for individual, business clusters and precinct hubs to access COVID-19 small business grants to implement and manage marketing and promotional campaigns that best align with their needs and target audiences
-

SCENARIO TWO – there is an easing of restrictions and retail shops are open however, restaurants, cafes hotels and bars are bound by strict social distancing restrictions and continue with takeaway options.

Challenges:

- Promoting how business are operating and keeping up with rapid changes in line with digital campaign strategies
- Engaging small business owners now working longer but irregular hours in campaign strategies
- Ensuring that campaigns are structured and well planned to support all business sectors (retail, hospitality, medical, health, beauty, essential and non-essential services)
- Re thinking the basis of the Discover Claremont campaign that was based on *The People, Places and Events* to align with paradigm shifts in activation delivery

Actions:

- Continue to collect and collate promotional content and assets from business campaigns
 - Greater one-on-one communications, with business people – find the ‘champions’ within a precinct hub and work with them to share messaging for campaign design and delivery
 - Developing a plan to review current assets, identify gaps and create content in order to actively design and deliver rapid digital campaigns to align with precinct hubs/business clusters or cross patterning (i.e each day feature a health/beauty, food, retail, service)
 - Focus on the strength and uniqueness of Claremont’s elegant urban village and the number of small business that are family operated – *Discover the People and the Places*.
 - Build on the ‘support small business campaign’ instigated by the state government through the SBDC
-

SCENARIO THREE – restrictions are lifted but a spike in community transmission/re-occurrence of the virus results in a snap lockdown of community movement.

This in turn sees a return of temporary shop front closures, food premises revert to takeaway only, social distancing and strict hygiene measures are implemented in stores that continue to trade or are deemed essential services.

Challenges:

- Identifying remotely how individual businesses are responding
- Difficulty in communicating with the local business community as they retract back into hibernation
- Determining how the local community and broader level of consumers are reacting and the communication methods they are engaging with
- Implementing a rapid campaign response with limited resources to support businesses and promote changing business operations

CLAREMONT TOWN CENTRE OPERATIONAL PLAN 2020-21
Prepared May 2020

Actions:

- Continue to collect and collate promotional content and assets from individual business campaigns
- Re-ignite and refine digital strategies employed during the initial lock down period with an emphasis on social media platforms and driving traffic to the CTC website to stimulate awareness of business practices and consumer options
- Based on previous analytical data determine the most effective engagement methods and partnership programs
- Focus on the businesses that are open/continue to trade in a positive light and promote the support of small local business and the people behind them
- Strengthen the personal profile and stories of small business owners to create stronger emotional connections with them, their store and the Claremont Town Centre 'village' that continues to serve its community

SCENARIO FOUR – restrictions are eased, food premises and bars are fully operational, borders re-opened and the economy quickly re-bounds to a level equal to that pre COVID-19.**Challenges:**

- The needs and expectations of businesses post COVID-19 will be varied
- Rapidly identifying and developing campaign strategies that best align with the majority of businesses
- Limited funds and resources to meet differing needs and expectations of businesses
- Managing the promotion of goods and services in line with consumer expectations
- Understanding the behavioural shifts of businesses and their consumers post pandemic
- Refining and re-developing the marketing and promotions concept planning previously discussed for the 2020-21 financial year to align with business modelling and service delivery

Actions:

- Through the communications plan identify the promotional support mechanisms best suited to businesses
- Where possible encourage use of the COVID-19 Small Business Grant program to assist in meeting and supporting the needs of individual businesses, precinct hubs, cluster businesses
- Based on business communication responses identify broader/bundled campaign programs
- Develop a strategy based on future program planning, available funds and resources
- Using available research data, identify how consumers best engaged with businesses and their purchasing behaviours during restrictions and the initial transition to a renewal period
- Drawing on analytical data and anticipated re-emergence principles, re-build the marketing and promotions campaign to align with refreshed business models and service delivery

CLAREMONT TOWN CENTRE OPERATIONAL PLAN 2020-21
Prepared May 2020

SCENARIO PLANNING

Create Interest

SCENARIO ONE – restrictions ease, businesses slowly reopen and commence a re-build, business modelling and trading hours change, social distancing measures remains in place

Challenges:

- Businesses are dealing with various levels of engagement with their customers
- Businesses not wanting to engage in activities that are attracting a broad consumer base into their shop fronts
- Businesses not having the financial capacity to leverage off planned activities and contribute to project outcomes
- There is a reluctance by consumers to fully engage with businesses or shopping precincts
- Limited resourcing to maintain increased promotional activity across digital platforms

Actions:

- Identify through the communications feedback how businesses are engaging with customers and determine their customer profiles (i.e local or the broader Perth/Peel catchment)
- Maximise funding limitations by developing activation programs that service a collective of businesses (either by location e.g Old Theatre Lane/southern end of Bay View Terrace, Times Square, Claremont Quarter, etc)
- Accept that during the 2020-21 year as we emerge from the global crisis, activations, celebrations and events may take on a different form. Examples may include:
 - Ticketed and managed events that have limited attendance numbers (performance nights, styling workshops)
 - Exclusive activations designed for targeted audiences (e.g intimate fashion showings/VIP shopping nights for luxury women's designer stores, dog
 - Street art/window displays that encourage pedestrian footfall at all hours (as opposed to mass gatherings)
 - A greater focus on personal connections with stores (private viewings and personal appointments for seasonal fashion drops and/or new releases)
 - Artwork/design feature that promote fresh precinct self-discoveries
- Businesses that engage with funded programming are aware that conditions will apply to ensure a return on investment for the CTC project and assist in expanding and strengthening active promotion of supported events

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SCENARIO TWO – there is an easing of restrictions and retail shops are open however, restaurants, cafes, hotels and bars continue to be bound by strict social distancing restrictions and can offer takeaway options only

Challenges:

- Equality in providing activations within or near food premises and hospitality businesses is unable to be achieved in the immediate future

Actions:

- All activation programs either managed or supported by CTC program funding are encouraged to engage town centre hospitality premises for food, beverage and service provision for events, customer treats, food and beverage gifts etc.

SCENARIO THREE – restrictions are lifted but a spike in community transmission/re-occurrence of the virus results in a snap lockdown of community movement.

This in turn sees a return of temporary shop front closures, food premises revert to takeaway only, social distancing and strict hygiene measures are implemented in stores that continue to trade or are deemed essential services.

Challenges:

- Developing activation programs that align with potential rapid changes due to COVID-19 health and government advice

Actions:

- Develop a strong communication strategy linked to each activation program to ensure all stakeholders and attendees can be contacted swiftly with program changes due to a change in health and restriction circumstances

SCENARIO FOUR – restrictions are eased, food premises and bars are fully operational, borders re-opened and the economy quickly re-bounds to a level equal to that pre COVID-19.

Challenges:

- Anticipation that previous activations will re-ignite (i.e Buon Natale) without an understanding of the resourcing and time frames required for event development and implementation
- Supply of goods and services may be affected post COVID-19
- Businesses that provide event goods and services may have reduced capacity or collapsed during the pandemic and may not be in a position to supply in the short/medium term

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- Consumer sentiment and behaviour may resist the invitation to gather in large crowds
- Cultural celebrations that were previously introduced (Lunar New Year) may be affected by community sentiment and soften the re-build the CTC brand

Actions:

- Strengthen two-way communications between businesses and precinct hubs to keep everyone informed and involved in planning processes during the re-build period
- Continue to monitor and review community and behavioural sentiment to assist in developing alternative activation program

SCENARIO PLANNING

Create Partnerships

SCENARIO ONE – restrictions ease, businesses slowly reopen and commence a re-build, business modelling and trading hours change

Challenges:

- Supporting businesses to re-build and re-enforce stronger business structures and greater resilience post COVID-19
- Determining what programs would either;
 - Assist in developing new business structures
 - Strengthening business resilience as a result of the pandemic
 - Leverage off their experiences during this time to strengthen customer relations and extend audience reach
- Encouraging businesses to work together to strengthen future opportunities
- Encouraging businesses to tap into resources provided by the CTC and state government agency, Small Business Development Corporation (SBDC)

Actions:

- Using communication plan responses to determine business needs
- Developing strategies that strengthen relationships and interconnection between businesses
- Work closely with individuals and SBDC officers to align business needs and the most appropriate engagement methods to deliver support services to businesses (ie one on one, group workshop sessions, online portals)

SCENARIO TWO – there is an easing of restrictions and retail shops are open however, restaurants, cafes, hotels and bars continue to be bound by strict social distancing restrictions and can offer takeaway options only.

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Challenges:

- Desktop research is indicating that the shift in customer expectations around home delivery created during the restrictions will continue post pandemic and remain in high demand
- While some businesses moved quickly to introduce and expand home delivery to maximise sales opportunities, due to extended restrictions and customer expectations businesses may seek assistance to improve delivery processes

Actions:

- Work with the SBDC to provide information and guidance in how to;
 - Create and introduce services
 - Manage sales, shipping, returns
 - Take advantage of this service to build an online customer data base
 - Maximise sale opportunities
 - Build customer loyalty and connection

SCENARIO THREE – restrictions are lifted but a spike in community transmission/re-occurrence of the virus results in a snap lockdown of community movement.

This in turn sees a return of temporary shop front closures, food premises revert to takeaway only, social distancing and strict hygiene measures are implemented in stores that continue to trade or are deemed essential services

Challenges:

- Additional financial stress on already fatigued businesses and property owners
- Reduced support through government stimulus packages
- Lack of energy by some businesses to re-ignite after the first wave of shutdowns
- Business structures and resilience modelling not being implemented during and post the first wave of lockdowns

Actions:

- Work with the SBDC to provide updated and factual business support and stimulus package information
- Keep in contact with local business people to determine their personal and business status and provide relevant contacts as required
- Assist where possible in promoting business services, hibernation responses etc.
- Work with partner programs i.e Claremont Cares to cross promote business services to local residents in lockdown

SCENARIO FOUR – restrictions are eased, food premises and bars are fully operational, borders re-opened and the economy quickly re-bounds to a level equal to that pre COVID-19. While the needs of businesses will differ, for some businesses the COVID-19 experience will encourage opportunity to learn how to improve business modelling and build resilience.

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Challenges:

- Improving business efficiency
- Digital transformation to ensure a strong online presence and ability for online sales (including e-commerce and cybersecurity)
- The review and development of marketing and promotions strategies to revise plans and market scenarios
- The introduction or advancement of digital skills, which have been critical through the pandemic in reaching customers and for many, business continuity as people shopped and ordered from the safety of their homes
- Deciding whether to use the opportunity to rebrand.

Actions:

- Work with the SBDC to provide information, guidance educational opportunities relating to;
 - Business efficiency and cash flow
 - Developing and maintaining websites
 - Designing marketing and promotions strategies
 - Creating social media campaigns
 - Online marketing and sales
 - Online service and delivery

SCENARIO PLANNING

Create Comfort

SCENARIO ONE - Increase in shop vacancies post COVID-19. There is a flattening of streetscape vibrancy, pedestrian traffic is reduced, other businesses are impacted and security is compromised.

Challenges:

- Not open to short term lease propositions (i.e pop up use)
- Unwilling to enter into any partnership/experimental entrepreneurial programs
- Unwilling to enter into art programs to lift the streetscape

Possibility:

- A 'vacancy tax/rating system' is considered by the Town of Claremont for property owners that do not demonstrate a willingness to show flexibility and contribute the town centre's re-build post COVID-19.
-

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SCENARIO TWO - Increase in shop vacancies post COVID-19.

Whilst property owners may not be in a financial position to reduce/negotiate rents for the long term they are willing to discuss and consider engaging in partnership programs with the Town of Claremont (ToC), Claremont Town Centre (CTC) and Small Business Development Corporation (SBDC) to activate shop fronts, stimulate the local economy and liven the streetscape.

Commercial property owners are willing to consider the temporary use of vacant properties for:

- Emerging businesses at a reduced rate (experimental pop ups)
- 'Windows of opportunity' – empty shop front windows used to display artworks by local Perth/Peel artists
- Short term hosting of artist/creative studios that encourage visitation
- A shop window mural art project (the artworks could also serve a purpose to visually demonstrate potential tenant use e.g. a bar scene/coffee shop/beauty salon etc)
- Work space incubator programs
- Pop up workshops, displays, meeting spaces
- Opportunity for other businesses to use empty windows for promotional displays
- Seasonal activation opportunities (Mother's Day, Father's Day, Christmas, Easter etc)

Possibilities:

- A partnership program with the SBDC to identify and align emerging businesses, such as a start-up, social enterprise or creative enterprise with an opportunity to test market reaction and business modelling within the CTC
- A partnership program with FORM/ArtSource to create a series of shop window murals in empty shop fronts (temporary window 'skins', similar to what is used in Europe during development construction)
- A joint partnership program with ToC, CTC, SBDC, FORM/ArtSource to create artist studio hubs to create and support creative business enterprises
- Short term hire of spaces by the CTC/ToC for meetings, workshops, Council displays/notices/information booths/public and project surveys nodes
- Leveraging off Claremont's foundations as a 'fashion hub' and with all stores having access stock from the lockdown period, negotiate with property owners to create a week/fortnight for high end fashion outlet event. Filling all empty spaces for a short, sharp outlet opportunity, with a focus on fashion houses within Claremont

SCENARIO THREE – there is an easing of restrictions and retail shops remain open however, restaurants, hotels and bars are required to continue with takeaway options
OR

Given the success of the new business services continue to offer takeaway options and pre-prepared meals as an ongoing and additional service option.

Challenges:

- A softening of streetscape vibrancy

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- Reductions in foot traffic and pedestrian movement across the town centre
- Short term parking issues as people and delivery services require the opportunity to park, collect food from food premises and leave
- Increased 'take-away/disposable' items and subsequent rubbish issues
- People purchasing takeaways but not having anywhere to sit and consume food
- Lack of atmosphere as music and white noise from food premises and their patrons is diminished

Possibilities:

- The design and construction of moveable/temporary 'parklets' that could become nodes for seating, live activations (music, performance, art), display platforms, information hubs, interactive notice boards etc.
- Interface programs within the *Create Awareness, Create Interest and Create Partnership* programming that encourages people to visit individual stores, business clusters or precinct hubs
- The introduction and promotion of short term 15 minute free parking in close proximity for the exclusive use of food premises offering takeaway options for ease of pick-up by individuals and delivery services
- An increase in bins and/or waste pick up services
- Installation of seating options with a focus on nodes that are protected against the elements (wind, rain and high temperatures) and may offer social distance seating for those waiting for food orders to be prepared
- Development of a performance program that engages street artists and musical performance (particularly near takeaway food/coffee premises and seating nodes where people may be gathering whilst employing social distancing measures but waiting for orders)

SCENARIO FOUR – restrictions are eased, food premises and bars are fully operational, borders re-opened and the economy quickly re-bounds to a level equal to that pre COVID-19.

The original intent for the 2020-21 Create Comfort budget allocation is re-engaged:

- Maude Jackson Lane becomes the focal project for the financial year
- Officers enter into preliminary discussions with adjacent property owners Patrick Stephenson and Jeff Leach
- A study of the current usage of the lane and interconnecting nodes is undertaken to determine pedestrian flow and usage during and after business hours
- On site research during peak business hours is conducted with users of the lane and members of the public to gauge opinion on future use + an online survey of residents invites local opinion
- Following determination of the current usage and discussions with commercial property owners, a scope of works is developed for expressions of interest to re-activate the laneway in the preferred direction

Possibilities:

- The laneway artwork is 'refreshed', roofing system improved and it continues to service pedestrian walkthrough access, liquor deliveries and café outdoor furniture

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- The laneway is re-activated (seating, sound, greenery, artwork, charging stations etc) with a gated system managed by adjacent businesses outside of trading hours to minimise vandalism and anti-social behaviour
- The stall/farmer's market concept presented by Patrick Stephenson is engaged and managed by Liberty Liquors
- The laneway undergoes reinvention through the introduction of street mural artwork project with FORM, which includes an interface with Walt Drabble Lane to develop a visual link and encourage increased movement and connectivity between Leura Avenue and Bay View Terrace

Summary

At the time of preparing this report, governments continue to confront the challenges in finding the right balance of easing restrictions to assist the economy re-build, whilst there is a continued risk to public health that could potentially result in subsequent lockdowns.

This extends to local government who are also struggling to develop an economic road map out of the pandemic. This plan has been structured on an adaptive framework that can allow for adjustments as events unfold, new information emerges and we gain a greater understanding of public readiness.

6.3 CLAREMONT TOWN CENTRE - DISCUSSION OF OTHER MATTERS THAT IMPACT THE TOWN CENTRE

File Number: GOV/00048-03, D-20-19390
Author: Andrew Smith, Director Infrastructure and Assets
Authoriser: Liz Ledger, Chief Executive Officer
Attachments: Nil

PURPOSE

To discuss matters arising from Members of the Claremont Town Centre (CTC) Committee with respect to the CTC.

BACKGROUND

Given the membership of the CTC Advisory Committee, it has been previously agreed that in addition to marketing and promotional elements (that form the fundamentals of the CTC program), the Committee Meeting also provides the opportunity for direct discussion with Elected Members and Senior Officers of the Town of Claremont to discuss issues within the Town Centre.

Where possible, the Town may be able to respond to issues as they arise, or alternatively work with Committee Members to reach a suitable outcome or positive response to concerns or opportunities.

Suggested headings are included in this report as possible matters for discussion, however additional items that are not included in these headings can also be raised and discussed as deemed appropriate.

DISCUSSION

The following items are included to provide possible matters for discussions by Committee Members and for possible response by the Town of Claremont (if appropriate).

Where indicated, the following matters have been previously discussed and updates are provided (where appropriate).

- Cleaning, street sweeping, litter control.
- Vegetation, street trees, plantings.
- Artwork, murals, design elements.
- Connectivity, permeability, pedestrian movements.
- Parking, parking control, enforcement.
- Vacancies in Town Centre.
- Other issues.

Updates on previous issues raised

- Old Theatre Lane – cleaning, seating, CCTV
 - Following the meeting held on 10 March 2020, a letter has been sent by the Director of Infrastructure and Assets to the Strata Manager of Old Theatre Lane asking if they have any interest in an arrangement by which the Town would extend its services into the Lane (which is private property)

- Road Safety – the intersection of Avion Way and St Quentin Avenue
 - A review of the site was undertaken and new full length give way markings installed on the road. Since the changes, an onsite meeting with Hannah Etherington (prior to COVID-19 restrictions) indicated that there was a decrease in the number of observed incidents.
- The development of designated non-smoking areas in the Town Centre.

Preliminary research into creating non-smoking areas in public spaces indicates the following issues will need to be considered and addressed in order to apply a smoking ban in a designated area within the Town Centre:

 - Determine the defined smoke free zone/s (noting that only public places, not private owned property can be considered)
 - Council consultation and support by Council prior to proceeding
 - Community and stakeholder consultation
 - Legislative considerations – Tobacco Control Act 2006, Local Policy, Local Laws
 - Compliance – managed with an amendment to Town's local laws with policing and infringements being issued by Community Safety Officers
 - Installation of public signage
 - Development of a community awareness and education program (easing of compliance within the first 6-12 months, based on an education/warning process over infringement)
 - Advertising, marketing and promotions campaign.

PAST RESOLUTIONS

Claremont Town Centre Advisory Committee Tuesday 10 March 2020.

FINANCIAL AND STAFF IMPLICATIONS

The Town currently undertakes many initiatives that supports a viable economic hub, including street sweeping, waste management, lighting and maintenance. Whilst every effort will be made to accommodate additional ideas and requests, the Town may be limited in its ability to immediately resolve all issues as raised due to resourcing limitations.

Where these are likely to occur, this advice will be provided to the Committee.

POLICY AND STATUTORY IMPLICATIONS

Not applicable, unless otherwise noted.

COMMUNICATION / CONSULTATION

Consultation may be required with property and business owners within the Town Centre if any works proposed as a result of this item have the potential to create an adverse impact to these businesses or property owners.

STRATEGIC COMMUNITY PLAN**Local Prosperity**

Our businesses are thriving and integrated into the life of the Claremont community, and the town centre is known as the premier visitor destination.

- Plan for the development of attractive and thriving activity nodes to support small local business.
- Support new and existing local small business and entrepreneurial activity.
- Raise profile of the Claremont Town Centre as a visitor destination.

URGENCY

No urgency required in respect to this matter.

VOTING REQUIREMENTS

Simple majority decision of Committee required.

OFFICER RECOMMENDATION

That the matters as discussed and agreed by the Claremont Town Centre as items for attention, be included in and Action List for future review by the Committee.

7 OTHER BUSINESS

8 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PRESIDING PERSON OR BY DECISION OF MEETING

9 FUTURE MEETINGS OF COMMITTEE

Claremont Town Centre Advisory Committee Meeting, Tuesday 8 September 2020 at 5.00pm.

10 DECLARATION OF CLOSURE OF MEETING