



AGENDA

Claremont Town Centre Advisory Committee Meeting Thursday, 29 August 2019

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

Date: Thursday, 29 August 2019

Time: 9:30 am

**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.

Order Of Business

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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**

PRESENTATIONS

CLAREMONT TRAIN STATION PROJECT

Presentation by Liz Ledger, CEO on Claremont Train Station Project.

CLAREMONT TOWN CENTRE OPERATIONAL PLAN UPDATE

Presentation by Annette Brown, Project Officer on the 2019-20 Operational Plan.

5 REPORTS OF THE CEO

5.1 CLAREMONT TOWN CENTRE (CTC) OPERATIONAL PLAN ANNUAL REPORT FOR THE 2018-19 FINANCIAL YEAR

File Number: GOV/00048-03, D-19-27456

Author: Annette Brown, Manager, CTC Project

Authoriser: Andrew Smith, Director Infrastructure and Assets

Attachments: 1. Operational Plan Annual Reporting 2018-19 [↓](#) 

PURPOSE

To provide a comprehensive report on the activities and subsequent results of the programs developed and delivered within the Claremont Town Centre (CTC) Operational Plan for 2018-19.

BACKGROUND

On 15 May 2018, Council adopted a recommendation to support the CTC project and funding framework for a further three-year period. The resolution of Council supported the continuation of a Specified Area Rate for the defined Business Improvement District (BID) area, to be matched by Council to the maximum of \$120,000 per annum.

In response to the positive support by Council to continue the project, Council officers commenced forward operational planning for the 2018-19 financial year and presented the annual program to the Advisory Committee for its consideration in July 2018.

DISCUSSION

Strategies within the plan were based on the project's traditional quadrant modelling system of *Create Awareness*, *Create Interest*, *Create Comfort* and *Create Partnerships*.

The detailed mapping of the programs and activities for implementation throughout the year were developed in response to;

- 2018 business and visitor research responses;
- An environmental scan of campaign content from the previous financial year that identified successes,
- Gaps and opportunities and;
- Past program outcomes.

This resulted in a response that ensured activities and campaign content met the CTC objectives, were well planned, successfully delivered and measured for effectiveness. This foundation provides both clarity and presents a clear pathway for business engagement and buy-in.

Content strategies were aligned with the three focus goals:

Goal 1 – Create Awareness

- Increase visibility and brand awareness of the CTC
- Promote CTC programs and events

Goal 2 – Build Community

- Increase audience on social media channels
- Strengthen partnerships with businesses

Goal 3 – Influence Action

- Generate visitors and leads

- Improve brand perception with businesses

Each Goal was linked to a specific marketing objective and tactic, supported by a marketing performance measurement (MPM) and reporting system. The MPM formed a key element of the content strategy plan and included Google Analytics, sharing, consumption and engagement metrics.

As demonstrated in the attached report (provided as Attachment 1 to this agenda), this systematic approach to review and report marketing metrics, which was first introduced last financial year, is able to present factual measured outcomes in preference to 'perceptions'.

This has provided a baseline for comparison and consideration in terms of future activity and campaign development for the 2019-20 financial year.

Results of the campaigns will be instrumental in assisting CTC businesses determine the opportunities that best align with their individual marketing and promotions planning moving forward.

As reflected in the report, engagement and buy-in has increased significantly during the last financial year as targeted opportunities were identified, more businesses became involved and results were experienced.

Active and engaged Committee membership has contributed to the building of relationships and encouragement of two-way communication with business owners and their staff, and the strengthening of an inclusive partnership approach has fostered increased interaction and delivered positive outcomes across the quadrant model last financial year.

PAST RESOLUTIONS

Claremont Town Centre Advisory Committee Tuesday 24 July 2018,

That:

- 1. The Committee recommends Council support the Claremont Town Centre Operational Plan 2018-19.*
- 2. Officers prepare a quarterly Operational Plan update report for the 27 November Committee Meeting.*

FINANCIAL AND STAFF IMPLICATIONS

Resource requirements are in accordance with existing budgetary allocation.

POLICY AND STATUTORY IMPLICATIONS

N/A.

COMMUNICATION / CONSULTATION

A series of communication and consultation activities across various programs have been undertaken during the last financial year.

Details of specific project outcomes are outlined in the briefing notes included as provided in attachment 1 to this agenda.

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.

People

We live in an accessible and safe community that welcomes diversity, enjoys being active and has a strong sense of belonging.

- Facilitate opportunities for social participation, health, learning and inclusion through programmed activities and events.
- Support local safety and crime prevention.
- Recognise and celebrate the Town's history and culture through arts and events.

Environmental Sustainability

We are a leader in responsibly managing the built and natural environment for the enjoyment of the community and continue to demonstrate diligent environmental practices.

- Aim for best practice in water usage and waste minimalisation in line with community expectations.

Leadership and Governance

We are an open and accountable local government; a leader in community service standards.

- Our stakeholders are well informed and we provide opportunities for community engagement.
- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Manage our finances responsibly and improve financial sustainability.
- Provide the best possible customer experience throughout every interaction we have with our customers.
- Continually assess our performance and implement initiatives that drive continuous improvement.
- Develop and build partnerships that support the Town's vision.

URGENCY

Acceptance of the attached report and program findings (Attachment 1) will contribute to the development and presentation of a Business Information Session scheduled for 24 September 2019.

VOTING REQUIREMENTS

Simple majority decision of Council required.

OFFICER RECOMMENDATION

That the Committee receive the Operational Plan annual report for the 2018-19 financial year.

INTRODUCTION

Comprehensive forward planning with support from the Claremont Town Centre (CTC) Advisory Committee and local business operators, delivered strong results across the operational program for the 2018-19 financial year.

Based on the foundation of the project's quadrant framework; *Create Awareness, Create Interest, Create Comfort and Create Partnership*, the following information provides detailed reporting against the plan and identifies the strengths and areas of refinement for 2019-20 forward planning.

CREATE AWARENESS

Following is an overview of the marketing and promotions outcomes of the 2018-19 financial year including a breakdown against quarterly website analytics reporting.

CTC Social media

- Planning and delivery of curated content across the CTC Facebook @claremonttowncentre and Instagram #claremonttowncentre 365 days of the year.
- Annual follower growth on Instagram of 22%.

Spring Racing "Get Race Ready @claremonttowncentre" campaign (6 October – 5 November)

- A built digital campaign was supported by a \$250 social media advertising spend.
- The investment resulted in a reach of over 12k people.
- In addition the paid promotion directed social media users to the website, resulting in an increase in site traffic during the campaign period.

Christmas in Claremont "Buon Natale" campaign

- This highly successful campaign had broad reach across digital platforms, attracted new audience profiles and increased brand awareness of the Town Centre.
- The campaign had a digital advertising spend of \$2,900, which supported traditional marketing collateral (including flyers and planter box signage), as well as a publicity strategy that resulted in a half page/front page feature in the Western Suburbs Weekly.
- Investment results included:
 - A reach of 172k people for the *Buon Natale* Facebook event, with 6.6k responding to attend.
 - A reach of 61.6k (Facebook) and 9.5k (Instagram) through campaign specific content.
 - The engagement of influencers resulted in the campaign reaching new audiences and extended engagement, including spikes in event impressions when these influencers posted about *Buon Natale*.
 - In addition to active encouragement for followers to support the event, the promotion by the influencers across social media platforms was also picked up by Urban List and promoted in the weekly 'things to do in Perth' email, which has a subscriber list of 1.7 million.

"Discover Claremont"

The *Discover Claremont* campaign was created in response to business advice of the downturn in footfall and local expenditure each year as residents holiday outside of the locale during the January/February summer holiday period.

The digital campaign strategy had an aim to strengthen the CTC brand, reinforce the shop local message, as well as develop the character of Claremont by highlighting some of the people behind the businesses.

Six short videos were produced for viewing across social media and website platforms. Anchored by a message from the Mayor, enticing vision, narration by members of the Claremont Town Centre Advisory Committee and a special stand-alone feature on Zenith Music (which celebrates 50 years of business in Claremont in 2019), the series experienced extensive audience reach.

- Ad Spend - \$565
- Massive reach on FB (90k) and Instagram (10.4k)

| | |
|-------------------------|------|
| Discover Claremont | 19K |
| Discover the Laneways | 6.3K |
| Discover Zenith Music | 4.6K |
| Discover Elle et Lui | 3.8K |
| Discover GPs on Bayview | 2.2K |
| Discover The Claremont | 1.8K |

Off the Page

- Ad Spend - \$450.
- Good reach on Facebook (19k) and Instagram (8.9k).
 - Competition created best engagement for the year (1.5k on FB).
 - Increase in new followers.
 - Video was again hugely popular and viewed nearly 7k times.

Feedback

- Positive anecdotal feedback from several businesses was received, suggesting improved foot traffic.
- 72 businesses featured through campaigns (44 included in production of creative assets).

What we know worked

- Discover Claremont / Buon Natale campaign – the people, the place, the events campaign structure was very effective, especially when marketing was scheduled around a tangible event / CTA.
- Videos generated much more impressions and reach than basic content.
- When people are driven to the site from social it works, amplified by use of TOC – general monthly user increase.

What could be improved?

- An events-based campaign for summer that was centred on a series of specific events that can be created around an 'identity' (e.g. *Buon Natale*).
- Engagement – businesses as well as social media metrics.
- Featured businesses were not highly engaged in commenting, liking and sharing, and may benefit from a 'Campaign Guide' of ways to get involved, for future campaigns.
- More variety of articles / news for 'What's Happening' page as an ongoing content schedule to diversify the website content.
- Move website away from location-based precincts and more around themes (e.g. events, lifestyle, food/drink, laneways etc) – to match the search for shops.

The Year Ahead – some opportunities

- Remarketing.
- Competitions.
- Mix of strategic content campaigns and event based marketing.
- User generated content.
- Collaborations, activations, instagrammable installations.

- Working in with TOC's events and campaigns.

Website Analytics

- Shops is still the most viewed page after the home page.

Quarter 1

- Google searches were the biggest driver of traffic (82%), followed by direct (e.g. links in email 9.8%).
- Of the people that come to the site via Facebook, there was a 0% bounce rate.
- All other figures – users, sessions and page views remained steady. Considering that the previous quarter report included *Off the Page* results this was a very positive outcome.
- There was an increase in the number of males on the site, with 54% of the quarter's users being male.
- 61% of users are between 18-34 years.
- It was noted that the most interesting change in the first quarter was behaviour flow. While visitors logged on to look at the shops, about 50% then visited the 'What's Happening' or 'Explore Claremont' page.

Quarter 2

- There was an Increase in traffic to website outside of organic search (meaning more people were directed to the site through marketing). Reporting reflected a 5.5% increase in referrals from Quarter 1 through social media.
- 35% increase in new users to the site from Quarter 1.
- A spike in website traffic around major campaign content points (highest peak in the three months was day of *Buon Natale*).
- The Spring Carnival 'Are you Race Ready' article was the fifth most viewed page for Quarter 2.
- 43% increase in views of the 'What's Happening' page from Quarter 1.

Quarter 3

- 5% increase in searches for shops / stores.
- 9% increase in article reads.
- Improvement in user behaviour:
 - Decrease in bounce rate, meaning less people are bouncing off the site.
 - Increase in follow up interactions with 'What's Happening' pages.
- Peaks in traffic to the site were recorded during the *Discover Claremont* campaign.
- Business Support page one of the most viewed pages this quarter.

Quarter 4

- 2.3% increase in sessions, indicating more users are returning to the site.
- Continued reduction in bounce rate, noting the perceived industry 'excellent bounce rate' is 26 – 40%, and CTC website is under 10%.
- *Off the Page* was the most viewed this quarter.
- There were peaks in traffic to the site during *Off the Page* campaign, with 178 people visiting the competition page.
- 15% increase in page views.
- Increase in referral traffic from Instagram (from *Off the Page* campaign).
- 2.4% increase in 'What's Happening' page views.

CREATE INTEREST

"Buon Natale", an Italian themed Christmas street celebration

The inaugural event in 2018, which was designed to kick-start the 'Christmas Shopping in Claremont' campaign through an alignment with late night trade was an outstanding success. The theme, staging and dedicated marketing and promotions plan (refer to page 1) drew thousands of visitors to the town centre on the first Thursday night in December.

Feedback from businesses was positive, with a request for the event to be extended to the southern end of Bay View Terrace in 2019.

Support of "Terrace Nights"

Given the location of the Terrace Nights event series in the Town Centre over public open space, the CTC project contributed to the provision of street furniture and funds to boost theming and entertainment for three of the six community focused events.

While the intent of the series was supported by businesses, concentration on this one area of the town centre over a six week period resulted in 'event fatigue', with many businesses providing comment and suggestions for a review of frequency, location, budget allocation and format.

Results of an independent business survey with traders of Bay View Terrace and members of the broader business community who expressed an interest to participate, have contributed to a review and forward planning modelling for 2019.

Presentation of "Off the Page"

First introduced in 2018 and based on business feedback from previous art events, the program was carefully designed as an activation that would;

- Link businesses to a community event
- Provide a promotional platform and encourage visitation to the shopping precinct
- Not require road closure or be affected by weather

and

- Only impact businesses that wanted to be involved.

Built on a platform of raising awareness and celebrating the *Scribblers Children's Literature and Arts Festival*, the project is the most significant program within the CTC calendar and is facilitated in partnership with FORM. *Off the Page* is shown over a two-week period in the lead up to, and during *Scribblers*, which culminates with Mother's Day and creates additional promotional opportunities.

Contact with the original 11 exhibitors to gauge interest for 2019 event resulted in an overwhelming request to be considered for this year's program. In addition to those that provided retail space opportunities in 2018, The Claremont, Nolita Italian Café, GPs on Bay View and Topdek Paints also expressed interest to host an artwork, taking the number of exhibition spaces to 15.

Officers and FORM worked diligently to accommodate an additional four locations within the unchanged budget allocation of 2018.

The carefully curated program included the works of 11 West Australian artists/design teams, two interstate artists and two international artists.

The additional locations and artist/designers involved in the program resulted in an increased project workload of 36%. However, the high calibre of works, additional exposure, strengthening of

the brand and coloration with the *Scribblers Festival*, also resulted in significant promotional impacts over the two week period (refer to page 2).

CREATE COMFORT

Walt Drabble Lane Precinct Activation

As a result of business feedback and a request for a refresh of the mural located on the corridor between Leura Avenue and Walt Drabble Lane, the CTC project worked with FORM to manage creation of a site specific street mural.

Perth artist “Peché” was engaged to develop an artwork that reflected the site’s unique local history. The brief included the need to enhance the corridor’s aesthetics and identify the space by creating a welcoming and unique point of interest that would enhance the Claremont experience for visitors and residents alike.

The outcome has been a resounding success, featuring a portrait of the precinct’s namesake Walter D. Drabble and featuring botanicals of the locality in the artist’s distinctive monochromatic style.

The striking artwork has livened a previously ‘flat’ pocket of the area, complemented the exterior design features of the adjoining businesses and created a visual linkage between Laura Avenue and the town centre.

Streetscape review of Avion Way

In February 2019 it was identified that Times Square tenancy attraction and retention was proving difficult, despite flexible rental agreements packages by the owner of the property.

As a result, the CTC project was requested to explore options to refresh the streetscape and theming of Avion Way. This included the development of a proposal that identified cosmetic improvements to the Avion Way streetscape, with an aim to present options to refresh the visual aesthetic, encourage pedestrian movement and give cause for visitors to linger longer.

- Following the considerations, Infrastructure Services carried out a series of improvements that have resulted in the refresh of the streetscape by the Town of Claremont. These have included:
 - Removal of dilapidated children’s playground equipment and rubber matting and replacement of flooring with new decking (in keeping with the rest of the street).
 - Painting of the planter boxes from yellow and blue to the natural stone colour reflected in the property structure.
 - Replanting and re alignment of planter box placement on the street.
 - Sanding and re varnishing of street furniture.
 - Re design and planting of all flower beds.

The improvements have freshened Avion Way, with the chromatic features now more closely aligned with the theme and tones of the property design, and current tenancy.

Recent consultation with the leasing agent has reported movement and expansion of current tenancies and genuine interest in the two hospitality shop fronts, which combined is anticipated to reinvigorate Avion Way during the 2019-20 financial year.

Little Libraries

Joining over 40,000 community book exchanges around the world, the CTC’s five little libraries have proved to be a subdued but effect activation point for host businesses. Located on the exterior of shop fronts, the free little libraries attract attention, encourage people to linger and provide an opportunity for engagement with potential customers.

With an expansion of the program from two to five in the last 18 months, book stocks are boosted with donations from the Claremont Community Hub and Library and managed by the CTC project.

CREATE PARTNERSHIPS

Business Information Sessions

Formation of a solid forward plan for the 2018-19 that included a pre-planned marketing and promotions strategy, activations and program calendar and clear guidelines for small business grants, allowed the introduction of business information sessions in September 2018.

The sharing of detailed planning, invitation to participate, opportunity for two-way communication and a business workshop analysis, built a foundation for stronger business engagement in the last financial year.

This was evident in a summary of the businesses involved in the *Create Awareness* campaigns over the course of the year. The campaigns featured 72 businesses that were directly involved in campaign builds, provided content and creative assets, or were featured through curated CTC programming.

Business Liaison

- Regular e-newsletters to inform local CTC businesses of up-coming events, campaigns and promotional opportunities are produced and distributed on a monthly basis and as on an add need basis for special notices.
- Ongoing face to face, written and telephone communication with businesses to address issues and direct queries to relevant departments.
- Direct contact with businesses affected by CTC programing and general works programs to keep them informed and provide a point of contact for concerns or questions.
- Identification of businesses for specific partnership programs, campaigns, event opportunities and those that may be affected by the Town's work programs.
- Logistical and notification management of programs involving CTC businesses.

Business Workshops

In response to consultation with businesses through the information session meetings, the CTC in partnership with the Small Business Development Corporation (SBDC) presented two needs specific workshops and one masterclass.

Digital marketing was the focus of the 2018-19 financial year with the largest number of business needs responses being website development planning and how to create social media campaigns with your mobile phone. Both presentations were met with great enthusiasm by those who attended and as result a small masterclass was arranged with businesses who needed support to take their website development to the next level.

This intense and targeted session with a small group session proved valuable to those that had well established websites but were suffering from technology advice overload by various companies that provided conflicting information and suggestions.

Unbiased advice from a professional and successful businessperson, who understood the challenges that were being experienced helped the group 'cut through', the technology clutter. This was achieved by reviewing individual sites and addressing queries and concerns.

6 OTHER BUSINESS

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

8 FUTURE MEETINGS OF COMMITTEE

TBC

9 DECLARATION OF CLOSURE OF MEETING