Warrnambool City Renewal Business Support Plan Evaluation

Synopsis:

During the course of the 2017-2018 Warrnambool City Centre Renewal program the Warrnambool City Council created a business support plan for the businesses in the construction zone. A dedicated Business Support Plan (The Plan) was implemented in each year of the renewal. Prior to the works beginning consultation took place with the Warrnambool community to identify the key strategies for the Plan. The aim of the project was to ‘renew our city heart to foster business growth and commercial viability, provide access for all, strengthen our identity and create a friendly, welcoming environment that is both beautiful and functional. The City Centre Renewal Program is not just about physical and economic renewal but social renewal too.’ The consultation recognised three key areas for the plan to concentrate on:

City Attraction
Increase the amount of people visiting and engaging with the Warrnambool CBD through promotions, marketing and activations.

Business Health
Empowering Business growth through Business Support, Business Appeal and Business Attraction.

Measure Success
Tracking Community Engagement and Economic Health in the City through Active Spaces, Business Diversity, Employment Growth and Investment.
The 2017 City Centre Renewal Business Support Plan was developed around the extensive community consultation that took place in the lead up to the redevelopment. The plan recognised that the continuation of the economic stimulus during the works was vital and that a multi-faceted approach was required.

After stage one of the works were completed a review of the plan was conducted and extensive trader consultation sessions were held to determine the shape of the business support for 2018. These sessions were open to all traders in the renewal works area and were well attended. During the consultation sessions for stage 2 a number of concepts were presented to the traders and dotmocracy was used to determine the shape of the Business Support Plan for 2018. This method gave the traders complete ownership of promotions, marketing and activations and ensured that the Plan was tailored to the Trader’s needs.

The success of the plan was driven by the Traders in the street, as they positively reinforced the message that Liebig Street was open for business and still trading.

The Business Support budget was $170,000 each year for two years.

Throughout the two years of the works a group of traders worked as the City Renewal Leadership Team. This team was invaluable in providing insights into the workings of the street, business needs and sentiment of the traders. The team also disseminated updates and news to other traders and became a first point of contact for businesses on the street. The City Renewal Leadership Team were a vital link between Warrnambool City Council and the businesses on the street.
City Attraction - Increase the amount of people visiting and engaging with the Warrnambool CBD.

**Promotions.**
Encourage increased visitation to the Warrnambool CBD precinct.

To support local business and as part of the City Centre Renewal project an extensive promotions campaign was conducted over 2017/18. The campaigns’ strategic objective was to attract shoppers from across Western Victoria to choose the Warrnambool CBD as a shopping destination even while the works were taking place. During the period between stage one and two of construction, extensive consultation was held with the traders in the works zone to prepare a suite of promotions that the traders thought would be most beneficial to their businesses as well as the wider CBD. A number of promotion options were presented to the traders and a dotmocracy approach was applied ensuring all traders opinions were captured.

The following promotions were run over the two years of the renewal:
$1 Million Promotion.
PRIZE: The Chance to win $1 million or a $400,000 house and land package, or a $100,000 car package, or a $25,000 travel voucher, or a $15,000 shopping spree, and the minimum prize on offer being valued at $10,000 – this amount was guaranteed.
ENTRY PRICE: $30 spend
ENTRIES RECEIVED: 1650
AVERAGE SPEND PER ENTRANT: $145.40
TRANSACTION SPENDING GENERATED: $2.4 million
RECOGNITION: The $1million promotion was recognised nationally as a finalist in the Economic Development Australia awards.

Find the Five.
TIME: 1st April – 10th November 2018.
PRIZE: 5 x $1000 cash prizes per round, totalling $20,000. $213,097 of instant prizes were also donated by the CBD businesses.
ENTRY PRICE: $10 spend
BREAK OPEN CARDS DISTRIBUTED: 126,000
TRANSACTION SPENDING GENERATED: $1.2 million

Red Carpet Trader Promotion.
TIME: March – May 2017
ENTRY PRICE: Free to businesses in the works zone
NUMBER OF TRADERS PARTICIPATED: 25
PRIZE: Daily prize from participating business

Easter Promotion.
PRIZE: $250 hamper from Darnwill Farm in both 2017 and 2018.
ENTRIES RECEIVED: 2425 across both years.
PERCENTAGE OF ENTRANTS LOCAL: 66%
May Races Promotion.

TIME: In both 2017 and 2018 promo ran from the finish of Easter to the week end before the May Races.

PRIZE: A double pass to the Fillies and Colts Marquee for Warrnambool Cup Day, 2017. 14 double passes to be given away to the first two days of the May Races, 2018.

ENTRY PRICE: Free

ENTRIES RECEIVED: 1756 across both years.

PERCENTAGE OF ENTRANTS LOCAL: 74%

Footy Finals promotion.

TIME: September 2017 and 2018.

PRIZE: A Grand Final Package including two tickets to the AFL Grand Final, the Crown Grand Final Breakfast and two nights accommodation at the Crown Plaza Melbourne, 2017.

The prize for 2018 was a Grand Final Package including two tickets to the AFL Grand Final including a food a beverage package in the Hackett Room and two nights accommodation at the Crown Plaza Melbourne, 2018.

ENTRY PRICE: Free in 2017, $60 in 2018 (6 x $10 purchases)

ENTRIES RECEIVED: 15,000 – 2017. 50 - 2018

AVERAGE SPEND PER ENTRANT: $60 (minimum) 2018

TRANSACTION SPENDING GENERATED: $3,000 in 2018

Immerse Yourself in Spring Racing

TIME: October – November 2018

PRIZE: A marquee package at either Warrnambool Oaks Day or the Port Fairy Cup.

ENTRY PRICE: Free – online Facebook promotion.

PROMOTION PAGE VIEWS: 3.4K
#laneplay3280 promotion

**TIME:** 10th June – 15th July 2018  
**PRIZE:** Vouchers to various cafes in the CBD.  
**ENTRY PRICE:** Free  
**ENTRY METHOD:** CBD laneway photo competition  
**ENTRIES RECEIVED:** 87

Free Parking promotion.

A three year parking strategy was adopted by council to encourage visitors to the CBD during the works, this included:

- Provision of 144 free car parks in Parkers Car Park from November 1, 2016, to the 31 December 31, 2017.
- Provision of 249 free car parks in Ozone Square Car Park from November 1, 2017 to the December 31, 2018.
- Provision of 179 free car parks in Ozone Square Car Park from November 1, 2017 to the December 31, 2018, this is in addition to the 113 paid parks which are available for 4 hours.
- Provision of 10 free 15-minute car parks in Coles Younger Car Park.

This free parking strategy represents an investment by Warrnambool ratepayers of $519,000 over three years.
Marketing

Raise the profile of Warrnambool as the premier shopping destination in South West Victoria.

CBDMe

The new CBDme promotion was created after a number of trader consultation sessions with the traders wanting to encourage people to buy local through the telling of their stories. The CBDme.com.au website was created and featured a series of short clips featuring the people behind the business and a brief story about them. Thirty businesses chose to participate and they also took advantage of the live radio interviews on 3YB and Coast FM which were also offered to participating businesses to help build a further connection to their customers, remind the community Liebig Street was still trading and to promote their business. An integrated marketing campaign was designed around the CBDme branding which increased awareness locally and across the region of the traders in the Warrnambool CBD. The campaign encompassed a broad range of media to gain maximum reach with the modest budget available including cinema, radio and social media advertisements.

The CBDme.com.au website also featured information on any promotions that were currently in progress, upcoming events, where to find the free parking options, information on the renewal works and links to other relevant websites. Official
Behind every Warrnambool business is a family.

Come shop in a street like ours.
www.CBDme.com.au
Advertising

**Radio advertising:**
2017: 390 live reads, 1884 commercials and 40 interviews across Coast FM and 3YB. A 3 hour live broadcast.
2018: 80 live reads, 616 commercials, and 64 interviews across 3YB and Coast FM.

**Regional TV advertising:**
968 30 and 15 second television commercials with an estimated 24,000 viewers per screening.

**Digital advertising and Social Media:**
Reach of 687,370 people (impressions) and 8.21% of engagement.

**Newspaper coverage:**
The Standard ran 17 news stories on the CBD works in 2017 and 24 in 2018.

**Cinema advertising:**
2,688 ads
Spend $10 or more at participating CBD businesses for a chance to win.

There’s up to $20,000 cash and thousands of instant wins up for grabs!

Visit www.CBDme.com.au for full terms and conditions

VARIOUS LARGE FORMAT BANNERS

CBDme

Liebig St open for business
Thank you for your support

www.CBDme.com.au
Marketing Research

Gain understanding of visitors to the Warrnambool CBD and how they interact with the businesses and precinct.

Spendmapp Data a consumer spend tracking system was used in 2018 to measure EFTPOS and Credit Card transactions across the city of Warrnambool. With more than 50% of all transactions now conducted in this way, the sample size provides a strong profile of the city spending patterns. This anonymous data captures and measures the following:

Winter Period Comparison
June, July, August 2016, 2017, 2018

<table>
<thead>
<tr>
<th></th>
<th>Winter 16</th>
<th>Winter 17</th>
<th>Winter 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Consumer Spend</td>
<td>84,473,122.81</td>
<td>84,892,163.92</td>
<td>85,711,612.77</td>
</tr>
<tr>
<td>Increase $</td>
<td>419,041.1086</td>
<td>819,448.85</td>
<td></td>
</tr>
</tbody>
</table>
Do you believe your business is better off financially than it was 12 months ago?
The financial position of businesses has strengthened, with 2017 having the highest proportion indicating they are better off (31% in 2017, 25% in 2015 and 26% over all). Fewer businesses indicate they are worse off (19% in 2017 compared to 28% overall).

Do you expect your business will be in a better financial position in 12 months than it is currently?
More businesses in 2017 believe that, in 12 months’ time, they will be better off (28% in 2015 and 33% in 2017). Fewer businesses indicate they expect to be worse off (13% in 2015 and 10% in 2017).

Over the next 12 months do you expect to increase or decrease the number of individuals employed at your business in Warrnambool?
More businesses in 2017 (22%), compared to 2015 (17%) and across all years combined (18%), expect to increase the number of employees. There has been, however, an increase in the proportion of businesses who are uncertain (up from 8% in 2015 to 13% in 2017).

How likely is it that you will invest in your business over the next 12 months?
There is a significant increase in 2017 of the proportion of respondents indicating high to very high future investment prospects compared to all previous years. For example, the number has more than doubled from 13% in 2015 to 33% in 2017.

Business Trends Surveys
Bi annual Business Trends Surveys are conducted by Warrnambool City Council to track business activity in Warrnambool, and track the expectations of businesses in regards to potential growth. These surveys provide an indication to Council of the types of services that would assist business development and marketing.

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Promotional data was managed through Survey Monkey for the chance to win $1 million promotion, which required participants to answer a series of questions to enter the competition providing valuable demographic data.

This data gave insights into the age and sex of people shopping in the main street along with data on the length of time they stayed, where they were from, the average spend and peak times in competition entry. Higher level data assessment of the smaller promotions was collected to support the data gathered through the major promotion.

In 2018, promotional data was collected through a number of avenues in 2018. Competition entry into the various promotions such as the Footy Finals promotions provided higher level information on the demographics of people shopping in the city and entering the promotion.

The distribution of the break open token cards in the Find the Five competition provided information on the number of shoppers visiting various outlets throughout the four different promotional periods. In addition to this, running competitions through our social media pages gave us valuable information on the demographics of people following the pages and entering competitions.

Pedestrian intercept surveys have been undertaken since 2017 to provide information on where people walk and stay as part of their daily activities. Key central crossing points were identified across the CBD and were measured periodically providing an indication of visitation trends in the area. Counts conducted in January of 2019 recorded a total of 1076 crossings at key locations in the Warrnambool CBD. This number is 794 down on the same time in 2018 when 1870 pedestrians were counted at the same times and places within the CBD.

Pedestrian count surveys can be impaired by many variables including weather. For example, the 2019 period is likely to have had an effect on foot traffic in the CBD, with one particular day reaching over 44 degrees Celsius.

The count identifies the middle of the day as the busiest time in the CBD and evening as the least busy, falling in line with previous data gathered.

The busiest crossing area counted in the 2019 period was the Koroi Mid-Block crossing, outside of the Target complex with over 200 pedestrians counted in one particular day.
Events and Activations

Supporting community events, installations and activities to enrich the visitor experience in the precinct.

Activation involves identifying local assets unique to a place, the skills and passion of the local community, individuals or businesses, physical structures and places and capitalising on those to create distinctive places.

Placemaking is key to creating, safe, vibrant, public spaces which strengthen the connection between the community and the places they share by adding to the amenity, activity and appearance of a place. Place making encompasses public art, street activation and creative activities to build better communities and attract people to underutilised areas.

Block Party;

Activity: Street Party to celebrate the completion of Stage One of the works
Date: November 5th 2017
Attendees: 3,000
Features: Drawing of the chance to win $1 million. Family activities, roving street performers, DJ and Touch-a-truck.
Spendmapp Data Indicators: Looking at key industries activated by this event, the Block Party Sunday outperformed the typical Sunday in terms of consumer spending.

<table>
<thead>
<tr>
<th>Department/Category</th>
<th>Average Sunday</th>
<th>Block Party</th>
<th>% Value Added</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Stores</td>
<td>226</td>
<td>242</td>
<td>7.24</td>
</tr>
<tr>
<td>Dining and Entertainment</td>
<td>301</td>
<td>367</td>
<td>22.06</td>
</tr>
<tr>
<td>Discount Clothing</td>
<td>56</td>
<td>85.5</td>
<td>52.14</td>
</tr>
<tr>
<td>Specialty Food Retail</td>
<td>118</td>
<td>141</td>
<td>19.49</td>
</tr>
</tbody>
</table>
A Very Liebig Christmas;

**Activity:** Street Party to celebrate the completion of the works and start of the Christmas season.

**Date:** November 30th 2018

**Attendees:** 10,000

**Features:** Live music, activations, street performers and visit from Santa.

<table>
<thead>
<tr>
<th></th>
<th>Friday Dec 2 2016</th>
<th>Friday Dec 1 2017</th>
<th>Friday Nov 30 2018</th>
<th>Liebig Christmas % Bump</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dining and Entertainment</td>
<td>402</td>
<td>447</td>
<td>585</td>
<td>37.81%</td>
</tr>
<tr>
<td>Discount Clothing</td>
<td>147</td>
<td>180</td>
<td>302</td>
<td>84.71%</td>
</tr>
<tr>
<td>Grocery</td>
<td>416</td>
<td>445</td>
<td>545</td>
<td>26.60%</td>
</tr>
<tr>
<td>Bulky Goods</td>
<td>99</td>
<td>89</td>
<td>164</td>
<td>74.47%</td>
</tr>
</tbody>
</table>

**Liebig Christmas Comparison w/ Previous Years**

- **Bulky Goods**
- **Discount Clothing**
- **Grocery**
- **Dining and Entertainment**
Christmas Activation 2017;

**Activity:** Santa visits to Liebig Street in the lead up to Christmas.

**Dates:** December 2nd, 9th, 16th, and 23rd 2017

**Features:** Santa and Mrs Claus, roving acrobat juggling elves and roller skating baubles, free face painting, carolling and busking taking place in the southern two blocks of Liebig Street.

**Spendmapp Data Indicators:**

<table>
<thead>
<tr>
<th>Saturday in Dec</th>
<th>No Santa Visits 2016</th>
<th>Santa Visits 2017</th>
<th>% Value Added</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>2.61</td>
<td>2.74</td>
<td>4.98</td>
</tr>
<tr>
<td>2nd</td>
<td>2.84</td>
<td>2.87</td>
<td>1.06</td>
</tr>
<tr>
<td>3rd</td>
<td>3.54</td>
<td>3.56</td>
<td>0.56</td>
</tr>
<tr>
<td>4th</td>
<td>3.8</td>
<td>4.32</td>
<td>13.68</td>
</tr>
</tbody>
</table>

**Mural Installations:**

The successful application to the State Government’s Graffiti prevention grant saw three new murals being installed into the laneway in 2017 which were completed by artist Ella Webb who worked alongside community members to design and install the murals. Local artists Jimmi Buscombe and Alara Harris were also commissioned to paint a 3D interactive art piece in the mural which depicted the Little Penguins of Middle Island and a fox. These artworks were the basis of the #laneplay3280 promotion which ran over the 2018 winter school holidays, which was designed to encourage people to use the laneways as their main access point to the city.

**Festoon Lighting:**

A temporary festoon lighting installation was created to encourage diners visiting the CBD in the evenings to continue to use the laneways. The lighting enhanced the amenity of the laneway and created a sense of increased safety as people moved between Liebig St and the Ozone Carpark.
Rear Access to Businesses:

Traders along both sides of the Stage Two works area were encouraged to allow shoppers and diners to use the back doors to their premises where possible. Previously mostly used as service entrances the traders renovated their back entrances to ensure they were welcoming to customers during times there was limited parking on the street front.

Little Liebig Laneway Festival:

A group of five local traders whose businesses backed onto Little Liebig collaborated with the support of Council to establish the Little Liebig Laneway Festival. The festival was held on six Friday nights over the Summer 2018/19 period and saw the laneway activated with live music, street food and bars. Temporary seating, bins and entrances covered in street art were installed for each event creating an eclectic vibe and activating the laneway into a popular event space.

In Spirit Mural:

The winning idea from the inaugural Beers + Ideas was by Jimmi Buscombe who painted the In Spirit Mural in Ozone Walk. The mural which runs the length of the laneway features Yellow Tailed Back Cockatoos and took one month to complete. During this time Jimmi interacted with locals as they watched progression of the mural, increasing the foot traffic in the area and activating the laneway. Spendmapp data shows spending in the city increased during the month that Jimmi was painting the mural compared to the same time in the previous year.
Community Led Placemaking

Warrnambool’s creative community have been instrumental in revitalising and activating some of the city’s once disused spaces and laneways into unique and attractive places. In 2017 Beers and Ideas was launched as a micro grants program offering funding to support the entrepreneurial and creative community of Warrnambool.

This incentive will continue to allow successful applicants to deliver quality programs, projects and events significant to Warrnambool, enabling social and economic returns to the city through street activation during the renewal period. Council will continue to provide financial assistance and Officer time to this event.

To date six Beers and Ideas events have been held with the format proving to be popular with high attendance numbers. The initiative has also received National recognition having been a finalist for the Economic Development Australia Awards and LGPro awards as well as Council’s Economic Development team being asked to speak at the MAV Future of Local Government National Summit.

Other Placemaking Initiatives which have taken place during the course of the renewal include:
- In 2017 a late night shopping event was initiated by a group of traders in December with Council’s support. The evening saw shops across the CBD staying open late running sales and a number of activations taking place including carolling, gift wrapping and busking.
- The activation of Little Liebig through festoon lighting, murals and the Little Liebig Festival.
- Street chalk art outside Figsellers Café.
- Saturday morning Yoga classes on the Civic Green.
Communication:

Consistent public relations messaging pertaining to the City Centre Renewal projects, marketing and promotions program, were delivered through a number of mediums including print, broadcast news, regular project updates to distribution lists, websites and a dedicated Facebook page. All communications for the Business Support plan were prepared in-house by Council’s Communications Team who over the course of the two years produced and worked on a range of mediums including:

- Video production
- Cinema Advertising
- Brand Development
- Graphic Design
- Marketing
- Social media (development and ongoing)
- Website Design and production
- 3D modelling
- Animation
- Photography

In keeping the production of these mediums in-house as opposed to having the services contracted, it is estimated $180,000 was saved.

City Centre Renewal Updates.

Nineteen weekly project updates were distributed in 2017, and 17 in 2018 to all traders and interested members of the public during the works.
Dedicated CBD Websites

Two custom-made websites were created during the City Centre Renewal project. In 2017, the CBD Warrnambool.com.au website was established to display up-to-date news and information on the project, support information for traders and details relevant to shoppers and the broader community. The website also provided information on Frequently Asked Questions and general information on the works projects.

In 2019, CBDme.com.au was created as part of the marketing campaign. This website was established to celebrate the people and families behind the CBD website and also provided information on promotions, consultation sessions, events and parking information.

www.cbdme.com.au

Social Media Messages.

The CBD Warrnambool Facebook page regularly posted promotional messaging for relating to CBD promotional activity, project updates, press release details and related interesting messages. Between January 1, 2017 and December 31, 2018, posts had a reach of 687K people (impressions) and saw 56,437 engaged users. This engagement rate is significantly above average. The median engagement rate across all industries is 0.16%.
Business Health - Empowering Business Growth.

**Dedicated Business Support Officer.**

A dedicated CBD Placemaking Officer was appointed to support businesses and field enquiries throughout the construction phase of the city centre renewal project. This officer worked closely with the trader representative leadership group and traders themselves assuming responsibility for the 2017-2018 marketing and promotional activity. The Officer was a first point of contact to support businesses throughout the project.

**Engagement surveys.**

Conducted every second year to collect essential business and local industry data, including detail of trading practices, business operations and employment across all sectors. This information assists in the development of business support offerings and practices.

**Centrally Located CBD Office.**

Feedback from initial consultation on the City Centre renewal identified a desire from CBD Based businesses to receive support from a centrally located project office. This Feedback was acknowledged and the City Centre renewal office was opened at 142 Liebig Street, November 2016, in the stage 1 construction area. It remained open at this location during the completion of stage 1 works and closed in November 2017. The office received over 500 visitors in this time with staff assisting in a range of enquiries. For the stage 2 works the office has relocated to the Civic Centre due to its proximity of the works.

**Personalised Marketing Support.**

In 2017 the Red Carpet Promotion provided the ability to personalise marketing messages through live radio reads and the Immerse Yourself Warrnambool Facebook page on selected days. In 2018 the CBDme promotion allowed businesses to tell their story which was promoted on the dedicated website, through social media and with marketing messages through live radio interviews on Coast FM and 3YB. Both these opportunities empowered businesses to shop locally and entice customers to their store by building up their personal profiles through their own stories.

FOOTY FINALS PROMOTION
Mentoring with industry Experts.

A number of business experts were contracted to work with the traders during the Renewal Works program. These included:

- Retail expert, Martin Ginnane provided one on one, industry specific mentoring and workshops for traders in the renewal works areas. Martin visited Warrnambool on six occasions over the course of 2017/18.
- Australia’s most eminent Placemaker Gilbert Rochecouste, founder of The Village Well launched the Small Business Festival as well as running six public consultation sessions on the economic benefits of Placemaking in communities. These consultation sessions led community placemaking initiatives for the CBD.
- Andrew Hammonds, a renowned Placemaker and Urban designer who established Placefocus ran a two day placemaking course in October 2017 where the focus was on a people centred approach to the planning, design and management of public spaces including streets, squares, footpaths, parks and parts of buildings.

“Martin Ginnane gave such an expert, insightful, health check of the business. He was just brilliant – there is no other word for him.”
- Debbie Arnott, Style 105.

“Martin was able to inspire the traders to look at their future business and to align this with the new street development. He also provided international insights to other cities and encouraged us to put Warrnambool on the map.”
- Adele Griffin, Customer Service Manager, Commonwealth Bank, Warrnambool.

“It was great to have a fresh, completely unbiased set of eyes to make brand new look at the business. He gave great ideas for stock control, window dressing and visual merchandising’
- Renee Roberts, Annie’s Gift House.
The Great South Coast Small Business Festival was also run over both 2017 and 2018. The festival aims to inspire and motivate regional businesses, while celebrating the strength and vitality of the small business sector in the region.

The 2017 festival saw 22 events conducted with 802 delegates and in 2018 the festival held 15 events with 717 delegates taking up the opportunity to build business knowledge, skills and opportunities through a range of events and opportunities.

**Support Business-Led Initiative and Activation.**

Council provided financial support to business-led initiatives to activate the precinct over the course of the Renewal. These campaigns empower the local creative community to activate the streets and laneways across the CBD to provide opportunity for businesses and entrepreneurs, activation opportunities while broadening the availability of cultural activities.

Council will continue to support Beers and Ideas and other trader-led initiatives through the Business Support department. Participation in these community led placemaking initiative creates the opportunity for businesses and their initiative partners to receive activation grant funding through the Beers and Ideas program.

**Façade Improvement and All Ability Access Funding**

The Shopfront Façade Improvement and Access Fund was developed for the renewal period providing an opportunity for businesses to improve the presentation of properties and to provide all abilities access to private buildings in the City Centre to complement Council’s upgrade of the public streetscape infrastructure. Through the fund, property owners and business operators could apply for grants which provided $1:$1 matching grants up to $3,000 for shopfront improvements or improvement to internal all abilities access improvements.

Over the two years 54 successful applications were approved with Council committing $105,702.81 and the total improvement works completed in the street estimated at $306,544.
Business Attraction.

Assist in the attraction of new business offerings to the Warrnambool city centre.

The completion of stage 1 works has provided the foundation to encourage major retailers and unique bespoke businesses to take up long-term tenancy in the rejuvenated precinct. During stage one of the works Council offered to the businesses/property owners for provisional upgrades of communications services. This was the first time upgrades to the Telstra pipe network were able to be accommodated and 23 clients took up this offer. There were also opportunities to upgrade other services, gas, electricity, drainage with Centrepoint Arcade and FM Mahers & Associates having their drainage repaired.

A number of new businesses moved into Liebig Street over the course of the works including Phinc, Gazman, Bonds, Sheridan, Hoppy’s Café, Family’s Fish and Chips, Country Attitude and Two Kings Burgers.

Confidence in retail investment in Warrnambool has seen Cotton on Clothing and Provincial Home Living undergoing major upgrades and committing to Liebig Street.

Vacant Property Activation.

Activation opportunities were investigated for vacant properties in the Warrnambool CBD. Short term vacant property activation initiatives were implemented in 2018. Activating shops temporarily is advantageous to both landlords and tenants. For landlords it is a period which shows the potential of the building and its space. For the tenants it is an opportunity to test their product or service in the market place, and gauge the longevity of their business.

In 2018 Council began working with Leadership Great South Coast to bring the Shop In A Box project to Warrnambool. This project has previously been run in a number of regional cities under the Renew Australia model. The project aimed to provide a framework to reactivate CBD’s through temporary uses of empty shops by creatives and entrepreneurs by offering short-term contracts between landowners and tenants. The Shop In A Box project resulted in Double Bass Tattoos taking up temporary residence in the northern box of Liebig Street.

A group of local artists also independently sought a temporary lease in the southern block of Liebig Street. They opened Custom Collective which sold goods manufactured entirely by local artists.

![Pedestrian Crossing Counts](image)
Visitation

Pedestrian Counts have been undertaken since 2017 to provide information on where people walk and stay as part of their daily activities. Key central crossing points were identified across the CBD and were measured periodically providing an indication of visitation trends in the area. The counts highlighted the busiest times and locations across the CBD. 58% of the recorded pedestrian crossings were conducted at a signal operated location, identifying a preference for these locations.

Stationary Activity Counts have been conducted to provide information on how many people sit, stand or carry out other stationary activities in the city and where they do it. These activities act as a good indicator of the quality of the community space. A high number of people choosing to spend time in the city indicates a lively city with a high level of community attraction. These counts identify midday as the time people are most inclined to conduct stationary activity and 6.00pm as the least likely. Understandably the counts also showed a higher number of people undertaking stationary activity in January rather than July.
3.2 Business Diversity.

Measuring the diverse tenancy mix in the Warrnambool City Centre.

Investigating opportunities for Warrnambool City Council Economic development team, Commerce Warrnambool and Property Managers to work collaboratively in attracting diverse retail and service business tenants to the Warrnambool CBD was identified as Business Health initiative.
Employment Growth.

Measuring business health &
Economic strength in the precinct.

Periodic measurement of worker numbers and
employment mix in the Warrnambool CBD provide an
indication of general economic health and business
prosperity.

Remplan data shows growth in retail trade employment
from 2016 to 2017. The 2017 Business Trends Surveys
also show increased business confidence with more
respondents from the CBD indicating this than in the
past. The Business Trends Surveys are conducted
biannually with the next survey to be distributed in 2019.
**Investment.**

**A measure of confidence in the future strength and sustainability of the city.**

Planning and building permits submissions reflect the level of commercial confidence in the future strength and sustainability of an area. These are also indicators of future employment benefits & impacts in the building and construction sector. The following totals relate to permit submissions made from July 2015 until June during 2017 within the City Centre construction area:

- **Cost of works for approved building permits $6,136,793.90**
- **Cost of works for approved planning permits $3,800,000.00**

The planning and building submissions for 2018 also show strong future confidence in the City Centre construction area. The following totals relate to permit submissions made from January 2018 until December 2018 within the City Centre construction area:

- **Cost of works for approved building permits $3,489,726.57**
- **Cost of works for approved planning permits $2,679,862.00**