

CONFIDENTIAL



CITYPROM
REVIEW

thenoagroup

SEPTEMBER 2020

Cityprom Review

Report

2/9/2020

Table of Contents

Maps Tables and Charts	4
Executive summary and recommendations	5
Scope of the review	10
Cityprom background	10
The Constitution of Cityprom	11
The 2018 CBD Marketing Services Grant Agreement	11
The Cityprom Strategic Plan	12
Funding arrangements	13
The CBD boundary	15
The 2014 Greater Launceston Plan	16
Central Activities District	17
Financial performance of Cityprom	18
Annual report	18
Operating accounts	19
Membership of Cityprom	22
Cityprom Activities	23
VIBE Program	25
Involvement and collaboration with external organisations and agencies	26
Online activity	27
Placemaking and streetscape activities	27
The Cityprom Board and committees	28
Current board members	28
Board Skills Matrix	29
Board Committees	31
Staffing	31
Accountability for performance	32
Linkages to City of Launceston	35
Liveable Communities Section	35
Other Council areas liaising with Cityprom	35
Member Survey	37
Business name of respondents	37
Agreement and Importance responses	38
Open questions	41
Conclusions from the survey	46
Review discussions and interviews	47
The Launceston economic development system	48
Other marketing models and structures	50
Section 86 Special Committees and the Geelong example	50
Comments on main street committees and trader associations	51
Business Improvement districts:	51

Local Government Authorities..... 53

Local Government Special Committees..... 54

Other things to think about..... 54

 The shopping we love to do and the shopping we have to do:..... 54

 Maybe more retail isn't the only answer..... 54

 The importance of the Launceston CBD..... 55

 Is marketing required to create a vibrant CBD post 2020?..... 55

 Whose responsibility is marketing the CBD..... 56

 A new mind set is needed..... 57

Moving Ahead..... 58

 Options for moving forward..... 58

 Preferred options..... 59

Disclaimer..... 60

Contact details..... 60

Maps Tables and Charts

Maps, Tables and Charts	Page
Map (1) Cityprom boundary	15
Map (2) Launceston retail precincts. Source Greater Launceston Plan	16
Map (3) Central activities district Source Launceston City Council	17
Table (1) Financial information sourced from Cityprom annual reports	18
Table (2) Cityprom Income sourced from operating accounts	19
Table (3) Key Cityprom expenditure components	19
Table (4) Cityprom expenditure sourced from operating accounts	20
Table (5) Property owners address source CoL rate listing	22
Table (6) Cityprom member categories – source Cityprom member mailing list	23
Table (7) Cityprom activities	24
Table (8) Cityprom interactions with other organisations. Source Cityprom annual reports	26
Table (9) Board skills matrix by skill and director Source board self-assessment	30
Table (10) Skill set of the Cityprom board as a whole Source board self-assessment	30
Table (11) Staffing of Cityprom	31
Table (12) Winterlicious Statistics source Cityprom	33
Table (13) accountability framework	34
Chart (1) Member survey - % of survey respondents by member category	37
Chart (2) Member survey -% of agreement, importance and variance across all outcome statements	39
Table (14) Member survey - % agreement, % Importance and variance for all outcome statements	39
Table (15) Member Survey - Agreement ratings across all outcome statements	40
Table (16) Member survey - Importance ratings for each outcome statement	40
Table (17) member Survey: What activities of Cityprom provide most benefit	41
Table (18) Member survey: What activities should happen to drive future growth and vibrancy	42
Table (19) Member survey: What future structure should guide future growth and vibrancy	44
Table (20) Member survey: Any other comments about future marketing	45
Table (21) Economic development focused organisations based in Launceston	48
Table (22) Local Government revenue framework	56
Table (23) Future options for city marketing	58

Executive summary and recommendations

CBD Marketing

The Launceston CBD, however described, plays a vital role in the Northern Tasmanian regional economy and the services it offers go beyond retail. It needs to be a liveable place that the local community is proud of and that visitors will also enjoy. This requires an agreed vision and collaborative action across a range of management strategies. The competitive advantages of the CBD need to be understood by a wide range of potential markets. Marketing and promoting the CBD is a shared responsibility between the public and private sectors and an essential activity for future prosperity and growth. This report examines the past approach to CBD marketing and suggests a number of future directions.

Cityprom accountability and performance

Cityprom has operated largely unchanged and without serious scrutiny for 32 years. Most similar rate funded structures have five yearly reviews to determine member agreement and support for continuation. Whilst Cityprom has been busy there is not an adequate accountability framework to quantify and demonstrate the benefits of their efforts. This makes it difficult to show benefit to the cynical and to be unequivocal about performance. Annual reports are at a very high level and not particularly informative. Cityprom at this point is not adequately accountable to its members. The member survey showed a 64.4% level of agreement about CityProm's performance and, 70% of respondents felt that Cityprom is vital for the continued growth and prosperity of the CBD.

Recommendation

No matter what structure continues to market and build vibrancy in the CBD, a performance accountability framework is needed at the outset so city marketing can proceed with purpose and there can be adequate reporting on performance.

The funding model for Cityprom

The differential CBD rate funding model has been successful in ensuring all property owners and tenants contribute but a number of members describe themselves as "*unwilling conscripts*". The model also requires a rigid and defined boundary. If the current rating model for Cityprom continues then expanding the boundaries will exacerbate existing tensions. Currently any entity that pays the CBD rate becomes a member of Cityprom. There is potential additional membership revenue from associate members, the only one at present being the University of Tasmania. A view was expressed that moving Cityprom to a membership fee model would divert staff energy and resources to member recruitment. A broader rate-based funding strategy should be retained but the CBD rate should be removed. A broader rate-based approach can be justified if work undertaken to improve and build a vibrant CBD is considered a public good. It will also help assist consideration of a boundary expansion for the CBD

Recommendation:

Remove the CBD differential rate and uncouple the linkage between the boundary and rate funding. A decision should be made by Council about a level of funding from either the general or commercial rate that is appropriate to support the marketing and activation activities needed by the Central Business district.

Cityprom boundary

The existing Cityprom boundary represents the CBD of 32 years ago. It no longer adequately describes the Central Business District of Launceston and constrains the reach of marketing activities. A working boundary is the area currently described as the Central Activities District. The boundary should be considered flexible enough to allow the possibility of activation in adjacent precincts when opportunities arise.

Recommendation:

For the purposes of marketing and activation, redefine the boundary of the CBD to encompass the area defined as the Central Activities District (map on page 17). The boundary should not be rigid but flexible enough to allow marketing and activation activities in adjacent precincts when opportunities arise

Cityprom activities

Cityprom classify their activities under three strategic directions:

- **Activation:** Any event, promotion or action that aims to attract people to the CBD. This is their primary activity. This direction also includes place making, precinct formation and streetscape improvements. The VIBE! Program provides grants to support event organisation by local groups.
- **Advisory:** Member based activities to share information, network or provide professional development e.g. Bricks and Mortar series.
- **Advocacy:** Liaison with other organisations to represent member interests. e.g. working with the Chamber of Commerce, Tourism Northern Tasmania and City of Launceston, Tasmania Police on committees and working groups.

2020 activities have been disrupted by COVID 19 causing major regular events to be cancelled. Retailers have mixed views about the business benefits of large events. However, survey respondents were supportive of events, in particular smaller more frequent family-based activities.

The potential for double dipping into public funds for event sponsorship between the Cityprom VIBE Program and Councils event sponsorship was raised as a concern.

Good progress is being made with the online presence of Cityprom. The website and Facebook page provide useful information. Social media is the growing area of emphasis and effort for city marketing. The member directory is a basic tool but keeping it current is labour intensive. Assistance could be provided by leasing organisations. The name Cityprom does not adequately describe the organisations purpose for online referencing. Cityprom staff sit on a number of committees with other organisations in the city. This is an avenue to exercise the advocacy role but is potentially an unproductive use of time.

The member survey identified the following areas with the greatest potential for improvement:

- Being a strong voice for issues affecting members and business in the CBD
- Cityprom staff being accessible, visible and providing opportunities to meet with members
- Demonstrating good value for Cityprom membership.
- Providing needed training and development opportunities for businesses.

Recommendations

- *Any future structure to market and build vibrancy in the CBD should move away from the direct organisation of events. The VIBE! Program and Councils event sponsorship program should be combined, and the grant procedures reviewed to ensure timely responses to submissions.*
- *Future emphasis should focus around engaging locals through online marketing and social media to build ownership and pride in the CBD*
- *Attention be given to the areas for improvement identified by the member survey*
- *The name of any future structure should contain the name Launceston and reflect its purpose e.g. Central Launceston Marketing.*

Cityprom Member engagement.

There are around 458 properties and 341 property owners in the present CBD boundary. Thirty three percent of owners do not reside in Launceston. Capital expenditure and focus on tenant mix by property owners can significantly influence perceptions of the CBD and they need to be more involved in any future arrangements. Cityprom predominantly deals with tenants and their member directory lists 575 members of which 63% are retail focused and 24% are professional service providers. There is no arrangement with commercial real estate companies or owners to notify Cityprom of tenancy changes. It would be a step forward if this could happen. Membership is automatic for any owner or tenant that pays the CBD rate. In similar organisations in Victoria members have to opt in.

The member survey was emailed to 700 recipients, 287 of which opened the email but only 65 completed the survey. This suggests significant member disengagement. If support for Cityprom was strong then it is not unreasonable to assume that members would find the time and energy to participate. Fear of losing something

valuable usually motivates action. Professional service providers have difficulty seeing the activities of Cityprom having any benefit to them.

Recommendations

- *Any future structure should actively engage property owners in programs to market and invigorate the CBD. This should include property improvement and seeking diverse tenancies.*
- *Membership of any future structure should not be automatic. A program should be designed to encourage members to commit and actively opt in.*
- *A system for automatically updating the CBD tenant directory needs to be developed with property leasing agents.*

Board and staff

Concerns were raised about the skills mix and direction of the Board. The current board overall has a 35% level of expertise in retail. The lack of board member visibility was mentioned "Who is on the board at the moment?" The Marketing Committee has been disbanded removing an opportunity for retail members to have input into the marketing and promotion program. The board is voluntary and the individuals well-intentioned but there is a perception about a lack of engagement and leadership. Membership of the board changes on a regular basis so there are no longevity issues. The prescribed membership of representatives from the Chamber of Commerce, CoL and Tourism Northern Tasmania may not be needed. Potentially, there are other ways to engage with these organisations.

The number of FTE's seem reasonable for the budget and staff are appropriately qualified and positively motivated. The recent change in Executive Officer has improved perceptions about communication particularly in the light of COVID 19. The member survey does however indicate a desire for increased staff visibility and contact.

Recommendations

- *In any future structure the board skills mix should be reviewed to emphasize areas relevant to the organisation's purpose. People with the appropriate skills and experience should be invited to participate. A sitting fee could be considered*
- *Review the need for automatic board membership of the Chamber of Commerce, Tourism Northern Tasmania and the City of Launceston in any future structure.*

Other structures

In Victoria there is widespread use of Section 86 committees, under their Local Government Act, as a structural vehicle for trader associations. These are special council committees funded by a separate rate levied on businesses in a specified area. Council prescribes the committee membership, so it is representative of business interests in the area and there are tight rules about meeting attendance and involvement. Committee members volunteer their time and interaction is mainly at the tenant level. Payment of the rate does not provide automatic membership. Business have to opt in and sign a membership agreement. The staff that work with the committee are employed by Council. Of interest is the term of the committee and performance assessment. The separate rate is reviewed every five years and a vote is taken about its continuation. At least 51% of involved businesses must vote in favour for the rate and the committee to continue.

Another structure popular in the USA, Canada and UK are Business Improvement Districts (BIDs) These are partnerships between government and the private sector. Funding is by way of a rate and in the USA the funding focus is at the property owner level whilst in the UK funding is at the tenant level. BIDs perform a range of marketing and business development functions. They also take over functions like cleansing, maintenance and security from local governments. They too have a fixed life and a formal performance review to determine continuation.

Recommendations:

A council special committee framework should be considered if Council wants to move away from the Cityprom structure and continue to involve the private sector in the future direction of Central City Marketing. A time limit be put on the arrangement for performance review purposes.

Place making and collaboration with Council

Place making through capital improvements, urban design and marketing is the future priority for the vibrancy of the CBD. The newly adopted strategic plan for Cityprom is moving the organisation toward the urban design aspects of placemaking which has the potential to cause overlap and confusion with council operations. The Liveable Communities section of Council has event support officers, a grants and sponsorship officer, an activations officer and a five-member place making design and planning team. At present the section does not get involved in City Marketing but the activities of the two groups are converging. Council's resources are much stronger than Cityprom. It would not be sensible to duplicate effort and increase Cityprom staffing and resources in placemaking. A better strategy is to implement a structure that guarantees a close working collaboration.

The ability of council officers to respond quickly was questioned during review discussions. They are seen as constrained by policy, planning and political issues. Some felt it was important to have a structure independent from Council for this reason. However, Council is well resourced in the area of place making and Cityprom has marketing expertise and a closer relationship seems sensible. If there are real issues in the responsiveness of Council, then they should be actively managed.

Recommendations

- *Any future structure for marketing and building vibrancy in the CBD must have a formal and collaborative working relationship with Councils Liveable Communities section.*
- *Council's Place Making and Activation Officer should be actively involved with any marketing structure*

Future Direction

In broad terms there are three ways ahead.

1. Retain Cityprom but make adjustments to boundaries, accountability, funding, board composition and relationship with Council. This is largely a status quo result but attempts to address issues with the current arrangement.
2. Let the market sort it out. Remove funding for Cityprom and allow another organisation or group to get involved. There are a range of organisations working in the economic development space for Launceston and the Region. If the issue matters, then somebody will step up and fill the void. This a private sector, small government approach that pushes responsibility back to business.
3. Accept that CBD marketing is a public good and have the City of Launceston play the lead role with a mechanism for business and community input. This brings city marketing back into Council control with an advisory committee.

These three possible future directions are described in more detail in the following tables

Option	Comment
<p>Option (A) Retain Cityprom structure and</p> <ul style="list-style-type: none"> • Expand boundaries • Fund from overall rate pool and other funding strategies • Members opt in • Introduce accountability framework and five-year funding and performance review. 	<ul style="list-style-type: none"> • Continuation of an independent, member driven structure • Staff skills retained • The boundaries recognise the physical change in the CBD and do not constrain marketing effort. • Remove the CBD rate and Council determines the amount of rate funding for City Marketing and Cityprom is encouraged to find alternative revenue sources. There could be competing political priorities around funding amongst councillors. • Members need to opt in and participate. Move to willing conscripts

Option	Comment
<ul style="list-style-type: none"> Review the Board skill set and seek new members Institute formal collaborative structures between City prom and CoL around placemaking, event funding and resource sharing Link Council and Cityprom by seconding the council employed activation officer to work alongside Cityprom staff. 	<ul style="list-style-type: none"> Accountability framework and five-year review sharpens staff and member engagement. There is a prescribed life for the arrangement and a review of performance against agreed indicators. Skills matrix of the board is more representative of membership. Cityprom and Council are required to work and plan together. Efficiencies and cost savings may be initiated in areas like support services, storage, banners and displays etc. Seconding an officer ties the organisations together. There may not be sufficient incentive or energy to change. "Rearranging the deck chairs on the Titanic"
<p>Option (B) Cease funding Cityprom and do not replace with any other structure.</p> <ul style="list-style-type: none"> Council continues not to be involved in city marketing. Puts responsibility for action and accountability for performance back onto the private sector 	<ul style="list-style-type: none"> Ending the funding agreement will result in the board winding up the present structure if alternative funding cannot be found. CBD rate will be removed so owners and businesses pay less. Considering the low level of engagement with Cityprom there may not be an adverse reaction. Marketing the CBD will fall to individual and voluntary business efforts There will be no independent member driven marketing structure, but other organisations may fill the gap. Staff skills and expertise will potentially be lost. Council event assistance and grant program remains. Place making will continue and be solely a council responsibility and staff will need to develop good relationships with CBD businesses.
<p>Option (C) Cease funding Cityprom and CoL forms a city marketing and activation group as part of the place making team with independent business input.</p> <ul style="list-style-type: none"> Cityprom staff have the option of becoming council employees. Councils current activation officer joins the marketing group. A Special Committee of Council is formed to advise and guide the place making and marketing team. An opt in marketing partnership arrangement be established with businesses. An accountability framework is put in place to enable performance assessment. A term of five years is set with a review to be completed in the fifth year. The result of the review to determine if the arrangement continues 	<ul style="list-style-type: none"> Ending the funding agreement will result in the board winding up the present structure if alternative funding cannot be found. CBD rate will be removed so owners and businesses pay less. Recognises City Marketing as a public good. Council determines the amount of rate funding for marketing the CBD Council event assistance and grant program remains but may be streamlined. Place making and marketing become integrated in Councils structure. Employee skills are retained, and overlaps removed Working with Council will reduce operational costs. CBD businesses will have the opportunity to provide input through the Special Committee of Council. The opt in marketing partnership is a vehicle for member promotions and benefits There is a prescribed life for the arrangement and a review of performance against agreed indicators.

Recommendations

The options are recommended in the following order C, B & A

Scope of the review

A review of Cityprom to assess whether the organisation's purpose as defined in the CBD Marketing Services Grant Agreement 2018 – 2022 is being achieved and whether the marketing needs of the Launceston CBD are being effectively addressed by the organisation.

The principle outcomes are to include:

- A comprehensive review of Cityprom's performance against its purpose.
- A review of contemporary approaches (national and international) to the marketing and development of the CBD in cities comparable to and in context to Launceston.
- Review of the structure, function and operational business model of Cityprom
- Review of the boundary of Cityprom in light of the significant commercial changes to the inner city that now sit outside the historical Cityprom boundary
- Engagement of relevant stakeholders including Cityprom member businesses, Cityprom board members, City of Launceston staff and Councillors
- Recommended future directions for the marketing of the Launceston CBD which considers the findings and recommendations of the Shopping in the City Report
- An implementation and monitoring framework

The review should also provide future directions around the following objectives:

- Increasing the number of visitors to Central Launceston
- Promoting business activities in Central Launceston
- Providing opportunities for the businesses and organisations in Central Launceston to network, exchange information and work in a cooperative fashion
- Providing the businesses in the City with a central marketing focus
- Improving stakeholder perceptions of Central Launceston
- Establishing an ongoing viable marketing program for Central Launceston, including ability to leverage digital marketing opportunities
- An underpinning informative narrative and understanding of the context, significance and role of the city
- Takes full account of ongoing and likely future retail changes
- Is transparently based on clearly defined strategic principles and directions

Cityprom background

Cityprom was formed in 1988 following concerns by central business district (CBD) retailers about slowing sales. On the 21/10/1988 it was registered as a company limited by guarantee. On the 17/6/2008 it was incorporated under the Associations Incorporation Act. It has a voluntary board elected by the members.

The initial concept was based on a regional shopping centre model where tenants contribute to a marketing fund. The funds are then used to employ a centre marketing officer and pay for promotions designed to bring increased visitation and sales to the centre. The activities of the marketing officer are overseen by a marketing committee made up of tenant representatives. This structure sought to engage retailers in sharing responsibility for marketing and promoting the centre. The difference between a regional shopping centre and the CBD of Launceston is the overall ownership of the centre. A shopping centre owner is able to set tenant rentals and lease conditions and determine the tenant mix. In Launceston these matters are determined by individual property owners and market forces.

Getting agreement for a voluntary contribution to fund Cityprom and market the CBD from the disparate range of owners and tenants proved a challenging task. This situation influenced using a council rate as the funding mechanism. A defined boundary was set for the CBD and properties within the area were asked to pay a

benefitted area rate to the council. There was extensive consultation with property owners before the rating strategy was agreed.

Once formed the Cityprom Board submitted a marketing plan to the City of Launceston (CoL) and entered into a funding agreement. The funds raised by the rate on the CBD properties being paid by the CoL to Cityprom to implement their marketing plan. The board also appointed a part time officer and a voluntary marketing committee to develop and implement marketing and promotional activities. Membership of the marketing committee was sought after in the early days of the organisation. At that time this approach to marketing a central business district was innovative and prompted other local governments to adopt similar models. The Cityprom model has continued for 32 years and retailing has changed in Launceston and cities around the world. New times need new ways and for that reason a review of the performance, structure and future of Cityprom in marketing the city was commissioned by the CoL.

The Constitution of Cityprom

The constitution sets out the following activities:

- 4.01 to supervise, advance, promote and protect the trading and interests of the members of the Association, within the City Centre area;
- 4.02 to promote and to foster co-operation between the members of the Association;
- 4.03 to conduct, organize and set up promotional programs, decorations, publicity, special events, co-operative advertising and other joint ventures in the general interests of the Association;
- 4.04 to initiate, develop and implement such policies as it considers conducive to the development and welfare of the members of the Association;
- 4.05 to provide entertainment for shoppers and others in the City Centre area;
- 4.06 to be actively interested in the civic progress of the City Centre area;
- 4.07 to be concerned with any activity that affects the City Centre area;
- 4.08 to bring together city retailers, professionals, businesses, civic authorities and others for the purpose of improving the city and its facilities;
- 4.09 to investigate and report upon proposals for the improvement of the City Centre or for the alteration or renovation of the City Centre;

Observation

At the outset, the emphasis was on promotional activity, encouraging cooperation between members and taking an interest in matters affecting the City Centre area. Retail businesses were the primary area of attention. Attracting new business for the CBD and protecting it from competition was also on the agenda.

The 2018 CBD Marketing Services Grant Agreement

In July 2018 a new four-year agreement was signed by the City of Launceston and the Cityprom Board. It expires in July 2022. The agreement stated Cityprom's services, purpose and activities as follows:

Cityprom services:

- Drive growth strategies for the Launceston inner City Area (subject to the special CBD rate)
- Facilitate the expansion of the area defined by Council to reflect the area defined in the Greater Launceston Plan
- Facilitate activation and projects that support Cityprom's purpose.

City Prom's purpose:

- To ensure Central Launceston is a vibrant hub for people to live, work, learn, invest, engage and experience, by developing and implementing strategies that encourage creativity, entrepreneurship, innovation, investment and sustainable economic growth to position Launceston as one of the great regional cities;
- Conduct activities that support growth and prosperity of the business sector in the Inner-City Area;

- Communicate and facilitate opportunities for business growth and development to the Inner-City Area;
- To support the Inner-City area targets of the City Deal;
- To support the strategic direction of the City of Launceston through the implementation of the Greater Launceston Plan and the Launceston City Heart activation plan;
- To support the strategic direction of Northern Tasmania's tourism body and collaborate on the implementation of its strategies.

Cityprom activities:

- To facilitate long term strategies and the implementation of projects, activation and events that drive growth and vibrancy in inner city area of Launceston.
- Engage in and influence revitalisation projects for the city and be actively involved in the civic progress of the inner-city area.
- To facilitate, support and conduct activation and events that provide economic value to the inner-city area.
- Encourage and foster a cooperative and participative relationship with the inner-city area
- Represent the interests of the membership of the inner-city area on issues of concern
- Work in partnership with the City of Launceston, and the various agencies of the inner-city area in delivering revitalisation projects and activation

Observation

The marketing agreement retains the role to encourage cooperative relationships and to represent the interest of members. However, the primary promotional role has moved to facilitating activation events and strategies to drive growth and vibrancy in the inner-city area.

The primary purpose statement paints a broad canvas for a small organisation to work on:

"To ensure Central Launceston is a vibrant hub for people to live, work, learn, invest, engage and experience, by developing and implementing strategies that encourage creativity, entrepreneurship, innovation, investment and sustainable economic growth to position Launceston as one of the great regional cities" There are no metrics in the agreement that can be used to assess progress. The language and expectations in the document verge on hyperbole.

The Cityprom Strategic Plan

In 2019 the Cityprom Board completed a review of the organisations strategic plan.

The review resulted in the following strategic framework.

Vision:

To make Central Launceston a people focused, vibrant and magnetic hub

Mission:

By developing and implementing immediate and longer-term strategies under the framework of Activation, Advocacy and Advisory. Partnering with members to create an environment where they can thrive.

Guiding principles

- Be an agency of action
- Be approachable, collaborative and work in partnerships
- Be ambitious, agile and challenge traditional thinking
- Leverage from partnerships to make a bigger impact
- Find and share the positive
- Seek evidence and expertise, make data driven decisions

Strategic Directions

Activation - *Developing and supporting events, campaigns, place making and activities that attract people and inspire people to love Central Launceston*

- Support and facilitate events that form a regular calendar, are diverse and attract a wide range of people through the VIBE! Program.
- Marketing and promotion that:

- Increases visitation, vibrancy
- Is aimed at diverse target markets
- Highlights Launceston's strengths
- Builds the City's sense of community.
- Foster the ideas and passion of members and stakeholders
- Identify, facilitate and create precincts and neighbourhood clusters and build networks
- Support and prototype place making actions that create street scapes and public spaces that people want to be in
- Promote and improve pedestrian access, walkability and liveability

Advocacy – Representing our members on issues so that owning and operating a business in Launceston is easier.

- Be a strong voice for issues that affect doing business in Central Launceston
- Supporting broad and holistic strategies that make significant positive change e.g.
 - City Deal and the University move
 - Inner city living
 - CityHeart project
- Seek broad and clear consensus
- Facilitate open and balanced debate
- Build community partnerships and open forums
- Address our member's core issues
- Engage with and leverage from partnerships that create sustainable outcomes e.g.
 - Cool season stakeholder group
 - Launceston safer communities' partnership
 - Partnerships with local agencies and stakeholders driving a better Launceston (City of Launceston, Tourism Northern Tasmania, Launceston Chamber of Commerce and Northern Tasmanian Development Corporation)
- Promote good news stories

Advisory – Supporting our members by helping them do what they do best

- Find and deliver skills development opportunities for members
- Gather evidence and collect supporting data
- Support the sharing of knowledge through forums and other outlets
- Connect members

Observations on the strategic plan

It is good that a strategic plan is in place. The activities required by the constitution are covered in the plan. Events are a key activity for activation and attracting people. Importantly, place making, precinct, streetscape and public space development are additional areas of activity beyond the initial scope of the organisation. It is a broad agenda and there are a lot of ambitious statements. There are no performance indicators to monitor progress of the plan and no sense of priority between the various strategic directions and associated actions.

Funding arrangements

In 1988 there was no agreement amongst property owners and tenants for a voluntary fee to fund promotions and marketing. As the benefits of marketing and promotion flow to all properties it was not considered equitable for some to pay and others not to.

It was decided to use the benefitted area rate provisions of the Local Government Act (the Act) that enabled Council to levy an additional rate to benefit the owners and occupiers of specified properties. A boundary was established for the CBD and all properties within it paid the benefitted area rate to provide funds for promotional activities managed by Cityprom. The amount was separately identified on the rates certificate. This

power remains under the separate rate provisions in the Local Government Act 1993 Part 9 Rates and Charges, Division 5, Sections 100 -106A and could still be used.

From July 2016 Council moved to use Section 107 of the Local Government Act 1993 and introduce a differential rating structure that enabled rate variations based on the predominant use of a property and a number of associated factors. The uses and factors are set out in Sections 107 (1) & (2) of the Act. The use of properties within the Cityprom CBD boundary is identified as commercial. The CBD variation is based on the locality of the land in the specified area. This variation of the General Rate is called the General Rate Commercial CBD and is identified as such on the rates notice. Consequently, the amount being paid to Cityprom is not immediately clear and requires a calculation. That possibly explains why many owners and tenants do not specifically know the amount relating to Cityprom.

In the 2019 -2020 financial year the General Rate Commercial was 7.8384 cents in the dollar of a properties Assessed Annual Value (AAV). The General Rate Commercial CBD was 9.3823 cents in the dollar of AAV. The CBD variation of 1.5439 cents represents an increase over the General Rate Commercial of 19.7%. The 2019/20 budget aimed to raise \$530,000 to fund Cityprom.

The amount paid by owners for the CBD variation is not constant because the AAV amounts differ across the 458 properties. The average payment in 19/20 over the 458 properties is \$1,160p.a. with the highest amount being \$10,410 and the lowest \$31. The amounts paid will also vary from financial year to year depending on the budget and changes in property valuations.

Observation

The use of a rate is an effective strategy because:

- It enables compulsory contributions to Cityprom for all properties in the CBD boundary
- It takes account of differences in property values.
- Owners can choose to pass it on to tenants
- It overcomes the argument from larger national retailers that their advertising expenditure promotes the area and draws customers. Most have a policy position to pay council rates but not promotional charges or association membership fees.

Using a rate as the funding mechanism for any future marketing approaches and structures should be continued.

However, more transparency about the amount of the rate being paid by tenants is needed. At present there is no guarantee that tenants understand the amount they are paying to fund Cityprom. Neither will it necessarily be clear to owners as the CBD contribution is built into the total commercial rate amount. Moving away from a rate-based approach to voluntary membership fees would require Cityprom resources and effort to be diverted to member recruitment and fund raising.

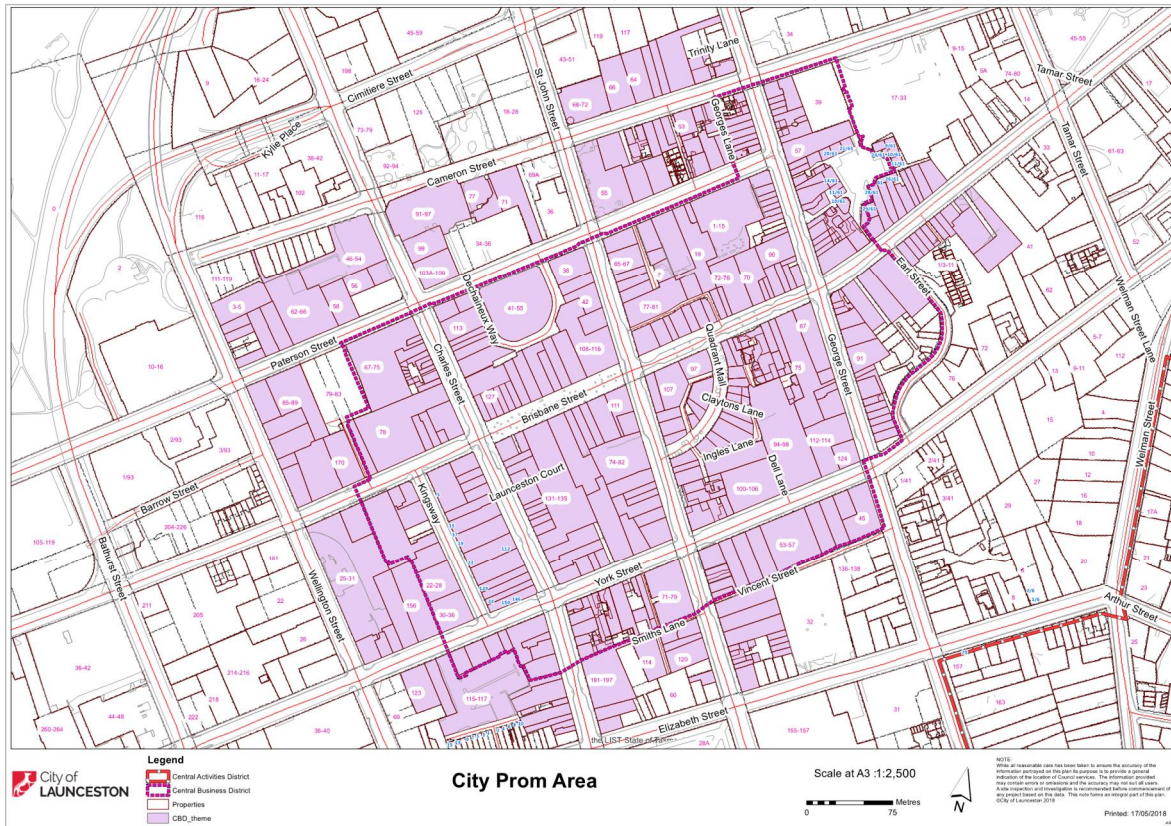
The CBD boundary

The boundary for Cityprom was and is still potentially linked to the funding model. The initial benefitted area rate required the properties, that would benefit, to be specified.

In 1988 the boundary of the CBD was agreed to be:

“that portion of the city bounded by Wellington, Cameron, George and York Street and also between 37 to 115 George Street; 45 to 123 York Street; 44 to 70 and 41 to 93 Cameron Street; 119 to 153 and 116 to 128 St John Street; 179 to 205 and 126 to 156 Charles Street and 36 to 60 and 43 to 65 Brisbane Street (all inclusive)”

The boundary for Cityprom is the dotted line shown in the following map



Map (1) Cityprom boundary. Source City of Launceston

The 1988 boundary largely encapsulated the retail and commercial activities of Central Launceston at that time. Since then larger national retailers have established around the edges of CBD. Examples include the Harvey Norman complex in Lower Charles Street, Beacon Lighting, Spotlight, Anaconda, Boating Camping and Fishing and Supercheap Auto in the William Street, Esplanade area. Across the North Esk River there is a precinct at Northbank that includes Bunnings, JB Hi Fi, Pet Stock and Office Works. This area is expanding with the planned Good Guys development and associated subdivision.

Dan Murphy’s is located on the corner of York and Bathurst. There is also a grouping of warehouse retailers around the Kmart Plaza and Becks Mitre 10 in the Racecourse Crescent - Boland Street area on the eastern side of the city.

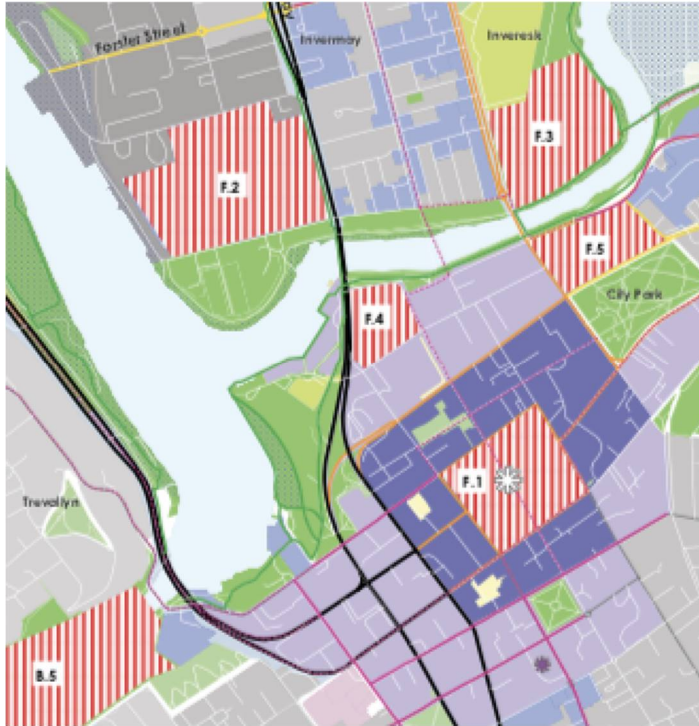
Upper Charles Street down from the hospital has become a café and food precinct.

In short retailing has been spreading out from the centre and the present Cityprom boundary is outdated and limiting.

The 2014 Greater Launceston Plan

This plan identified the core central business district (CBD) as being effectively linked to the Tamar/North Esk riverfront areas.

“Launceston’s CBD and wider Launceston Central Area (LCA) together with the inner northern precincts of Inveresk and North Bank comprise the region’s pre-eminent central place and business district. The area (Refer map below) is the region’s commercial, administrative and social heart and the leading destination for a wide range of goods and services”



Key to areas hatched in red stripes

- F.1: Launceston City Heart:
- F.2: North Bank Precinct
- F.3: Inveresk Precinct
- F.4: Charles Square Southbank
- F.5: Willis Street Precinct
- B.5: Cataract Gorge Facilities

Map (2) Launceston retail precincts. Source Greater Launceston Plan

This work is relevant to the review because it begins to redefine the area of central Launceston and a potential broader base for the operations of Cityprom.

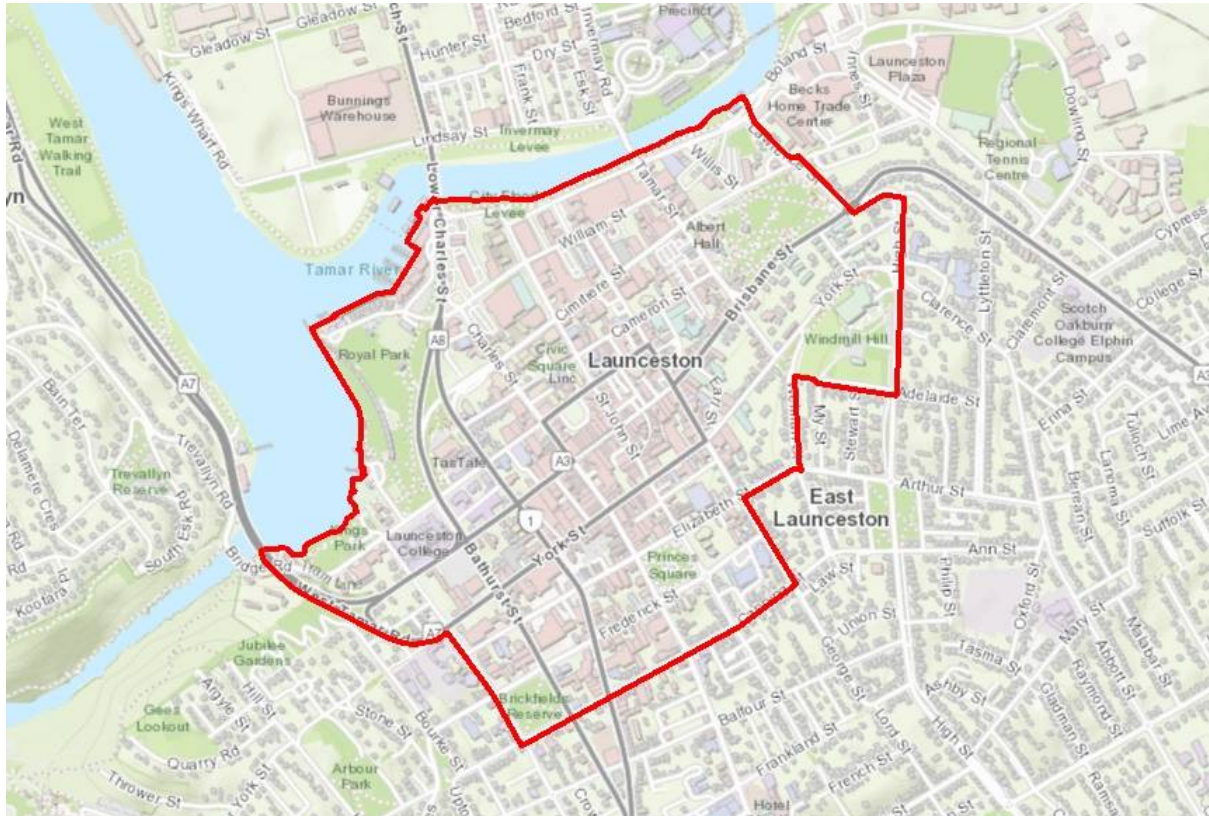
Today the key anchors are:

- To the North: the Bunnings retail cluster in the North Bank precinct. It is separated from the central city by the North Esk River but is now linked to Seaport by a pedestrian bridge. The precinct also includes the Silo hotel and the popular all ages regional playground. This area generates strong visitation primarily through the promotion and advertising activity of the larger retailers and is principally accessed by car. It probably does not need any additional promotion.
- The lower Charles Street, Harvey Norman centre and the nearby William Street grouping of larger retailers. These areas are on the edge of the CBD and traffic is largely generated by the promotional advertising of the retailers. Access to this area is mostly by car but people can walk to it in a reasonably short time.
- The entry to the Cataract Gorge in the west. There is less retail activity in this area, but it includes tourism infrastructure and a potential new hotel development. Visitors wanting to access the Gorge and river edge by foot would pass through here. The Dan Murphy liquor store is adjacent to this area in Bathurst street and funds extensive promotional advertising.
- City Park and Willis Street in the east. The main influences in this area will be the UTAS relocation and a potential hotel development. It is also adjacent to the Inveresk UTAS site that may be the catalyst for retail regeneration along Invermay Road. Foot traffic will be generated by students and visitors.

- The Launceston General Hospital and Charles Hotel at the southern end of the central area. The hospital generates considerable visitation and can be accessed by pedestrians from the CBD. Upper Charles Street is developing as a specialty food and café precinct

Central Activities District

The following map of the currently described Central Activities District captures most of the anchor areas to the south of the North Esk River. It does not include Inveresk or North Bank. It is a more contemporary view of Central Launceston and could be used as the boundary for a future commercial CBD rate with an extension to the south to include upper Charles Street and the hospital.



Map (3) Central activities district Source Launceston City Council

Observation on the CBD boundary

The 1988 boundary of the CBD has been outgrown. The Central Activities District map is a reasonable description of today’s CBD. As already indicated the main purpose for defining an area is to enable the setting of a differential rate to generate funds for marketing activities. If a differential rate approach is not taken, then the precise location of the boundary is not as critical. The edges can be flexible enough to allow activities to happen in the immediately adjacent areas on the north side of the river and upper Charles St. The boundary location is then less of a constraint to the activities of any organisation involved in marketing the CBD. The boundary and differential rate funding mechanism need to be uncoupled to enable this flexibility.

Financial performance of Cityprom

Annual report

Table (1) shows financial information over four financial years as published in the annual reports. The information is at a very high level and not particularly informative.

Income

Over the four years funding has increased by 4.9%. The absolute majority (99%) of Cityprom income is sourced from the CBD commercial rate. There is a small addition to funding from associate member fees and busking permits. The associate member fee is paid by UTAs.

Expenditure

Fifty one percent of funds are spent on promotional activities. There is no detail in the published accounts about the number or type of activities that were funded. An average of \$250,000 per annum has been spent on promotional activities between 2016 and 2019. Forty eight percent of funds were spent on administration, predominantly employment costs. The operational result from operations has fluctuated over the four years but averages out as a surplus of \$2,580.

Table (1) Financial information sourced from Cityprom annual reports

Category	2016	2017	2018	2019	2019 %
Revenue					
Rates Levy	\$ 492,000	\$ 500,000	\$ 504,000	\$ 516,000	98.8
Promotional activity	\$ 27,600	\$ 5,500			
Interest received	\$ 1,094	\$ 1,173	\$ 1,790	\$ 3,757	0.7
Other income	\$ 1,230	\$ 8,820	\$ 725		
Winnings		\$ 5,000			
Associate member fees				2500	0.5
Busking permits			432	273	0.1
Total revenue	\$ 521,924	\$ 520,493	\$ 506,947	\$ 522,530	
Expenses					
Promotional activities	\$ 254,472	\$ 275,287	\$ 210,561	\$ 259,504	50.7
Occupancy costs	\$ 18,471	\$ 20,328			
Administrative costs	\$ 50,787	\$ 48,501	\$ 44,983	\$ 57,305	11.2
Employment costs	\$ 170,108	\$ 178,850	\$ 175,050	\$ 187,479	36.6
Depreciation	\$ 52,010	\$ 35,357	\$ 14,622	\$ 7,911	1.5
Total expenses	\$ 545,848	\$ 558,323	\$ 445,216	\$ 512,199	
surplus / deficit	\$ (23,924)	\$ (37,830)	\$ 61,731	\$ 10,331	

Operating accounts

More useful are the unpublished operating accounts set out below in tables (2,3 & 4)

Income

Income has increased by 5.4% over the three financial years mainly due to the increase in the CBD rate.

Table (2) Cityprom Income sourced from operating accounts

Income	Actual 17/18	Actual 18/19	Actual 19/20
Associate Membership Fees		\$2,500	\$2,500
Busking Permits	\$432	\$273	\$150
Interest Income	\$1,790	\$3,757	\$1,297
Rates Levy (Member Fees)	\$504,000	\$516,000	\$530,000
Sundry Income	\$725		\$300
Total Income	\$506,947	\$522,530	\$534,247

Expenditure

Expenditure in the 19/20 financial year has been disrupted by the Covid 19 crisis. Regular events have been cancelled and one-off expenses incurred. This has resulted in a surplus of \$66,671, \$25,000 of which is being carried over into 20/21 to assist funding the "Love Launnie" city marketing campaign. Items of expenditure for the 18/19 & 19/20 financial year are expressed as a percentage of each year's total revenue to enable year by year comparison. Figures are highlighted in tables (3 & 4).

Notes on expenditure:

- The Covid 19 crisis caused the cancellation of Fiesta on George and Crazy Day sale. Expenditure on these two events is usually around 10% of revenue.
- Advertising in 19/20 increased by \$8,223
- Expenditure on Christmas activities has fallen from \$55,581 or 10.6% of revenue in 18/19 to \$22,750 or 4.3% of revenue in 19/20. In 18/19 Christmas banners were redesigned and reprinted. Also, CoL may have provided funds directly.
- Expenditure on the VIBE! program has increased from \$73,267 in 18/19 to \$140,725 (26.3% of revenue) in 19/20. This is because Cityprom activation activities and external funded events are added together in the 19/20 accounts. In the previous year only external funding support was reported. It is a significant expenditure item.
- Employment related costs (wages, superannuation and workers compensation) have increased from 37% of total revenue in 18/19 to 41.1% in 19/20. The 19/20 figure includes a separation payment for the former EO who resigned in that year.
- There appears to be an adequate system for recording and managing operational expenditure. Given the growing role of the internet and social media in marketing, consideration could be given to having a line item that aggregates expenditure in this area.

Table (3) Key Cityprom expenditure components

Activity	% of total revenue	Source used
Christmas	4.3	19/20
Crazy Day	2.9	18/19
Fiesta on George	7.5	18/19
Winterlicious	2.2	19/20
Regular events	16.9	

VIBE! and employment costs amount to 67.3% of total revenue. VIBE! is a very large expenditure item and more detail on grants provided should be included in the annual report.

The four regular events amount to 16.9% of total revenue. Rethinking these events could potentially release funds for new activities.

Regular events, VIBE! and employment costs account for 84.2% of total revenue

Activity	% of total revenue	Source used
Vibe	26.3	19/20
Employment	41	19/20
Total	84.2	

Table (4) Cityprom expenditure sourced from operating accounts

Operating Expenses	17/18 Actual	18/19 Actual	% of total income	19/20 Actual	% of total income
Accounting & Audit Fees	\$2,950	\$3,720	0.7	\$2,617	0.5
Advertising	\$1,092	\$2,455	0.5	\$10,678	2.0
AGM Expenses	\$723	\$936	0.2	\$683	0.1
Bad Debts	\$315		0.0	\$0	0.0
Bank Charges	\$143	\$142	0.0	\$141	0.0
BOFA (Sponsorship)	\$0	\$5,500	1.1	\$0	0.0
Chamber of Commerce Sponsorship	\$3,500	\$2,500	0.5	\$0	0.0
Christmas, Tree decorations and installation	\$31,912	\$29,918	5.7	\$0	0.0
Christmas in the City	\$36,513	\$22,163	4.2	\$22,750	4.3
Christmas Parade (Sponsorship)	\$3,500	\$3,500	0.7	\$0	0.0
Cleaning	\$300	\$751	0.1	\$0	0.0
Covid 19			0.0	\$7,897	1.5
Crazy Day (Expenses)	\$8,036	\$14,993	2.9	\$1,903	0.4
Database Development Interactive Map / Online Busking	\$0	\$20,659	4.0	\$11,284	2.1
Depreciation	\$14,622	\$7,911	1.5	\$0	0.0
Dicky Whites/Quadrant Mall Project	\$0	\$0	0.0	\$0	0.0
Digital Campaigns	\$2,199	\$11,173	2.1	\$0	0.0
Donation	\$55	\$0	0.0	\$0	0.0
Easter egg hunt online			0.0	\$1,189	0.2
Fiesta on George	\$41,764	\$39,139	7.5	\$0	0.0
Filing Fees ASIC	\$85	\$63	0.0	\$65	0.0
Harmony Day	\$1,000	\$1,828	0.3	\$0	0.0
Hawks Sponsorship	\$1,282	\$2,500	0.5	\$0	0.0
Insurance Workers Compensation	(\$13)	\$7,543	1.4	\$9,113	1.7
Internet/Phones	\$4,235	\$4,502	0.9	\$2,521	0.5
IT Hardware	\$3,260	\$2,113	0.4	\$1,635	0.3
IT Software/Subscriptions	\$0	\$1,075	0.2	\$1,115	0.2
Junction Art (Sponsorship)	\$6,000	\$5,000	1.0	\$0	0.0
Launceston Retail Partnership	\$1,330	\$128	0.0	\$0	0.0
Legal expenses	\$385	\$0	0.0	\$1,710	0.3

Operating Expenses	17/18 Actual	18/19 Actual	% of total income	19/20 Actual	% of total income
Meeting & Function Costs	\$884	\$1,457	0.3	\$1,043	0.2
Member recognition Program	\$80	\$164	0.0	\$0	0.0
Members/Function/Forums	\$5,532	\$2,539	0.5	\$1,295	0.2
Membership / Subscription Fees	\$777	\$41	0.0	\$0	0.0
Newsletters	\$202	\$0	0.0	\$0	0.0
Outgoings - Rates, Water, Taxes, Aurora	\$3,381	\$4,114	0.8	\$4,290	0.8
Parking	\$122	\$192	0.0	\$180	0.0
Postage	\$172	\$200	0.0	\$127	0.0
Printing & Stationery	\$1,545	\$3,829	0.7	\$261	0.0
Professional Development - Board	\$0	\$562	0.1	\$209	0.0
Professional Development - Staff	\$1,332	\$4,284	0.8	\$1,707	0.3
Provision Accrued Leave	(\$4,208)	\$1,770	0.3	\$0	0.0
Relocation Costs	\$0	\$2,134	0.4	\$0	0.0
Rent of Office	\$13,200	\$10,763	2.1	\$11,010	2.1
Rent of Warehouse	\$2,703	\$2,555	0.5	\$2,553	0.5
Repairs, Maintenance & Safety	\$679	\$205	0.0	\$169	0.0
Social Media Expenses	\$326	\$1,734	0.3	\$0	0.0
Sponsorship - Tourism Northern Tasmania Tourism Awards	\$2,200	\$0	0.0	\$2,000	0.4
Staff Amenities / Office Supplies	\$1,966	\$2,423	0.5	\$1,896	0.4
Staff Recruitment	\$3,882	\$0	0.0	\$285	0.1
Strategic Plan	\$4,249	\$654	0.1	\$0	0.0
Sundry Expense	(\$7,900)	\$560	0.1	\$0	0.0
Superannuation	\$14,581	\$16,112	3.1	\$15,754	2.9
Targa Fest	\$12	\$0	0.0	\$0	0.0
Survey	\$0	\$0	0.0	\$0	0.0
Travel and Accommodation	\$0	\$2,657	0.5	\$444	0.1
Vibe	\$45,348	\$73,267	14.0	\$140,725	26.3
Wages and Salaries	\$160,795	\$169,597	32.5	\$195,005	36.5
Website Maintenance / Hosting	\$1,970	\$673	0.1	\$1,543	0.3
Winterlicious	\$25,885	\$20,344	3.9	\$11,779	2.2
Winterluxe Winter Campaign	\$12	\$0	0.0	\$0	0.0
York Town Night Market	\$300	\$0	0.0	\$0	0.0
Total Operating Expenses	\$445,216	\$513,042	98.2	\$467,576	87.5
Net Profit / surplus	\$61,731	\$9,488	1.8	\$66,671	12.5

Membership of Cityprom

The following persons can be members of Cityprom

- Owners (or their representative) of any freehold property in the defined CBD area
- Tenants (or their representative) of any property in the defined CBD area
- Any associate member approved by the Board to have an interest in the promotion and development of the CBD
- A representative from each of the City of Launceston, the Launceston Chamber of Commerce and Tourism Northern Tasmania

The constitution (section 5.02) states that representatives of State and Commonwealth Governments, religious or charitable organisations and residential properties are not allowed to be members. However, there are a number of members in this category on the membership listing.

The City of Launceston Commercial CBD rate record identifies 458 properties in the CBD prescribed area with around 341 owners.

Table (5) shows that 33.2% of properties have owner addresses away from Launceston. It is unlikely that this ownership group will feel strong levels of ownership for Cityprom or have knowledge of its activities. They may not realize they are members. However capital expenditure on property improvement and attention to diversity in tenant mix by property owners will have a strong influence on perceptions about the CBD.

Table (5) Property owners address source CoL rate listing

CBD Properties x owner address	%
Local address	66.7
Interstate address	23.4
Elsewhere in Tasmania	9.4
International address	0.4

It is problematic for Cityprom to use the rate record as a mailing list as many of the listed entities are companies, family trusts or superannuation funds with office addresses and no identification of individual owners. Owners either wrap the CBD rate component into the total rent or separately charge the tenant as part of property on goings.

Council does not record tenant details. Cityprom staff literally walk the streets to identify shops and professional offices. There is no arrangement with commercial real estate companies or owners to notify Cityprom of tenancy changes. It would be a step forward if this could happen.

At present, Cityprom staff rely on observation and avenues like Facebook to pick up changes. Major reviews are regularly undertaken but these again require physical inspection. The member directory is a basic tool for organisations like Cityprom and it needs to be as current as possible. The updating process is time consuming and inefficient. If the boundary were to widen then the task of completing and maintaining a member directory would become even more challenging. Cityprom staff have done well to develop a comprehensive member directory despite these challenges.

For some members in the directory there are multiple contacts, and for this report they have been reduced to one contact per member. The reason for multiple contacts relates mainly to the centralised head office communication protocols of national chains. Cityprom staff have developed relationships with the local manager to enable communications to get through. The member directory provided by Cityprom, amended for this report, identifies 575 members and table (6) organises them into a number of categories:

Table (6) Cityprom member categories – source Cityprom member mailing list

Category	Number	%	Detail
Retail Shops	203	56	Department stores, specialist stores
Food & drink	95	26	Cafes, Restaurants and Coffee shops
Personal services	63	17	Hairdressers, Nails, Tattooists, Massage, Fitness
Retail sub total	361	63	
Professional services	137	24	Lawyers, Accountants, Real Estate, Banks, Architects, Travel, Engineers, Consultants
Community & Government	39	7	Not for Profit, Political Offices, Government Agencies, Government Funded Services. Technically section 5.02 of CityProm's constitution states that organisations in this category should not be members.
Medical & Allied Health services	23	4	Doctors, Dentists, Optometrists, Pharmacies, Podiatry, Counselling, Radiologists
Hospitality & entertainment	15	2	Hotels, Tourist Apartments, Pubs, Bars and Clubs
Total members	575	100	All Categories

The predominant membership category is retail at 63% and so it seems reasonable that the interests of this group should largely drive Cityprom activities. However, the professional services category is 24 % of membership which is not insignificant. Thought needs to be given to programs that will benefit this category. Anecdotally many professional service members see little to no benefit from Cityprom membership or even realise they are members. Interstate organisations similar to Cityprom do have programs that promote the professional services available in their area. They do this to draw clients away from competing areas and to also provide business opportunities.

A common comment made during interviews is that many businesses describe themselves as "*unwilling conscripts*" and resent the current funding and automatic membership arrangements. They do not feel any ownership of Cityprom. They have no choice about joining.

It is interesting to note that in Victoria, where similar separate rate arrangements are in place to fund trader associations, that businesses paying the rate do not automatically become members. They have to opt in by completing an application form. This arrangement helps build some level of ownership and engagement. The ratio of actual members as a percentage of all businesses in the area is a measure of engagement.

Cityprom Activities

Cityprom classify their activities under three strategic directions

Activation: Any event, promotion or action that aims to attract people to the CBD. This is their primary activity. This direction also includes place making, precinct formation and streetscape improvements.

Advisory: Member based activities to share information, network or provide professional development e.g. Bricks and Mortar series.

Advocacy: liaison with other organisations to represent member interests. E.g. working with the Chamber of Commerce, Tourism Northern Tasmania and City of Launceston, Tasmania Police on committees and working groups.

Table (7) provides a listing of activities over three financial years compiled from Cityprom monthly working records. It should be noted that activities in 2020 have been significantly disrupted by the Covid 19 isolation measures.

Table (7) Cityprom activities

Month	2018 Activities	2019 Activities	2020 Activities
Jan			Warehouse storage cleanout
Feb	A Day In the Kingsway		EO resignation and restructure. Recruitment marketing officer. Cityprom Review.
March	Crazy Day Sale (24/3?2018)	MTB in the CBD Crazy Day Sale (30/3/2019)	Vacant shops activation with stories from Winterlicious. Crazy Day postponed until September – Covid. Great Easter Egg hunt moved online.
April	Major data base update	Great Easter Egg Hunt. Targa in the City.	Get Vocal Buy Local - Covid
May	Member movie night	Member Movie Night & Strategic Plan Launch.	Member movie Night postponed - Covid. Mother's Day Promotion.
June	Winterlicious. Winter Market Yorktown Square.	Winterlicious. Winterlicious launch networking event – Old Brisbane Arcade. Winter solstice.	Winterlicious. Bricks and Mortar series online forum
July	Winterlicious offers	Soupalicious. School Holiday Hub at Balls & Bumpers	Toastalicious
Aug	Office move	Beats, Brews & BBO's Smiths Lane. Mona Foma Business partnering.	Activation activities in Mall areas booked by community groups.
Sept		Launch of new website & member directory. Implementation of Salesforce data base.	"Love Launnie" Launch- post COVID 6-month marketing campaign in conjunction with Chamber, CoL & TNT.
Oct	Fiesta on George AGM Shoptober	Off Street: 3-night events in laneway venues AGM	AGM Covid restrictions will determine other activities
Nov	Christmas in the City Tree lighting & Concert	Christmas in the City Tree lighting & concert coinciding with Mad Hatters Twilight Festival	Events subject to Covid
Dec		Christmas Campaign	
	Sponsorship Chamber of Commerce Business awards TNT Tourism Awards	Sponsorship Chamber of Commerce Business awards – Retail Category TNT Tourism Awards	Sponsorship
	VIBE supported activities Launceston Night Market Kingsway Parklet Get Vocal Buy Local Harmony Day A Day on the Kingsway Jim Hughes Xmas MONA Foma Cycling Classic BOFA Little Italy Festival Brisbane Street Mall Opening Mad Hatters Twilight Festival	VIBE supported activities January Mona Foma Soma & Faux MO. Feb. Art for Life Expo, March. Little Italy Festival May. A Day on Kingsway in conjunction with BOFA; Australian Music Festival launch in Brisbane Street Mall. July. Get Vocal Buy Local August. Peace Festival Launch Quadrant September. Junction Arts Festival	VIBE supported activities March; Little Italy Festival Night Markets VIBE funds contribute to Examiner advertising. BOFA advertisement to promote local shopping.

Month	2018 Activities	2019 Activities	2020 Activities
	Laughs of Launnie Monaro Club Car Show Like a Local Campaign – House of Shoes	Nov/Dec World Street Eats Civic Square November. Christmas Parade organised by Lions Night Market Sales Civic Square Youth Busking competition with CoL	
	Ongoing activities Bricks and Mortar series Community newsletter Upper St John Street Member communication Buskers Auditions and Bookings Christmas decorations and banners	Ongoing activities Bricks and Mortar series Member communications Ongoing liaison with CoL, police, attending safer communities' group, Chamber, other agencies on issues concerning members. Assisting with signage, liquor licences and driving update of outside dining policy. Community newsletter Upper St John Street Launceston Central City website Buskers Auditions and Bookings Christmas decorations and banners	Ongoing activities Upper St John Street living wall launch in August 2020. Digital sign funds redirected to Covid. Work with CoL on empty shopfronts. Member communications. Photos for businesses. Website listings update. Representing member businesses on issues concerning them such as uber eats parking and increase in break-ins and anti-social behaviour. Liaison with Col, Safer Communities' panel, Police, Chamber, NTDC etc. Buskers Auditions and Bookings

VIBE Program

The VIBE program was introduced in the 2016/17 financial year as a strategy to increase member participation in activation and to lessen dependency on Cityprom to organise everything.

It is now a significant funding line in the Cityprom budget - 14% of total revenue in 18/19 and 26.3% in 19/20.

The objectives as set out in the program guidelines are listed below. Again, there are a lot of adjectives which make the objectives sound all-encompassing and unrealistic.

- Encourage creative, innovative, unique and diverse ideas and activities that activate the city centre.
- Increase greater event activity and leveraging of events in the city centre year-round
- Encourage broader engagement and entrepreneurial partnerships between Cityprom, its members, local and national organisations and events, and the wider community
- Enhance and strengthen the appeal of the city centre experience as an exciting and welcoming destination, strengthening Cityprom's aim to ensure Central Launceston is a vibrant hub for people to live, work, learn, invest, engage, enjoy and experience.
- Strengthen the City of Launceston's value and brand as an attractive and inviting destination.

VIBE activities can take place within the Cityprom Boundary (boundary between Wellington, York, George and Cameron Streets) and the wider City centre, loosely bound by Wellington, Frederick, Lawrence, and Cimitiere streets. Activities and events that take place outside the city centre, such as at Seaport, Royal Park, Inveresk and the North Bank may be considered for support if they leverage city centre visitation.

There are four streams to the program

1. **Quick response support.** Small in-kind contributions or grants up to \$1,000 to help with equipment hire, road closures, banner hire and use of Cityprom materials.
2. **Precinct beautification.** Dollar for dollar matching grants between \$1,000 & \$2,500 for Cityprom members to improve their property's on street appearance.
3. **Activities and events support.** Grants between \$1,000 & \$10,000 to enable larger events and cultural activities. Encourages activities that stimulate night life and the cool season.
4. **Event sponsorship.** Grants between \$2,500 & \$15,000 to support high impact conference, cultural and sporting events e.g. Targa Fest, Mona Foma, Band Championships, Junction Arts Festival, Christmas Parade

There is an extensive application and assessment process involving a number of documents that would benefit from some simplification. Successful applicants are required to enter into a binding funding agreement and to provide a report. Failure to adhere to the terms and conditions can result in the grant being refunded.

The City of Launceston also funds a grant program to sponsor or support events and activities. A representative from Cityprom sits on the assessment panel so there is a vehicle for communication. The potential for event organisers to access grant funding from the CoL and Cityprom was mentioned during review discussions. The VIBE terms and conditions anticipate this by requiring successful applicants to justify why they need a VIBE grant in addition to CoL funding. However, the potential for double dipping remains. Coordination of events and activities and the development of an annual program is also a potential issue. All activities take place in the public domain requiring the involvement of Council. Integrating the CoL and VIBE processes seems sensible. That would require a redesign of both processes to ensure there is an ability to promptly respond to opportunities on an ongoing basis.

VIBE Events organisers.

Cityprom staff have developed good working relationships with a number of people staging VIBE events. Some are listed below.

Lindi McMahon – Mad Hatters Twilight Festival

Redgoat Events – Launceston Night Market (started with Cityprom funding and then moved on to become a regular event that Cityprom helped promote)

World Street Eats – Pearl Ueranant, Tik Pearse

Ella Dixon - Harmony Day

Peace Festival – Jo Archer

Dianne Sheehan – House of Shoes (Shop Like a Local postcard supported by Cityprom)

Kendra Lewis – The Metz – Upper St John branding and street beautification project

Angelique Brcic – Mona Foma

Involvement and collaboration with external organisations and agencies.

Table (8) has been extracted from annual reports for 2016/17, 2017/2018 & 2018/2019 to show the range of interactions between Cityprom and other organisations and agencies across the City. Some of the annual reports have more detail about the extent of collaboration and the programs involved.

This activity requires attendance at a considerable number of committee meetings that can be time consuming and not always productive. It is however the opportunity for Cityprom to represent the interests of its members, influence decision making and exercise its advocacy role.

Table (8) Cityprom interactions with other organisations. Source Cityprom annual reports

2016/17	2017/18	2018/19
<p>City of Launceston</p> <ul style="list-style-type: none"> • Events sponsorship panel • City Heart reference group • Launceston safer communities' partnership. • City of Learning 	<p>City of Launceston</p> <ul style="list-style-type: none"> • Events sponsorship panel • On street dining • Brisbane Street Mall redevelopment 	<p>City of Launceston</p> <ul style="list-style-type: none"> • Events sponsorship panel • Launceston Safer Communities Partnership • Launceston Place DNA

2016/17	2017/18	2018/19
	<ul style="list-style-type: none"> Destination Launceston Website upgrade 	
Tourism Northern Tasmania <ul style="list-style-type: none"> Cool season strategy Destination action plan group 	Tourism Northern Tasmania <ul style="list-style-type: none"> Cool season strategy Destination Launceston Website upgrade 	Tourism Northern Tasmania <ul style="list-style-type: none"> Cool season events Reference group Launceston Destination Action Plan
	Tasmania Police <ul style="list-style-type: none"> Shop Stealing task force 	Tasmania Police <ul style="list-style-type: none"> Shop stealing task force
	Department of State Growth <ul style="list-style-type: none"> B21 Small Business project 	Department of State Growth
	University of Tasmania & Migrant Resource Centre <ul style="list-style-type: none"> Harmony Day committee 	University of Tasmania Migrant Resource Centre <ul style="list-style-type: none"> Harmony Day Committee
	Northern Young Professionals <ul style="list-style-type: none"> How to Side Hustle Event 	Northern Young Professionals
	Digital Ready <ul style="list-style-type: none"> Digital Ready Workshops 	Digital Ready
	Kingsway Association <ul style="list-style-type: none"> Precinct development 	Kingsway Association
	Kingthing marketing <ul style="list-style-type: none"> Winterlicious rebrand 	Kingthing marketing
	Foundry <ul style="list-style-type: none"> Cityprom website user experience review 	Foundry
	Van Dieman Project <ul style="list-style-type: none"> Small business health checks 	Van Dieman Project
Launceston retail partnership		Launceston Retail Network
Switch on the City		Switch on the City
		Launceston Chamber of Commerce
		Co-design studio

Online activity

A new website www.launcestoncentralcity.com.au was launched in September 2019. It has a public and a member's section and an associated Facebook connection. The public site contains details of the businesses in the CBD organised into categories, things to do, events, maps, stories and features. The member section enables updating of business listings and provides details on the strategic plan, activities plan, board members and staff, communications and some resources and tools for business development. The site looks professional and is interesting to peruse. There are information gaps in the member details, but these are being progressively addressed.

Keeping the website current and interesting and writing content is an ongoing and never-ending process that requires daily attention and resources. It is also the main vehicle for future communication that needs to evolve into the 'go-to' area to find out about and connect with Central Launceston.

Resources, opportunities and tools for business development needs further expansion and is an opportunity area to provide additional value to members. Cityprom need not become a training provider but can connect members with skills to other members who want help.

Considering the new site has been going for only a year it is developing well.

Placemaking and streetscape activities

This direction for Cityprom was introduced in its strategic plan. It is a move into directly influencing the appearance of the public realm. Activities to date have included the installation of the "parklet" in the Kingsway

and banners and planter boxes in Upper St John St. Cityprom also have specific banners for Christmas decoration. Council have a placemaking section within their organisation that is involved with urban design, heritage and culture. Council staff also are responsible for street banners, plantings and street furniture. In these areas there is a need for boundaries and a collaborative approach to ensure good quality and themed outcomes. Cityprom can have influence on decisions in this area but it is largely outside the skill set of the organisation.

The Cityprom Board and committees

Membership of the Board is voluntary. The maximum board membership is 10 and the minimum 8. The City of Launceston, the Launceston Chamber of Commerce and Tourism Northern Tasmania each appoint a person to be their representative on the Board. Cityprom members are represented by not less than five but no more than seven directors. An appropriately qualified member director is to be appointed as Treasurer.

Member representatives are nominated in writing by a member or members representative. The nominated candidate must meet the criteria specified in the Cityprom Board Member Skill Matrix and be endorsed by a current Board Member. The Board may at its discretion, refuse a nomination which does not adequately fulfil a gap in the Board Member Skill Matrix. A secret ballot to elect a board member may be held if needed.

Current board members

Monica Plunkett - Board Chair

She has 20 years' experience in the advertising industry specialising in client communication and marketing requirements, brand strategy, advertising and design across all media platforms, print, press and digital. For 6 years she ran Halibut Creative in Launceston with her husband. Has experience with the local tourism industry. Qualification Bachelor of Fine Art

Dr. Maria Yanotti - Deputy Chair

Lecturer in Economics and Finance at the Tasmanian School of Business and Economics (TSBE) UTAS. An applied economist specialising in housing finance, banking, and household economics and finance. Prior to UTAS studied and taught at the University of Iowa, United States, and acquired her Laurea Cum Laude (licenciatura) in Economics in Universidad Nacional de Tucuman, Argentina.

David Kewley - Treasurer

A Chartered Accountant with an Applied Master of Taxation. Runs his own public practice accounting firm. Has a background in small business and start-up entities, specialising in business structuring, small business concessions, property development and capital gains tax.

Taihlaura Denman-Frances - Director

Marketing Consultant at Kingthing Marketing and specialises in strategic planning, social media and digital advertising. Prior to working in marketing, she worked as a retail manager in the Launceston CBD. Qualified as a Bachelor of Business in Marketing and Human Resource Management.

David Marszalek - Director

Has worked as a surveyor in Launceston for the past 10 years with exposure to all facets of the development industry. Qualification Bachelor of Surveying and Spatial Science.

Malcolm Reid - director

He has considerable experience in hospitality and is currently part owner of Urban Espresso in St John St. He established and operated the successful Bridport Café. Is active in regional tourism organisations and the Tamar Bicycle Users Group (TBUG). He is also a member of the City of Launceston Bike and Pedestrian Committee.

Chris Griffin – Director

Has over 20 years’ experience in tourism and travel. Is currently the CEO of Tourism Northern Tasmania and is appointed as their board representative. Qualification from the University of Otago and post-graduate studies majoring in Marketing Management.

Nick Daking - Director

He is the owner - manager of a hospitality business in Launceston. He is a Launceston City Councillor and is appointed as the representative of the CoL. He has an Advanced Diploma in Civil Engineering.

Tim Holder - Director

He has 35 years’ experience in the media industry, including print, broadcast and digital media with the past 24 years in executive management. Co-owner of Abes Audio Pty Ltd, an audio production company in Launceston. Appointed as the representative of the Launceston Chamber of Commerce.

Dean Cracknell – Temporary director until AGM in October 2020.

He has a background in statutory and strategic planning for local government in Victoria and Western Australia. He is currently the CEO of the Town Team Movement, a not for profit organisation that encourages active citizen participation in creating better and connected town centres based broadly on the Business Improvement District model.

Board Skills Matrix

At the commencement of the review, Cityprom had a skills matrix that identified 10 areas needed for a balanced board. The matrix was reviewed by the board in May 2020 and three new skill areas were added. They were Local Government and /or policy, Arts and Culture and Planning and Development.

Board members individually assess their level of competency against each skill area using the following scale. For the purposes of the review each scale level has been given a point value so overall scores can be generated for analysis.

2	Highly proficient: It’s my job, I am professionally qualified and have extensive hands on experience
1	Moderate understanding: Have had some background experience and interested in learning more.
0	No experience in the area and no interest in learning more

Table (9) shows the skills mix for each director.

If a director was fully competent in each of the 13 skill areas, then an individual score of 26 or 100 % would be generated.

It is unlikely that anyone director would be skilled in all areas.

The purpose of the matrix is to identify gaps and guide recruitment.

The average skill level percentage across all directors is 57%.

Table (9) Board skills matrix by skill and director Source board self-assessment

Skill area	Monica Plunkett	Maria Yanotti	David Kewley	David Marszalek	Chris Griffin	Nick Daking	Malcolm Reid	Taihlaura Denman Frances	Tim Holder	Dean Cracknell
Governance	1	1	2	0	2	1	1	1	2	2
Strategy	2	2	2	2	2	2	1	2	2	2
Finance	1	2	2	1	1	2	1	0	2	1
Events	2	1	1	2	1	1	2	2	2	1
Marketing & Comms	2	1	1	1	2	1	2	2	2	1
Retail	1	0	0	1	0	1	1	2	1	0
Hospitality	0	0	0	1	1	2	2	1	0	0
Services	2	1	1	2	0	1	1	2	0	0
Education & Training	0	2	2	0	1	1	1	2	1	2
Property Mgt.	0	2	0	1	0	2	0	0	1	1
Local Gov't	0	0	0	1	2	2	1	1	1	2
Arts & Culture	1	1	2	0	0	1	1	1	0	1
Planning & Dev.	0	1	0	2	1	2	1	1	1	2
Count	12	14	13	14	13	19	15	17	15	15
Percentage	46%	54%	50%	54%	50%	73%	58%	65%	58%	58%

Table 10 shows the relatives scores for each skill area across the board as a whole. If each of the ten directors was highly proficient in a skill area the score would be 20 or 100%.

Table (10) Skill set of the Cityprom board as a whole Source board self-assessment

Expertise	Count	%	Rank
Governance	13	65	3
Strategy	19	95	1
Finance	13	65	3
Events	15	75	2
Marketing & Comms	15	75	2
Retail	7	35	8
Hospitality	7	35	8
Services	10	50	6
Education & Training	12	60	4
Property Mgt.	7	35	8
Local Gov't	10	50	6
Arts & Culture	8	40	7
Planning & Dev.	11	55	5

The top three areas of expertise are:

- Strategy at 95%
- Events at 75%
- Marketing and Comms at 75%
- Governance at 65%.
- Finance at 65%

The score for retail is only 35%. This is low given the percentage of retail members and was a point of contention amongst some members.

Each board member was given the opportunity to be interviewed as part of the review. Eight out of the ten took the opportunity to have an interview or a discussion.

A number of views about the board were expressed during the review process. It was often stated that the board was less effective than it should be and had lost its way. Visibility of board members, the level of

engagement and retail experience were also matters of contention. It is interesting to note that details of board members can only be accessed from the members section of the website.

The automatic board membership of representatives from the Chamber of Commerce, Tourism Northern Tasmania and the City of Launceston should be reviewed as these organisations have their own particular political agendas. Other ways can be found to engage with these organisations.

Board Committees

The 2016 /17 annual report lists two board committees

The Marketing Committee:

Functions:

- Review and consider marketing strategies
- Make recommendations for engaging marketing consultants
- Review the outcomes of each event and assess value for money.

The Governance Risk and Finance Committee

Functions:

- Develop policies and procedures
- Implement and monitor a Code of Ethics
- Induction procedures for new board members;
- Risk management,
- Workplace health and safety
- Insurance coverage;
- Financial management and accounting policies

In the 2017 /18 and 2018/19 annual reports only the Governance Risk and Finance Committee is mentioned. The Marketing Committee has been disbanded which suggests a downplaying of the marketing role. It also removes the opportunity for retail members to participate and plan the marketing and promotional program. When Cityprom commenced, the Marketing Committee was appointed by the board and was not a committee of board members. Anecdotally, in the early years of Cityprom there was considerable interest and enthusiasm amongst retail members to be on the committee.

Staffing

The announcement of the review coincided with the resignation of the Executive Officer.

Interim management arrangements have been put in place until the completion of the review.

The staffing structures before and after the resignation of the EO are detailed in table (11).

Table (11) Staffing of Cityprom

Position	Incumbent	FTE	Hours	Comment
February 2018 to February 2020				
Executive Officer	Steve Henty	1 FTE	38	Resigned February 2020.
Marketing Manager	Larissa Murray	0.8	30	
Member Engagement Manager	Amanda McEvoy	0.4	15	
Events Manager	Kristy Parker	Casual	10	Employed on need for major events
Administrator	Brodie Sward	Casual		Late 2019 early 2020 worked on website launch
Total FTE		2.2		

Position	Incumbent	FTE	Hours	Comment
February 2020 onward				
Executive Officer	Amanda McEvoy	0.65	24	Interim appointment until the completion of the review. Previously manager of member engagement.
Marketing Manager	Larissa Murray	0.8	30	Employed for 6 years. Appointed marketing manager in 2018 was previously marketing assistant. Mostly involved in creating content for social media, website and press releases. Facilitates the VIBE program.
Events and Promotions Manager	Kristy Parker	0.28	10	Employed for 7 years. Involved in planning and organising Cityprom events and promotions like Crazy Day, Great Easter Egg Hunt, Winterlicious, Xmas in the City.
Marketing Assistant	Lindsey Brown	0.55	20	Commenced Mid-March 2020 on a three-month rolling contract. Provides marketing content and graphics. Has graphic design qualifications. Involved in busking permits and rostering. Updates blogs and member directory.
Finance officer	Abby Stephens	0.08	3	Commenced March 2020, 6-month contract works 3 hours per week.
Total FTE		2.36		

The total number of FTE's are in line with similar organisations like Marketing Geelong for the amount of budget. All staff members were interviewed during the review. They appear knowledgeable, committed to their roles and positive in outlook. At the time of interview, they were planning and designing the "Love Launnie" marketing campaign for board consideration. It was generally acknowledged during review interviews and discussions that the acting EO, Amanda McEvoy, was doing a good job engaging the membership and guiding the response to the Covid crisis.

Accountability for performance

Similar structures to Cityprom have regular five-year reviews of performance that require a member approval of 51% for the organisation to continue to receive a rate contribution. The reviews are comprehensive and take 15 to 18 months to complete. This causes the organisation to focus closely on the achievement of their goals and to have data that demonstrates benefit to members. They are also motivated to stay in frequent contact with the membership.

When Cityprom was established there was extensive engagement with property owners and businesses to secure agreement about establishing the organisation and using a benefitted area rate as the funding mechanism. There does not appear to have been any further member engagement to review Cityprom's performance and the rate funding arrangement in its 32-year life.

The main accountability mechanisms have been the submission of the Cityprom budget and plan to Council every financial year, the Annual Report and the 2018 -2022 Grant Agreement.

It seems that the annual budget submission has become more routine than contested. It is developed with the board but with no apparent input from members. This contrasts with the requirement on the CoL to put its budget out for public comment. Discussions with CoL representatives indicated frustration with the lack of strategic direction in the grant submissions.

The annual reports are brief and apart from the annual accounts, that are very high level and a broad list of activities, there are no measures of effort or performance against strategic intent. The Grant Agreement contains no performance indicators.

Cityprom does collect data and the table (12) of Winterlicious stats is an example. Data is also collected on website usage which is probably reviewed at board level. Some data about events is communicated to members through the newsletter.

Table (12) Winterlicious Statistics source Cityprom

	Winterlicious Stats	2019	2018	%
Members	involved overall	84	75	12%
Website	- sessions	7,143	3,643	96%
	- page views	33,589	5,557	504%
	- offers listed	46	39	18%
	- events listed	67	76	-12%
	- stories	11	6	83%
Facebook	- avg. reach per post	360,029	328,188	10%
	- post engagements	16,636	10,913	52%
	- impressions	585,186	494,815	18%
	- posts	81	80	1%
	- new likes	302	237	27%
Instagram	- impressions	42,399	36,863	15%
	- engagements	737	1234	-40%
	- posts	47	54	-13%
	- stories	228	28	714%
	- story views	48,132	4,801	903%
	- new follows	102	29	252%
	- #Winterlicious	163	274	-41%
2019 additions...				
Souपालicious	- venues	13		
	- page views	974		
	- votes	474		
	- newsletter subscribers	147		
Winter Solstice	- event views (winterlicious.com.au)	799		
	- event responses (Facebook)	2,000		
	- event reach (Facebook)	28,600		
	- members involved	9		
	- attendees	1,000		
Beats, Brews & BBQ's	- event views (winterlicious.com.au)	1,162		
	- event responses (Facebook)	3,300		
	- event reach (Facebook)	49,700		
	- members involved	5		
	- attendees	2,500		

A guiding principle in the Cityprom strategic Plan is to “seek evidence and expertise, (to) make data driven decisions”.

However, there does not appear to be an organised framework for the collection and analysis of the data needed to be evidence based.

Table (12) outlines an Accountability Framework. It is included in this report to show how performance data for Cityprom or an alternative structure might be organised and presented.

Table (13) accountability framework

<p>Population accountability</p> <p>What condition of well-being do we want for our community? or what "community itch" are we trying to scratch? What would it look like if we could see it and how can we measure it? How are we going on the most important measures? What partners have a role in helping to do better? What do we propose to do? <i>Possible Cityprom example:</i> A busy, vibrant contemporary central city <i>No empty shop fronts, Diverse choice and range of businesses, Strong sense of place, beauty, character, design and safety. High foot traffic. Increasing retail sales (at shop and online). Wide range of professional services. Growing number of tourists. Diverse food scene. Strong after-hours economy. Collaboration between members and partners. Positive and purposeful attitudes. Reputation for good customer service</i></p>	
<p>Performance accountability</p> <p>Who are our customers? How can we measure if they are better off? How are we doing on the most important measures? What partners have a role in helping to do better? What do we propose to do? <i>Cityprom example property owners, tenants, Launceston residents</i></p>	
<p>How hard did we try? Our effort</p>	
<p>How much did we do?</p>	<p>How well did we do it?</p>
<p># of members engaged / served # of activities / programs undertaken (by type of program) # number of partners involved</p>	<p>% of members involved % of participation in activity (up or down) % of cost to budget % participation Member satisfaction (survey)</p>
<p>Is anyone better off? Our Effect</p> <p>This is linked to population accountability – The desired condition of well-being.</p>	
<p>Point to point comparisons e.g. year to year, month to month</p> <ul style="list-style-type: none"> • Number of vacant shops • Foot traffic counts & number of tourists • Number of business start ups • Samples of sales figures (up or down) • Business closures 	<ul style="list-style-type: none"> • Member satisfaction (survey results) and positive attitudes. • Partner collaboration • Customer service satisfaction. • Demand for tenancies. • Night - time alternatives and patronage. • Perceptions of safety

No matter what structure continues to market and build vibrancy in the CBD a performance accountability framework is needed at the outset so the organisation can proceed with purpose. If you don't know where you are going how will you know when you get there. If an accountability framework cannot be realistically prepared, then it would be fair to say the organisation has no real purpose. Cityprom at this point is not adequately accountable to its members.

Linkages to City of Launceston

Positions at the City of Launceston that liaise with Cityprom mainly come under the control of the General Manager Community and Place Network and the Manager of the Liveable Communities section.

Liveable Communities Section

The Liveable Communities section contains the following teams

- Emergency Management
- Community Development – youth development, suicide prevention, Northern Suburbs, Mowbray Learning site
- Tourism & Events
- Place making

The Tourism and Events and Placemaking Teams interface most directly with the activities of Cityprom.

Tourism and Events

The two events facilitation officers help guide event organisers through the approvals and permits needed by various authorities before events can be staged. Council do not directly stage events but facilitate processes, permits and approvals for event organisers. Event organisers also can apply to council for sponsorship and grants to help meet the costs of staging an event. There is an events assessment panel comprising three councillors and representatives from the Launceston Chamber of Commerce, Cityprom and Tourism Northern Tasmania. This group reviews applications and recommends grants for Council approval. This is similar to Cityprom's VIBE! Program that reviews applications from event organisers and makes grants. On occasions grant organisers apply for assistance from Council and Cityprom's VIBE program. There is a view that this constitutes double dipping into community funds. Another issue is the coordination of a calendar of events across the year and agreement about themes, consistency and image development. Competence in event management standards is also an area of concern. Cityprom directly stages some events (e.g. Fiesta on George, Crazy day Sale and Christmas) but is moving toward a facilitation role through the VIBE program.

Place making Team

This team plans the design, functionality, appearance and community activation of public spaces across the City. Their focus includes the Central Business District but also covers suburban centres like Kings Meadows, Mowbray, Invermay and Prospect. They do not have a direct marketing /promotion role, but their work aims to make places attractive and enjoyable to be in and so will influence visitation and vibrancy.

The Cityprom Strategic Plan lists activation as a key activity of the organisation. Activation includes events, marketing, precinct development and placemaking actions. Council's activation officer could be of assistance to Cityprom. Past place making actions by Cityprom, in conjunction with CoL, have included the parklet in the Kingsway and upper St John Street banners and planters. There is the potential for tension and competing priorities between the council place making team and Cityprom. Successful collaboration on the other hand would greatly benefit place making outcomes.

Other Council areas liaising with Cityprom

CEO's Office

The CEO deals primarily with the Board via the Chair of Cityprom and the EO on strategic and political matters. That would continue under any future structure or arrangement.

The Organisational Services Network

The Senior Advisor Economic Development has been the council contact for the service agreement, annual budget submission and Cityprom presenting to Council. That role was often shared with the General Manager Community and Place Network. That economic development role also undertakes a regular survey of empty tenancies in the CBD which may overlap with directory work of Cityprom employees.

The Business Development Officer (vacant) previously tried to work proactively with Cityprom to facilitate business support activity. This role previously sat in the Development Services Directorate under the former City of Launceston organisational structure.

Infrastructure and Assets Network

The involvement of officers in this network is generally around event or activity-specific permissions and logistics.

Creative Arts & Cultural Services Network

There is no apparent involvement with Cityprom but as arts and cultural activities bring vibrancy to the city there is potential for future collaboration. A cultural policy is being developed at this time.

Observation on Council interaction:

There are a number of contact points and role overlap between Cityprom and Council. Close collaboration and a good working relationship are essential. The boundaries between the two organisations need to be clearly defined. There are potential benefits from a closer working relationship. The ability of council officers to respond quickly was questioned during review discussions. They are seen as constrained by policy and planning issues. Some felt it was important for Cityprom to be independent from Council for this reason. However, Council is well resourced in the area of place making and Cityprom has marketing expertise and a closer relationship seems sensible. If there are real issues in the responsiveness of council officers, then that should be managed and not used as a reason for no involvement.

Member Survey

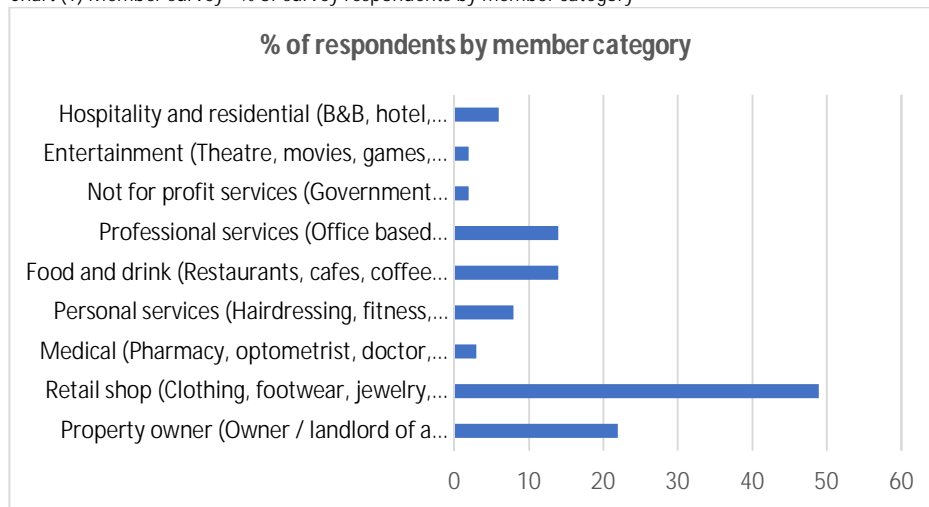
A survey was used to provide Cityprom members the opportunity to comment on the current and possible future performance of the organisation. It contained 14 questions; 10 were outcome statements and 4 were open questions. The wording of the outcome statements reflected the intent of Cityproms' Strategic Plan. Members were asked to rate their agreement about Cityprom's performance in achieving the outcome and how important the outcome was to them. The four open questions sought ideas about the future marketing of the City. Cityprom and the Council steering committee members provided input into the survey questions. The survey went live on the first of July and closed on the twenty eighth of July 2020. It was emailed to members by Cityprom using their mailing list. Two reminders to complete the survey were also sent. 719 recipients received the email, 287 opened it and 65 completed the survey. This was a relatively low response.

It is easy to say that a survey was the wrong way to go and that people are too busy to fill it out. However, the average completion time was around 8 minutes, so it was not onerous. Another interpretation could be that the low number of completions is due to a lack of interest in the future of Cityprom or complete disengagement from the organisation. If connection and support for Cityprom was strong then it is not unreasonable to assume that members would find the time and energy to participate. Fear of losing something valuable usually motivates action.

Respondents by membership category

Chart (1) shows the % of the respondents by member business category. Retail shops were the highest at 49%, property owners were 22% and professional services 14%. Some respondents entered more than one category, most likely owners operating their business in their property.

Chart (1) Member survey - % of survey respondents by member category



Business name of respondents

It was optional to include the respondent's business name. Those that did are listed below:

- Italian Pizza House
- Launceston Camera House
- Myer
- Sushi to Go
- S Group
- Scenic Isle Gaming
- Cocoon Living Tea
- Whats New Launceston
- Route 66
- AK Consultants
- The Metz
- Et La Mer
- Kata Productions
- Routley's
- Footcare Shoes
- Tas City Building
- Lead'em Footwear
- Hatton & Laws Pharmacy
- Watsons Jewellers
- Bloom Hearing
- Target
- Kingthing Marketing
- PACHINKO
- Phil Hughes Office Solutions
- Sarah's Family wellness Centre
- Urban Espresso
- The Beauty Room Launceston
- Telstra Store Quadrant
- Tassie Cabinets Pty Ltd
- Barratts Music
- Capri Launceston
- Glow Cosmetics
- Jim Hughes & Sons

Agreement and Importance responses

The survey asked respondents to rate their response to the ten outcome statements using the following five-point scale:

Agreement					Importance				
Don't know	Don't agree	3	4	Strongly Agree	Don't know	Not Important	3	4	Very Important

A weighted score was calculated for each outcome statement. This was then expressed as a percentage of the potential maximum score for the outcome. The potential maximum score by statement = the number of respondents x 5.

Across all the outcome statements the average level of agreement was 64.4% and the average level of importance was 78.2%.

For each statement the percentage for agreement was subtracted from the percentage for importance to provide a variance. The lower the variance, the closer the match of agreement and importance.

A higher variance indicates performance is lacking in an area that is considered important. These are areas where improved performance matters to members.

The two outcome statements with the highest variance between agreement and importance were:

- Cityprom is a strong voice for issues affecting members and business in the CBD
- Cityprom staff are accessible, visible and provide opportunities to meet with members

The two outcomes with the lowest level of agreement were:

- My business gets good value for the Cityprom rate payment.
- Cityprom provides needed training and development opportunities to members

The two outcomes with highest level of agreement were:

- Events organised through Cityprom help benefit member businesses across the CBD (e.g.: Crazy Day, Christmas in the city, Fiesta on George, Beats & Brews)
- Cityprom communications, newsletters, Facebook and website provide useful information for members and the community

There was 70% agreement that Cityprom is vital for the continued growth and prosperity of the CBD
The detail on the survey results is set out in the chart (2) and Tables (16 -18).

Chart (2) Agreement and importance by outcome statement

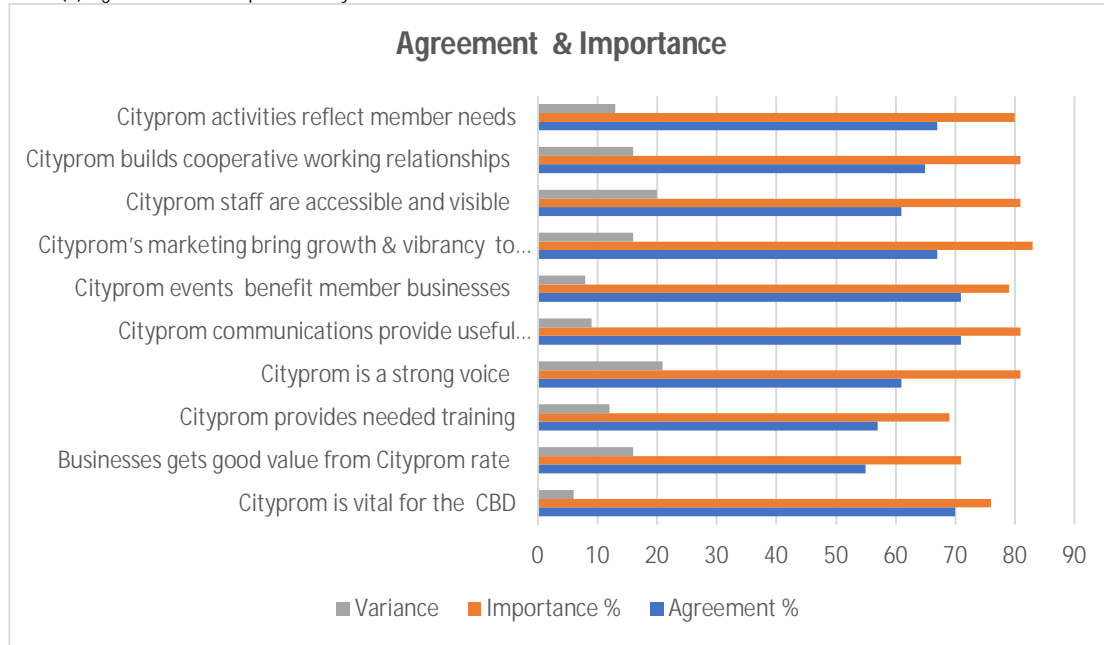


Table (14) Member survey - % agreement, % Importance and variance for all outcome statements

Outcome Statement	Agreement %	Importance %	Variance
The activities of Cityprom reflect the ideas and needs of members	67	80	13
Cityprom is building cooperative working relationships between businesses in the CBD	65	81	16
Cityprom staff are accessible, visible and provide opportunities to meet with members.	61	81	20
Cityprom's marketing activities bring growth, vibrancy and increased visitation to the CBD (e.g.: Winterlicious, launcestoncentralcity.com.au website, business stories, festival partnerships, social media)	67	83	16
Events organised through Cityprom help benefit member businesses across the CBD (e.g.: Crazy Day, Christmas in the city, Fiesta on George, Beats & Brews)	71	79	8
Cityprom communications, newsletters, face book and website provide useful information for members and the community	71	81	9
Cityprom is a strong voice for issues affecting members and business in the CBD	61	81	21
Cityprom provides needed training and development opportunities to members	57	69	12
My business gets good value for the Cityprom rate payment.	55	71	16
Cityprom is vital for the continued growth and prosperity of the CBD	70	76	6

Table (15) Member Survey - Agreement ratings across all outcome statements

Outcome statement	Agreement							
	Don't know	Don't agree	3	4	Strongly Agree	Score	n	%
The activities of Cityprom reflect the ideas and needs of members	2	11	22	18	9	207	62	67
Cityprom is building cooperative working relationships between businesses in the CBD	0	19	15	21	6	197	61	65
Cityprom staff are accessible, visible and provide opportunities to meet with members.	7	16	15	13	10	186	61	61
Cityprom's marketing activities bring growth, vibrancy and increased visitation to the CBD (e.g. Winterlicious, launcestoncentralcity.com.au website, business stories, festival partnerships, social media)	1	15	20	11	13	200	60	67
Events organised through Cityprom help benefit member businesses across the CBD (e.g. Crazy Day, Christmas in the city, Fiesta on George, Beats & Brews)	2	8	19	17	15	218	61	71
Cityprom communications, newsletters, face book and website provide useful information for members and the community	2	8	18	20	13	217	61	71
Cityprom is a strong voice for issues affecting members and business in the CBD	3	23	12	15	8	185	61	61
Cityprom provides needed training and development opportunities to members	10	13	18	12	6	168	59	57
My business gets good value for the Cityprom rate payment.	6	24	15	10	5	164	60	55
Cityprom is vital for the continued growth and prosperity of the CBD	2	13	14	16	16	214	61	70

Table (16) Member survey - Importance ratings for each outcome statement

Outcome statement	Importance							
	Don't know	Not Important	3	4	Very Important	Score	n	%
The activities of Cityprom reflect the ideas and needs of members	1	3	11	28	19	247	62	80
Cityprom is building cooperative working relationships between businesses in the CBD	1	0	9	37	15	251	62	81
Cityprom staff are accessible, visible and provide opportunities to meet with members.	0	2	11	29	19	248	61	81
Cityprom's marketing activities bring growth, vibrancy and increased visitation to the CBD (e.g. Winterlicious, launcestoncentralcity.com.au website, business stories, festival partnerships, social media)	0	5	10	17	30	258	62	83
Events organised through Cityprom help benefit member businesses across the CBD (e.g. Crazy Day, Christmas in the city, Fiesta on George, Beats & Brews)	0	7	13	18	24	245	62	79
Cityprom communications, newsletters, face book and website provide useful information for members and the community	0	5	13	19	25	250	62	81
Cityprom is a strong voice for issues affecting members and business in the CBD	1	3	10	25	23	252	62	81

Outcome statement	Importance							
	Don't know	Not Important	3	4	Very Important	Score	n	%
Cityprom provides needed training and development opportunities to members	3	10	17	18	12	206	60	69
My business gets good value for the Cityprom rate payment.	6	4	19	14	18	217	61	71
Cityprom is vital for the continued growth and prosperity of the CBD	2	6	14	19	21	237	62	76

Open questions

The four open questions were:

- What activities of Cityprom provide your business with the most benefit?
- What activities should happen to drive future growth and vibrancy in Launceston Central City?
- What organisational structure / s should drive future growth and vibrancy in Launceston Central City?
- Any other comments you would like to make about the future marketing of Launceston Central City?

Tables 19 to 22 contain comments made by survey respondents in reply to the four open questions. These comments are unedited and represent the opinions of the survey respondents. As such they may or may not be entirely factual or accurate. They do however give an indication of perceptions and priorities. The comments are summarised into issues and the count column shows how many comments there were for each issue.

What activities of Cityprom provide your business with the most benefit?

There was a strong emphasis on events, marketing and promotion. However, a number of respondents were unsure that anything was providing their business with any benefit. Member communications, social media and newsletters were also seen as beneficial. This correlates with the agreement and importance ratings.

Table (17) member Survey: What activities of Cityprom provide most benefit

What activities of Cityprom provide your business with the most benefit	Count
<p>Events that bring increased foot traffic.</p> <p>Any event that brings people into the City benefits our business (it is then our responsibility to attract those people to our business not the responsibility of Cityprom). While our business is slightly different from other members, we gain exposure from increased traffic in the CBD.</p> <p>Activities in the streets that encourage foot traffic, not just in the mall but surrounding streets, lanes and in the quadrant. How about including Charles Street as well not just one place because, people and tourists are in this street too. It has character and history. How should those businesses benefit from activities far from them?</p> <p>Existing events drew positive comment. Fiesta on George was mentioned 3 times, Crazy Day 6 times. Lighting the Christmas tree, parade and Christmas activities mentioned 3 times, BBQ Beats and Brews once.</p> <p>Inclusion of markets in the CBD. In particular the food markets in Civic Square prior Covid.</p> <p>Maybe only one big event a year was suggested.</p>	22
<p>No activities provide benefit / unsure</p> <p>Really don't think that Cityprom activities help promote my business.</p> <p>None mainly focused on hospitality businesses not retail. As a professional services organisation we find no value in CityProm's activities and see little that they do outside of retail and food space.</p> <p>Cityprom is a disappointing organisation that's lost its way. Needs a refresh.</p> <p>None, our business does not benefit from the current activities, but we strongly support a vibrant CBD</p> <p>Very few. Crazy day and evening activities don't benefit hearing; other activities prevent our elderly clients being able to park nearby.</p> <p>None provide a benefit and most harm our business. Closing down streets harms our business.</p> <p>Not sure. Most of their retail events don't fit my store's audience, but I know others who they do help somewhat.</p>	14

What activities of Cityprom provide your business with the most benefit	Count
Unsure, as a lot of the events that draw larger crowds seem to be based around food and/or are happening after retail stores such as ours are closed (e.g. at night)	
Marketing and promotion CBD marketing, promotion and placemaking. We really appreciated being featured in the Winterlicious campaign Get vocal buy vocal was a huge driver of local support during Covid Engagement in the Upper St John project Introducing the Community to businesses that aren't already well known – Cityprom were fantastic advocates for us in the opening of our business	11
Connection and communication through newsletters, website and social media Digital presence/activity, newsletters Find the newsletter very helpful. Facebook updates with new stores and news Videos and stories Sharing my social media posts Social media helpful	8
Make the city clean fresh and a friendly place for all to come and enjoy Working with Council to keep the city looking fresh and very clean. Getting antisocial laws enforced and enforceable bans on repeat shop lifters. Be both pedestrian and car friendly. Lower speed limits (30 k/h) in the avenue and St John St when the buses are removed from this area. Reduced road traffic	7
Member networking and development Being involved in round tables and networking events that increase the positivity of other Launceston businesses Subsidised/no cost training/knowledge sessions The free training sessions that are provided to stay up to date with social media etc.	5
Parking Lobbying the council for reduced parking rates would be a far more useful group than a marketing group. Have plenty of parking which is going to get less if the new proposed plan for the Myer carpark goes ahead.	2
For us the health of the business community drives our sales, so the effect is indirect but important	1

What activities should happen to drive future growth and vibrancy in Launceston Central City?

The top result was events and activities. Survey respondents would like to see a wider range of smaller events held on a regular basis to increase utilisation and bring a sense of community to public spaces. Family oriented activities that appeal to children will bring parents into town. Also, have events that integrate with sporting functions and conferences. There needs to be coordination and a program of events. The Switch on the City Committee is tasked with this activity. Marketing, promotions, beautification and placemaking were also frequently mentioned. There is also a concern about unsocial behaviour driving perceptions that the CBD is not safe.

Table (18) Member survey: What activities should happen to drive future growth and vibrancy

What activities should happen to drive future growth and vibrancy in Launceston Central City?	Count
Events, events, events and activities Fiesta on George, More winter activities, food festivals etc, Christmas in the city, Crazy day, Monthly cycle of events, Coordination of events, I would love to see more events in the central section of the CBD, Saturday market stalls, music, buskers, more events like crazy day, but further out from just the Charles street area, The night time economy and activations, Smaller 'event' opportunities where numbers can be easily limited, As many activities as possible, Street festivals, Christmas celebrations, and sale days are great also all city activities that bring people into the city, Celebrations of the community that give the city vibrancy and an enhanced sense of community and vibrancy, more promotional events like if all stores did window displays for different events or seasons, competitions for customers to bring people into the city, events in the mall to	22

What activities should happen to drive future growth and vibrancy in Launceston Central City?	Count
bring people in, currently there are like 3 events per year! How about monthly? More events and activities for young children in CBD using space in Brisbane St mall to encourage family back to mall. Family day events parents spend money. Integrate with major sporting and event fixtures. Our central areas such as the Mall, the Quadrant and Civic Square are utterly underutilised. There needs to be a stronger sense of community in these spaces. Lunch time activities. Music. Interactive opportunities.	
Marketing and promotion of CBD A multi-pronged marketing campaign encouraging local patronage, Marketing sell the sizzle, Better promotion of business, improved customer service, A heightened ongoing digital campaign that promotes the city, TV or Facebook advertising will help "buy local at our CBD" campaigns, Voucher deals - shop at one place, get a voucher/experience/discount, Christmas displays & Easter , Competitions, treasure hunt around town, focus days. I think the partnerships encouraged by CityProm have been useful in bringing people back to the CBD - e.g. Buy local campaign. Suggest a message board, notice board in CBD (preferably Brisbane St Mall) promoting events of Launceston and City Prom initiatives. Targeted attractions/promotions.	14
Beautification, place making and infrastructure Beautification in the City centre through murals, Large scale city artworks, trees, plants, colour, information panels etc. include local artists to join in doing street exhibition including business windows, family activities music art display. Precinct formation. Why not include refugees as well great food great art and culture? Placemaking. Launceston dominates the region. The CBD needs constant improvement. Think it's more about infrastructure than activities. More regular changing of relevant colourful street banners. Centralise tourist bureau to Mall along with toilets in the Mall! A genuine push towards outdoor dining and a relaxation of council rules.	12
Parking Cheap parking, free parking, first hour free, first two hours free, more 10-minute zones	11
Make the place safe A police presence in CBD area, particularly after 3 pm Mon-Fri, to curb unruly and unsavoury behaviour and language. Intimidating behaviour in the Mall prevents people coming to town shop, in particular the elderly, as they feel unsafe. Work with Council and Police to keep city clean and safe. Youth are making their way back to the Mall and are extremely off-putting for many in the city community. Get the bogans out, move on the street kids, find accommodation for homeless. More pedestrian friendly spaces.	6
Markets closer to CBD Bring the Harvest closer to the CBD, they need a new home. (3 mentions), Food vans/ markets in civic square More doodads and markets mid-afternoon into early evening	5
Opportunities for business owners Knowledge to business owners in relation to social media, marketing and customer service. Opportunities for retailers to improve business. Networking events for CBD business operators to connect, build relationships and have strategic input and discussions	3
Encourage inner city living	3
Retail diversity – fill the gaps Encourage diverse retail businesses, pop up shops, Start-ups need a hand! Cease empty stores - good sites will get rented, but costs have to be reduced	3
People create atmosphere!! We need to bring white collar workers back to the CBD. CBD retailers should not be reliant on visitors to the CBD for their existence. Rather, workers in the CBD should be the bread and butter of retailers and visitor the cream. Potentially capitalise more, on retaining interstate visitors longer, who are passing through Launceston on route to Derby, etc. Need to get people to want to come into the city currently people do not like to come into the city	3
Council alignment More cohesion and common goals within council. Quit spending up big on projects that aren't going to drive foot-traffic, yes; the mall and quadrant look GREAT, but it hasn't increased foot traffic. Let people get creative and not be hamstrung by an overly officious council only interested in getting their fee.	3
Unsure	2
Extend Trading hours	1

What activities should happen to drive future growth and vibrancy in Launceston Central City?	Count
Summer trading hours on Saturdays should be extended. Small traders still close at 3pm on Saturdays, some even earlier.	

What organisational structure / s should drive future growth and vibrancy in Launceston Central City?

There is a tension between having an independent business focused structure and working more closely with Council. There is also a clear message about all stakeholders collaborating with a common purpose. Quite a number of respondents did not have a view.

Table (19) Member survey: What future structure should guide future growth and vibrancy

What organisational structure (s) should guide future growth and vibrancy in Launceston Central City?	Count
<p>An Independent business owner focused structure</p> <p>Cityprom is the right structure. Should be business owner focussed</p> <p>I am not sure there is an ideal structure. Council has multiple conflicts of interest and anybody 'owned' by Council is tainted. The Launceston Chamber is feckless and has been for years and sees the self-interest of a few. While there needs to be a structure that has accountability, it also needs to be independent to achieve its mission and vision.</p> <p>While elected officials can control the budget/voice any such organisation is doomed from the start. Needs to be someone independent from Council but with the member needs at its core (rather than being an outside contractor with their own profitability as motivation). Should be more focused on inner city than Chamber.</p> <p>A small board with a number of business led working committees to generate ideas. These need to be cherry picked to provide a broad diversity of age and business type. A volunteer basis will only yield the same results - you need to pick the people - They need to be directly approached. A strong board, perhaps it merges with a stronger organisation.</p> <p>An organisation that is readily accessible and helpful to retailers. Cityprom should be the strong voice behind bricks and mortar retailing</p> <p>Group of retail AND service industry representatives, it's not just about shops. As a non-retail business, I just don't really see that Cityprom benefits us. I'm not sure there's any point.</p> <p>Also, it seems that (based on comments six months ago) Cityprom has given up on retail believing that services are the answer...sad indeed to hear this.</p> <p>The organisation that is needed to drive the future of our wonderful CBD is one with direction and vision and the power to make all that is needed to be done and to make it happen.</p>	11
<p>Unsure, don't know</p>	8
<p>Work with Council</p> <p>Cityprom and Launceston Council. Cityprom is the right structure the Council need to embrace it too and participate more actively with Cityprom. Councillors need to be more visible in this great city.</p> <p>Council + Cityprom BUT be mindful of expenses! \$90mil on Birchalls/Foundry/Bus redevelopment - really? Is that going to drive growth in the CBD after ~\$30mil spent on Mall redevelopment</p> <p>Cityprom with support from Planning & Development. Much stronger coordination. Council needs to step up more to being more radical in a positive way.</p>	5
<p>A team effort needed</p> <p>It's a combined, Team effort. All assistance in this area should be valued.</p> <p>All current organisations would be best served working together towards common goals - e.g. City Prom, Launceston City Council & Chamber of Commerce.</p> <p>Seems to be a complete disconnect between all parties declared (and undeclared) strategies IE: Council, Cityprom, University, State Government and so operating within undefined scope, beliefs and behaviour would be difficult for Cityprom.</p>	3
<p>Work with Launceston Chamber of commerce</p> <p>Use the Launceston Chamber of Commerce. Too much of CityProm budget went on wages and administration.</p> <p>One extra person at the Chamber could do the job.</p> <p>Chamber of Commerce, Cityprom as an arm for marketing and promotions</p>	2

What organisational structure (s) should guide future growth and vibrancy in Launceston Central City?	Count
<p>Marketing tender A tender could be put out to private eventing/marketing companies, which could be retendered every 2 years. This would ensure a continual fresh approach to help our City flourish.</p>	1
<p>Youth advisory committee to have a say Youth advisory committee to have a say what they'd like to see in the city re: events and feedback. Open forums are a start. Proactive communication. Listening to business operators in the city and our community.</p>	1

Any other comments about the future marketing of Launceston Central City?

The dominant themes are market the CBD to increase foot traffic, listen to stakeholders, collaborate and involve business owners, keep up the good work and do something for the service (professional) industry businesses. It's not just retail in the CBD.

Table (20) Member survey: Any other comments about future marketing

Any other comments about the future marketing of Launceston Central City	Count
<p>Market the benefits of the CBD to increase foot traffic Marketing needs to promote the benefits of shopping in the CBD rather than the outer suburbs. There needs to be a strategy/vision around food offering in the CBD. Pop up vans/shops/stalls should be encouraged across the mall and quadrant. These could be anything from florists to hairdressers Since the redevelopment of the mall, there have been little to no activity in the mall. Crazy day sale is a dying event. Re invigorate the appeal to come into the city with family event days, live music, food stalls, pop up markets, kids' games and activities, involvement of radio personalities etc. Use some funds for the successful tenderer for events/marketing. Digital whilst effective and cheap misses a large portion of our business community - my father has no idea what Winterlicious is.... he doesn't have Facebook. We need to go back to the future to reach an aging population as they are the ones more likely to come to the CBD (as they always have) - I feel it's this age group who have migrated to the suburbs due to convenience. People with disposable income create vibrant CBDs, how we attract these individuals is where we need to be focused, not on whether parking is expensive or not. Work on initiatives to increase foot traffic; ease of parking, a meal in CBD should be easy to get and have. We have a unique City Centre with beautiful architecture and laneways that could easily rival that of Melbourne and other buzzing cities. There should be focus on developing "precincts" within the CBD to attract people to different areas. it's a unique place with access to wonderful scenery and produce. It should take a leaf out of the Adventure Tourism Industry in NZ</p>	10
<p>Listen to stakeholders, collaborate and involve business owners Something needs to be done. more involvement with the business owners. Work with business to improve customer service. Collaboration, very hard space, talk to all the stakeholders. Too many organisations treading on each other's toes. Need clarity and a big vision, like what the Chamber is saying. Events for business owners and shop managers to engage and discuss crucial issues and ideas for city prom. Businesses to liaise with each other and build strong relationships Yes! Would be great if we could offer people a reason to come into the city, now they can't even sit in the mall to have lunchlisten to the people!</p>	7
<p>Keep doing a good job Love all Cityprom do - the marketing is good, the events and activations they have delivered are great and their member engagement and encouragement of precinct champions has been great too. Keep it up, we live in a beautiful city, so we need to keep it vibrant. Cityprom staff do a great job under current tough conditions Be proactive and keep pushing hard for continual change!!! Ignore the naysayers and encourage progress and vibrancy</p>	7
<p>Involve both retail and service industry businesses - the greater business community</p>	6

Any other comments about the future marketing of Launceston Central City	Count
<p>Often some businesses can feel a little invisible - often there are a group of well-known businesses/owners that are the ones popping up regularly on the social media pages and others never seem to be mentioned or mentioned very rarely - unsure of the way these choices are made as to who is showcased?</p> <p>Market for the greater business community. Service industry businesses are completely forgotten in the current structure. CityProm for the last 10 years has not operated for the benefit of all members. That should be front of mind. The board should be made up of a variety of people including business and building owners as it used to be. Stop seeing retail as the panacea for the CBD. Retailers are part of a vibrant CBD; they do not create one.</p>	
<p>Make it a safe space</p> <p>Increase police walk throughs - if people feel safe in the CBD, they'll spend more time there!</p> <p>No amount of marketing will help if the unsavoury behaviour in CBD is allowed to continue. Everybody needs to feel safe and protected while enjoying a day shopping. Some of the money paid to Cityprom could possibly be diverted to having two paid police 'on the beat' in the CBD. Enforce no smoking areas</p>	3
<p>Council involvement</p> <p>We need use the professional talents of Cityprom more instead of Council staff for designing and implementing street flags and banners. The Launceston City Council alderman and staff need to understand the needs of retailers better so that they can better assist with increasing shopping in the city</p> <p>City of Launceston staff need training in tourism particularly the parking meter personnel could be better trained in tourism and more user friendly towards all the public.</p>	3
<p>Amenities</p> <p>There are too few amenities such as toilets. Most people use internet also while shopping or eating and drinking, free Internet should be extended at least until Princes Square. CBD should supply assets that could be hired at very low rates on a calendar booking basis</p>	3
<p>Empty shops</p> <p>It is heart breaking to see so many FOR LEASE signs in the front of empty shops. We really need to get business booming in the central city.</p> <p>Don't advertise members in vacant shops next door to their competitors. Their competitors are already doing their best to survive without you trying to cannibalise their businesses</p>	2

Conclusions from the survey

70% of respondents agreed that Cityprom is vital for the continued growth and prosperity of the CBD
 Across all the outcome statements the average level of agreement about Cityprom's performance was 64.4% and the average level of importance was 78.2%. This indicates that performance is not matching expectations. Areas with the greatest potential for improvement are:

- Being a strong voice for issues affecting members and business in the CBD
- Cityprom staff being accessible, visible and providing opportunities to meet with members
- Demonstrating good value for Cityprom membership.
- Providing needed training and development opportunities for businesses.

There is strong support for a range of events, marketing strategies and promotions that increase foot traffic. Smaller, more frequent, coordinated events with broad appeal to families seem to be favoured. There are however mixed views about events generating increased retail business. Some retailers consider events to be detrimental to sales.

Marketing is seen as a key activity. Communications including the website and social media are appreciated as useful. More work needs to be done meeting the needs of the professional services category who currently doubt the benefit of an organisation like Cityprom. The members responding to the survey see an organisation like Cityprom as necessary for the future prosperity of the CBD. However, there is tension between having an independent business driven organisation and closer alignment with Council or the Chamber. There is recognition that all stakeholders need to collaborate around common purpose.

Review discussions and interviews

Stakeholder interviews undertaken during the review included, Cityprom board members and staff, City of Launceston Councillors and staff, Northern Tasmania Development Corporation, The Launceston Chamber of Commerce, Cityprom members and persons involved in similar groups from interstate. In all communications about the review Cityprom members were encouraged to make contact.

Following is a broad summary of comments and perceptions that came from thirty-six discussions.

- Events can be polarizing. “Food vans come in from outside and take trade away from my pub.” “If the event is on there is no business in my shop.” Should we keep doing the same events. Need a calendar maybe 3 to 4 a year. Link events to banners. There are professional event organizers in town that can be used. Redirect the effort put into organising events into other activities. Major events take a lot of time to organise.
- The principle of VIBE is working well, but there is the potential for double dipping with Council event grant funds, Cityprom and Council grant funding need to be closely aligned
- There are doubts about the effectiveness of the Cityprom board. Comments include lack of visibility, skills, retail knowledge, engagement with the organisation and governance issues, board experience. “The board has lost its way”.
- Change the name, what does Cityprom mean. Name needs to contain Launceston and be indicative of the purpose. e.g. Launceston City Marketing.
- “Us and them around the rate.” Even though Cityprom members don’t really know how much their business is paying they still resent it. The benefitted area / differential rate model creates unwilling conscripts and is no longer appropriate. Expanding the boundary with the same funding model will expand the problem. A new rate-based funding arrangement is needed. Making Cityprom dependent upon voluntary membership subscriptions would divert energy away from marketing activities to recruitment of members. This could also compete with the Chamber of Commerce. There is discussion about tiers of membership as not all members get equal benefit. Members should opt in. There is a need for better input and involvement from members.
- The current boundaries are no longer relevant and need extension. The City has grown since 1988. The University move into Inveresk, the developments around Bunnings and the Silo Hotel area, Harvey Norman, Seaport, Dan Murphy’s, upper Charles St, the hospital precinct, redeveloped Penny Royal and increased tourism into the Cataract Gorge are influencing traffic around the CBD. There is debate about extending the boundary across the river, east to the Royal Oak Hotel, North to Sea Port. The boundaries should be uncoupled from the funding model.
- Need to get landowners to take some responsibility and get involved. Who is working on retail diversity and tenant mix?
- Start explaining to stop complaining
- CBD is not just retail. Retail is changing. Family activities. Package local “the local covid hamper”
- Who is driving the intellectual conversation? What is the vision we are seeking to achieve? Should the group be a City Trust not a marketing group. How can Launceston be attractive to investors.
- Regional collaboration framework. NTDC, CoL, Chamber, TNT, NTDC, RDA. Forum of leaders. All part of an economic development philosophy. Need a national cabinet approach to developing the region. No one organisation is the sole catalyst for revitalising public space needs collaboration.
- CBD a mix of the right infrastructure (skeleton) comprehensive mix of retail and services, activity, innovative attitudes
- Needs to be a physical presence from Cityprom and Council. Personal contact, get out and listen, ear to the ground, build relationships.
- Manage uniformity and be orderly. “When the Launceston Cup is over, take the banners down.” When the works are over, take the signs down. Control unsocial behaviour, makes people feel unsafe. Take care of the basics.

- “Everyone is cold turkey about what is going on around town.” Put up the electronic notice board in the Mall, telling everyone what is going on, fund it through advertising. Not everyone reads the Examiner. Need another way to let people know what’s happening
- Measure, measure, measure all the time, understand the demographics. Ignite activity and move away
- Look and function, sense of welcome, things to do, uniqueness, these are the elements to marketing the CBD. Build local pride rather than just focus on numbers.
- Partner up and provide the full service
- Business is best to promote business. Independence and entrepreneurial spirit is needed. Does Council have the capability or freedom to act? Councils ability to deliver is doubtful. Some may see Council as a negative. Free the shackles. Better to do something than to worry about what might happen.
- Council and Cityprom are operating in the same place making space. There must be closer collaboration, working relationship or merging with Council.

The Launceston economic development system

Cityprom is an economic development strategy in that it aims to attract people into the CBD and increase vibrancy and business opportunities. However, it is not the only organisation based in Launceston focused on economic development and business growth. Table (23) lists other organisations. There is a degree of overlap in areas like events, advocacy, business networking, marketing and attracting visitors.

The Chamber of Commerce and Tourism Northern Tasmania have prescribed seats on the Cityprom Board to assist with communication and coordination. Launceston and the CBD by virtue of its size in the NE Tasmanian Region will get marketing and economic benefit from the activities of these organisations.

It begs the question about Cityprom’s niche in this system. What does Cityprom do that couldn’t be picked up by one or more of these organisations e.g. Tourism could promote the retail offering and events, retailers could join the Chamber of Commerce for networking and business development, Council can provide advice and assistance for events. Council could also combine placemaking with City Marketing.

Table (21) Economic development focused organisations based in Launceston

Organisation	Comment
Launceston Chamber of Commerce LCC	<p>Independent organisation formed in 1849 the Launceston Chamber of Commerce is funded through membership subscriptions. It has members across the State but is Launceston focused. Has a member elected board and two staff members. A chamber representative sits on the Cityprom Board.</p> <p>The vision Our region’s economy is re-invigorated. Our business community is innovative, globally competitive, and operates sustainably. It is a region of choice for people to live, work and invest.</p> <p>Objectives Advancing Regional Growth Advocacy Business Connections and networking Information and Education</p>
Northern Tasmania Development Corporation NTDC	Funded by seven Northern Tasmanian Councils. It aims to increase prosperity in North East Tasmania. Focuses on encouraging business expansion, advocacy, linking businesses to government programs and opportunities, economic progress reporting. Has a volunteer board and an Executive Officer
Regional Development Australia Tasmania RDA	Australian Government funded. Has a volunteer board, a CEO and five staff. (Chair is on the board of NTDC & CEO is on the board of the Launceston Chamber of Commerce) Priorities include economic growth in Tasmania, government and private sector collaboration, improvement of employment skills and addressing the demographic needs of Tasmania

Organisation	Comment
Office of the Coordinator General	Funded by the Tasmanian Government. Part of the Department of State Growth. The Coordinator-General's Office is the lead agency for investment attraction and is the first point of contact within the Tasmanian Government to establish, relocate, diversify or expand business in Tasmania. Aims to link potential investors to local opportunities and show global location consultants why Tasmania offers an unbeatable business location.
Tourism Northern Tasmania now renamed Visit Northern Tasmania	Tourism Industry organisation part funded by the Tasmanian Government and Local Government. Incorporated association, Volunteer board, CEO and five staff. Expertise in events and festivals, destination marketing and industry liaison. Aims to increase tourism market share for the region and provide a united approach in destination management and planning. CEO currently sits on the Cityprom Board
City of Launceston	Council has officers involved in economic development, tourism and events support and in place making

Other marketing models and structures

The following activities were undertaken to review other models and approaches

- Internet research into current trends particularly in the USA and the UK.
- Internet research into Trader Associations and main street strategies in Australia.
- Discussions with Central Geelong Marketing.
- Discussions with Mainstreet Australia, the peak body for trader associations, through the Manager of Economic Development at Stonnington Council in Victoria.
- Discussions with futurist Dr. Peter Ellyard on future trends and place making
- Review of the Shopping in the City report by Dr. Louise Grimmer.

Section 86 Special Committees and the Geelong example

Many Victorian Councils use Section 86 of the Victorian Local Government Act to establish voluntary committees to undertake work for Council for example managing a recreational facility. There are similar provisions in the Tasmanian Local Government Act. There are around 60 retail areas around Victoria using the Section 86 committee structure to guide marketing.

Central Geelong Marketing is a Section 86 committee funded by a separate rate. It is considered the peak body representing property owners and traders in the Central Geelong Area. It has a life span of 5 years which coincides with the duration of the special rate. The special rate is reviewed every five years and requires 51% approval from property owners for it to continue. Acceptance of the rate is indicative of committee support. The committee has 13 voluntary members including: A Councillor (committee Chair) and representatives from the Geelong Chamber of Commerce, the Victorian Chamber of Commerce and Industry (Southwest Region) the Arts and Culture sector, Tourism Greater Geelong, major shopping centres, property management sector, strip retail businesses and the accommodation sector. Each member must have a commercial interest in Central Geelong. Membership is for two years and elections are held. Central Geelong Marketing has been operating for 20 years.

The Central Geelong Marketing Coordinator is the Executive Officer for the committee and an employee of Council which anecdotally helps with intra council cooperation and support.

Council also provides services in the areas of IT, Organisational Development and physical accommodation facilities.

The Committee aims to:

- Increase the number of visitors to Central Geelong
- Promote the business activities in Central Geelong
- Provide opportunities for business networking, cooperation and information sharing
- Provide a central marketing focus for City businesses
- Improve stakeholder perceptions of Central Geelong
- Establish an ongoing viable marketing program for Central Geelong

The committee meets monthly and failure to attend three consecutive meetings without reasonable grounds results in dismissal from the committee.

The staff complement is 3.8 FTES and all are part of Council's Place Making section.

Positions include:

- Executive Officer
- Assistant Executive Officer
- Digital Marketing Officer
- Senior administrative Officer
- Project Officer

The skill set of staff is heavily weighted toward marketing and in particular digital marketing. To quote the Executive Officer "Everyone pitches in and it is important to have doers. In house graphic design skills are very useful."

The annual budget is \$1.13m and the average rate paid by businesses is in the \$700 to \$800 p.a. range. Detailed information on the committee and Central Geelong can be found on www.centralgeelong.com.au

The Geelong example is useful to consider because of the accountability framework associated with rate renewal, committee life and membership terms and the involvement of Council.

Comments on main street committees and trader associations

Contact was made with the president of Mainstreet Australia who suggested a discussion with Delique Knight, the Economic Development Manager at the City of Stonnington in Victoria. The following points were made during that discussion.

- Trader associations are only as good as the committee members who provide leadership and drive. Need best practice around governance. Will be run well if the structure is good. Most committees are voluntary / Chapel Street / South Melbourne (Section 86 committee).
- Paid board positions on Business Association boards are definitely not the norm and not encouraged.
- If Councillors are on Section 86 committees, they have difficulty being agile because of political interests and also the complexity of council procedures.
- Just because a business pays the rate does not automatically make them a member of a trader association. Members have to "opt in" by completing a membership form. Need commitment and interest from members.
- Every special rate has an end date. Most commonly reviewed after five years because of the time needed to comply with Council procedures. Most review processes take around 18 months. Need 51% approval for rate to continue. The review process keeps committees on their toes and needing to demonstrate benefit to persons paying the special rate. The separate rate can only be used for marketing, not infrastructure. Sometimes the amount charged to a member, as a fee, can vary depending on location e.g. main street frontage will pay a higher fee than 1st floor or a side street
- Most associations employ a coordinator. Purely volunteer associations tend to burn out over time. An association with a budget of \$1.1m would spend around \$200,000 on wages. Associations who employ Marketing Companies to be their coordinators are a different situation. Marketing companies don't usually have any local business links
- Big festivals like Bentleigh and St. Kilda Festivali attract thousands on the day but when the party is over the street vacancies remain. There is no real evidence of repeat business. There are also significant costs with street closures.
- Activities of effective associations would include social media, blogging, shop local campaigns, way finding. Local restaurants are growing popular, no driving. Directories are useful. KPI's include % of active members compared to the membership base. Surveys, foot count, who knows the committee exists, grants achieved. To get data, intercept surveys are used, foot counting technologies like pedestrian count cameras. There are ways of obtaining data of credit card location and mobiles used by customers. Data on parking availability and usage.
- Service businesses are different as marketing is usually business to business, they need a service directory. It's harder to justify membership benefits. Many are located on first and second floor and as a result pay lower fees.
- A Future CBD could include more medical centres, popup shops to avoid the need for bricks and mortar. More online shopping for a broader range of goods. Main sources of customers will be people who work in town and tourists (visitors). Reduction in precincts. Focus on walking and cycling.
- Accountability is the issue. How can you demonstrate what value is being provided to members? Can you demonstrate an increase in the GDP? Need purpose clarity, structure, KPI's and what are we here for. Collaboration is key. Coordinators and staff wear out shoe leather staying in touch with members.

Business Improvement districts:

The hollowing out of Central Business Districts caused by decentralised regional shopping malls triggered the establishment of Business Improvement Districts (BID). The first BID was established in the Canadian City of

Toronto in 1970; The Bloor -Jane-Runnymede Improvement Area. Since that time Business Improvement Districts have expanded globally – there are thousands throughout the world.

A BID is a public /private partnership and usually responds to a failure of Local Government to adequately manage and maintain public spaces. It represents a move from grime and crime to a strategic partnership that typically delivers the following services:

- Maintenance and repair of public spaces
- Cleansing and streetscape appearance
- Security, often through private security firms and surveillance technology
- Urban design and placemaking
- Marketing and promotion to compete with other centres and attract visitation
- Business skills development and employment attraction.

A BID has a defined boundary and is funded by a tax and other sources like fees for service. Funds raised are ring fenced for activities undertaken in the defined boundary. There is usually a ballot to approve the tax. Spending decisions are made by representatives of the business community alongside a small number of public officers. Day to day involvement of business people in city operations is considered more responsive and flexible than local government.

The USA model focuses on the involvement of property owners in funding whilst in the UK the involvement is at tenant (business) level. In the UK BIDS are limited to a five-year time period. In the UK BIDs are not necessarily popular as they are seen to attract larger national retailers and increase rents which then causes an area to lose small diverse retailers that provide character. Often smaller businesses are not entitled to membership.

Tension of this nature can be found in Fitzrovia an inner London precinct. www.news.fitzrovia.org.UK Look up articles by resident Griff Rhys Jones.

Better Bankside in London was established in 2004. Its boundary contains 900 eligible businesses. The following points from website www.betterbankside.co.uk explains how this BID functions.

- Better Bankside is a non-profit company limited by guarantee. It has no share capital, and surpluses are reinvested into company services. Its job is to make Bankside a thriving place to work, live and visit
- Better Bankside is the third BID to be established in the UK. A Business Improvement District (BID) is an independent, business-owned and led company, which seeks to improve a given location for commercial activity.
- A Business Improvement District can only be formed if it is approved in a ballot. If approved, it is funded by a compulsory 'levy' on all eligible businesses within its boundaries. Better Bankside's 900+ member companies pay an annual 'levy' equivalent to 1.2% of the rateable value of their premises. The total annual levy income for 2020 is £1,957,000.
- Businesses within the BID boundary with a total rateable value of £17,500 or more are eligible to vote in the ballot. Over 80 member businesses are involved in the governance of the company.
- Every five years, member businesses vote on the continuation of the BID for another five year 'term'. If it hasn't performed to businesses expectations it will not continue. An annual survey gauges satisfaction with the programme.

A review of the services provided by Better Bankside is informative for any future form of city marketing structure. It shows an innovative approach that meets the needs of its members.

Their services include in part:

- Responsive street cleaning including patrols.
- Area promotion including: What's on In Bankside newsletter, social media (Facebook, Twitter), assistance to events including equipment hire, A Riverside app, Visitor research and Famils.
- Bicycle hire, parking and maintenance classes and DR Bike
- Business toolkit, Business Club and networking
- Rental of advertising space

- Recycling collection
- Hire of venue spaces
- Employee well-being services
- Buzz cards that offer special deals from local businesses

It would be a challenge to introduce a BID model in Launceston because of the mix of responsibilities between State and Local Government and the actual need for a structure of this type. However, an examination of this model does provoke thinking about the range of services that could be offered by a marketing organisation.

Local Government Authorities

Another approach for Local Government is to establish an authority to undertake functions on its behalf. Under the Tasmanian Local Government Act there are two options, a Controlling Authority or a Single Authority. A Single Authority is a body corporate that can enter into transactions in its own right.

In both cases a council determines the powers, rules and members of the authority. However, authorities have requirements under the Act that need to be fulfilled. Establishing and terminating Authorities can be time consuming and detailed.

Rundle Mall Management Authority – Adelaide South Australia

An example of an authority used to market a CBD is the Rundle Mall Management Authority (RMMA) that was formed in 2008 as a semi-autonomous subsidiary of City of Adelaide. It delivers a range of marketing, advocacy, governance and strategic management services to improve the economic outcomes of the Rundle Mall precinct. It is governed by a Board of Directors from retail, property, business and Local Government that meets monthly. The RMMA is managed by a General Manager and a team of eleven operations, marketing and activation officers. Its strategic plan for 2017 to 2021 is set out below. Worth noting in their strategic plan is the emphasis on measurement.

Purpose	Attract	Stay	Enjoy
Measured by:	Foot Traffic Retail Spend Trend Online Engagement	Dwell Time	Qualitative Research Online Sentiment
Brand Purpose	The beating heart of Adelaide		
How we do it	Quality shopping entertainment experiences		
Values	Contemporary	Impact	Fun
Area of Focus	Information	Visitor Experience	Customer-Focused
Objective	Be the hub of precinct information	Support an easy and enjoyable customer experience	
Year 1 Action	Source and implement resources to capture and analyse: - Precinct foot traffic - Total retail spend trend - Dwell time - Customer Experience - Shopping Behaviour Create and implement reports based on the data captured Define and implement tools to share information with stakeholders	Advocate for positive community and commercial outcomes for both privately owned and Council owned parking facilities Implement a digital wayfinding solution Stage and seek unique activations Work with CoA to support a safe and attractive public space	
Year 2 Action	- Collect and analyse key performance data to: - Inform marketing strategy - Measure success - Inform advocacy; and - Educate stakeholders Develop and implement a B2B Comms Plan	Stage and support engaging activities Inform and educate about visitor experience in the Precinct Advocate for innovative solutions to support visitor experience Support a safe and attractive public space	
Year 3 Action	Refine and utilise data captured and invest further where required	Stage and seek unique activations Work with CoA to support a safe and attractive public space Support CoA in trialling new systems and technologies in the public realm	
Year 4 Action	Refine and utilise data captured and invest further where required	Stage and seek unique activations Work with CoA to support a safe and attractive public space Support CoA in trialling new systems and technologies in the public realm	
Area of Focus	Advocacy	Brand	
Objective	Influence projects for precinct growth and minimise negative impacts	Position Rundle Mall as the premier retail destination in South Australia	
Year 1 Action	Represent stakeholder interest to minimise disruption and actively promote 'Business As Usual' throughout the North Terrace and Gawler Place projects	Create, implement & deliver an annual Marketing, Social Media & Events plan In consultation with the RMMAs PR Agency, create and implement a proactive public relations strategy in relation to industry positioning and campaign support	
Year 2 Action	Advocate for future Council investment in the delivery of the Rundle Mall Masterplan to ensure high-quality amenity and public realm Advocate for State & Local Government policy that provides positive outcomes for the Rundle Mall Precinct Advocate for State Government, Local Government and Private investment in the Rundle Mall Precinct Represent stakeholder interest to minimise disruption and actively promote 'Business Operating' throughout the Gawler Place Redevelopment Project	Create, implement & deliver an annual Marketing Plan Develop the Rundle Mall Brand Position the RMMA as an industry leader	
Year 3 Action	Influence CoA to invest in the delivery of the remaining Masterplan projects to ensure a high-quality amenity and public realm	Create, implement & deliver an annual Marketing, Social Media & Events plan with input from information gathered in year 2	
Year 4 Action	Influence CoA to invest in the delivery of the remaining Masterplan projects to ensure a high-quality amenity and public realm	Create, implement & deliver an annual Marketing, Social Media & Events plan with input from information gathered in year 3	

Local Government Special Committees

The Tasmanian Local Government Act (The Act) enables councils to set up special committees to do work on their behalf. The provisions around special committees are less complex than for Authorities.

24. Special committees

- (1) A council may establish, on such terms and for such purposes as it thinks fit, special committees.
- (2) A special committee consists of such persons appointed by the council as the council thinks appropriate.
- (3) The council is to determine the procedures relating to meetings of a special committee.

This could be a simply established and controlled vehicle for Council to involve CBD businesses and stakeholder groups in setting marketing strategies. The membership, scope of involvement and power of the committee is totally within Councils control to determine.

Other things to think about

The shopping we love to do and the shopping we have to do:

Futurist, Dr Peter Ellyard, talks about the retailing experience including the 'shopping we have to do and the shopping we love to do.' Going to the local supermarket is 'shopping we have to do' for most people. However, a central business district should provide the 'shopping we love to do'. This involves a diverse and interesting range of shops, not usually found elsewhere, and that is called tenant mix. In a regional shopping centre, there are people who research contemporary retailers and set out to attract them as tenants. They want their visitors to have enjoyable and changing experiences.

This raises the question - who is thinking about and caring for the tenant mix in the Launceston CBD?

Who is researching gaps in the range of products offered and looking to fill them?

These questions are not suggesting any market manipulation that may disadvantage existing businesses.

Finding new tenants should involve property owners, real estate agents and retail leasing specialists so there needs to be a mechanism for collaboration.

The Shopping in the City Report by Dr Louise Grimmer suggests some form of direct action be taken with the owners of vacant properties. Waiting for the market to sort the issue out may take too long and not produce an ideal result.

Getting proactive in this area could be a future role for a city marketing structure.

Maybe more retail isn't the only answer.

The Shopping in the City Report by Dr Louise Grimmer thoroughly details the trends affecting retailing in the Launceston CBD and there is little value in repeating that information in this review. She does however provide a list of 25 factors that are considered to have an influence on vitality and viability of High Streets in the UK as well as being factors that towns can actually have influence over. The factors include such things as an agreed vision, networks and partnerships, marketing, appearance, cleanliness, safety, walkability and recreational space.

In other words, the success of a CBD depends on more than just retail.

Dr Peter Ellyard also talks about the need for Cities to be liveable. Liveability has a number of components; prosperity, sustainability, harmony, wellness, inclusion, security and aesthetics.

Local UTas academic, David Adams writes (Examiner 22/2/20) about the need to curate CBDs as places for enjoyment, socialising, living and working and learning in addition to shopping.

All are talking about developing a liveable place that people are proud of and want to be in. In planning parlance this is place making and includes urban design, marketing, things to do and see, service and shopping and the feel of the place. If the locals love it then visitors will also enjoy it. Any future marketing structure needs to collaborate and contribute to placemaking and work out the part it plays. As place making largely takes place in the public realm the City of Launceston will be a key player and partner.

The importance of the Launceston CBD

The Greater Launceston Plan (2014) is clear about the importance, role and diversity of Launceston's CBD and surrounding area.

"The Launceston CBD is the most significant employment and commercial precinct in Tasmania outside of central Hobart. The area is the region's commercial, administrative and social heart and the leading destination for a wide range of goods and services including:

- *higher order discretionary shopping requirements;*
- *commercial office services;*
- *professional services;*
- *public administration;*
- *entertainment, tourism and hospitality;*
- *health and medical services;*
- *legal services and justice;*
- *social welfare support services;*
- *recreation and sporting activities;*
- *higher education support;*
- *wholesale trade services. "*

Future planning and management needs to:

- *Protect the unique heritage and streetscape qualities and built form scale and integrity of the CBD;*
- *Maintain high levels of amenity and safety for shoppers, visitors and workers;*
- *Facilitate a diversity of supporting tenancies at both ground and upper levels;*
- *Provide a focus for nightlife activities in the adjacent George and Charles Street precincts;*
- *Improve levels of access, amenity and safety for public transport users;*
- *Access and availability of CBD parking resources will be optimised;*
- *Market the CBD's broad range of tenancies, goods and services through a high-profile shared website*
- *Ensure and enhance distinctive places and environments through thematic urban design;*

Is marketing required to create a vibrant CBD post 2020?

Building vibrancy into a central business district requires a range of management actions. One of these is marketing. In 2017 The New York Times described marketing as "the art of telling stories so enthralling that people lose track of their wallets." Apart from this monetary gain it also builds a brand and develops loyalty. The benefits of visiting a CBD like Launceston are differentiated from the competition. Strong visitation leads to a stronger economy. Marketing is a core activity for City growth.

The Shopping in the City Report by Dr. Louise Grimmer emphasises marketing and recommends that:

"Key stakeholder organisations develop an integrated city marketing campaign to position the city as a specialty shopping destination as well as offering a range of experiences for visitors. The campaign should strongly promote the unique nature of the city, its stores, arcades, eateries and services and bring city businesses together in a collaborative and positive manner."

The report further recommended that Cityprom:

- *host skills development workshops for retailers highlighting the changes in the retail sector and changes in consumer shopping behaviour, retail trends and opportunities presented by multi-channel retailing (in-store, online, mobile, app), collaborative marketing and contemporary retail strategy;*
- *consider a re-brand – a refreshed website and social media presence – and the development of a shopping/city information app and paper guide (e.g., for local accommodation providers);*

- *work cooperatively by identifying their common goals for the city and their members. A joint approach to city marketing and business will strengthen any efforts made to improve the business environment for city traders.*

Whose responsibility is marketing the CBD

The Local Government perspective

From an economic position there are three type of goods that Local Government could be involved with:

- **Public goods.** These are supplied to the community as a whole and everyone benefits from them. No- one can be excluded from enjoyment e.g. a public road, a planning scheme, public parklands. Public goods are funded from taxes that apply to everyone.
- **Merit or mixed goods.** The private sector is not be prepared to produce them, so there is market failure. However, the community expects to have the benefit of the good. An example is a public swimming pool. Merit goods are funded by a mix of user charges and rate subsidies called Community Service Obligations (CSO). The dollar amount of a CSO is a political decision around overall community need and benefit.
- **Private goods.** There is no market failure and the private sector provides what is demanded by the community. Local Government should not be involved in the provision of private goods unless it charges consumers the full long run cost of production and there is no community subsidy. Private goods are funded through prices. A local government example could be an off street car park. Market failure may have caused a council to build an own an off street car park. When the market failure longer exists, a choice needs to be made between full commercial pricing or realising capital to fund public goods. These concepts are summarised in table (24)

Table (22) Local Government revenue framework

Activity	Economic classification	Basis of pricing	Source of revenue
Core	Public good	Universal tax	A Rate
Expected	Merit or mixed good	User pays	Charges & CSO subsidies
Commercial	Private good	Market	Prices

Under the current Cityprom arrangement a separate rate is levied on a particular group of property owners, in a specified area to pay for marketing the area. Presumably all the property owners and businesses in the area will benefit from the marketing but is it a public or a mixed good?

The question moving forward is:

“Will marketing the Central Business District benefit the community as a whole?”

If the CBD of Launceston developed a reputation as being unsafe, grimy and run-down then Launceston overall would be diminished as a place to live and visit. Economic growth would slow, and ramifications would ripple through the community as a whole. This suggests that an argument can be made that CBD marketing can result in a community wide benefit. It can be considered a public good funded through the general rate, as can place making activities.

The private sector perspective

Another view could be that private sector businesses promote themselves and the sum of their efforts in turn markets the City as a place to come and shop. People come to town in response to an advertisement and potentially visit other businesses. Marketing the city can be left to the private sector.

This model tends to fall down because marketing expenditure by a business has an internal focus and does not necessarily promote the public domain. Public domain capital investment and marketing falls to government. For example: The Tasmanian Government builds and markets a State brand and the CoL finds their part in that. Also, business promotion is only one part of the marketing story. The reality is city marketing requires a collaborative effort with a consistent message.

A new mind set is needed

Criticism and complacency are almost reflex actions from many Cityprom members. Rather than dismissing Cityprom's efforts with a wave of the hand, there needs to be an attitude change toward being helpful and collaborative for a better result. Until this shift occurs, complaint and criticism will follow the efforts of any structure that tries to make progress. This will lead to a defensive attitude that diverts energy away from the main game.

"You will never reach your destination if you stop and throw stones at every dog that barks." – Winston Churchill

Instead of sitting in the grandstand shouting at the players, many members need to get onto the field.

The following quote from Theodore Roosevelt in 1910 resonates:

"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood;

There also needs to be a move away from dependency on the CoL and other levels of government to "fix the problem". Property owners, tenants and businesses need to accept that the best place to start working on the future of the CBD is with themselves. Enabling an attitude of interdependence and self-help was the driver behind the initial establishment of Cityprom. It appears to have largely gone into recess.

Perhaps a way forward is to let Cityprom go and say to the private sector that government will look after the infrastructure and public wellbeing and they should collaborate and use their expertise to market the CBD. If that approach does not result in leadership, collaboration and action then it can be assumed city marketing is of no real importance to the business community.

Moving Ahead

Options for moving forward

- Continue with the current arrangements
- Retain Cityprom but make a number of adjustments to boundaries, funding and board composition.
- Let the market sort it out. Remove funding for Cityprom and see if any other organisation or group fills the gap.
- Accept that CBD marketing is a public good and have Local Government play a lead role with a mechanism for business and community input.

These options are set out in more detail in Table (25)

Table (23) Future options for city marketing

Option	Comment
<p>Option (1) Make no change to Cityprom; its structure, boundaries and funding.</p> <p><i>If you always do, what you always did; You will always get, what you always got.</i></p>	<ul style="list-style-type: none"> • There is the continuation of an independent, member driven structure. • Staff skills are retained. • Boundaries will continue to constrain marketing efforts and not recognise the physical changes in the CBD. • Tensions around the compulsory funding and unwilling conscripts will remain. Member dis-engagement is likely to continue. • Misgivings about board engagement and capability will remain. • The potential for overlap and tension around placemaking with Council will continue. • Lack of accountability will continue.
<p>Option (2) Make no change to Cityprom structure and funding but expand boundaries</p>	<ul style="list-style-type: none"> • There is the continuation of an independent, member driven structure. • Staff skills are retained. • The boundaries recognise the physical change in the CBD. • The new businesses required to pay the additional rate need to be consulted and there is the likelihood of more unwilling conscripts and member tensions. • Misgivings about board engagement and capability will remain. • The potential for overlap and tension around placemaking with Council will continue. • Lack of accountability will continue. • The expanded boundary could constrain marketing effort • Lack of accountability will continue.
<p>Option (3) Retain Cityprom structure and</p> <ul style="list-style-type: none"> • Expand boundaries • Fund from overall rate pool and other funding strategies • Members opt in • Introduce accountability framework and five-year funding and performance review. • Review the Board skill set and seek new members • Institute formal collaborative structures between City prom and CoL around placemaking, event funding and resource sharing 	<ul style="list-style-type: none"> • Continuation of an independent, member driven structure • Staff skills retained • The boundaries recognise the physical change in the CBD and do not constrain marketing effort. • Remove the CBD rate and Council determines the amount of rate funding for City Marketing and Cityprom is encouraged to find alternative revenue sources. There could be competing political priorities around funding amongst councillors. • Members need to opt in and participate. Move to willing conscripts • Accountability framework and five-year review sharpens staff and member engagement. • There is a prescribed life for the arrangement and a review of performance against agreed indicators. • Skills matrix of the board is more representative of membership. • Cityprom and Council are required to work and plan together. Efficiencies and cost savings may be initiated in areas like support

Option	Comment
<ul style="list-style-type: none"> Link Council and Cityprom by seconding the council employed activation officer to work alongside Cityprom staff. 	<p>services, storage, banners and displays etc. Seconding an officer ties the organisations together.</p> <ul style="list-style-type: none"> There may not be sufficient incentive or energy to change. "Rearranging the deck chairs on the Titanic"
<p>Option (4) Cease funding Cityprom and do not replace with any other structure.</p> <ul style="list-style-type: none"> Council continues not to be involved in city marketing. Puts responsibility for action and accountability for performance back onto the private sector 	<ul style="list-style-type: none"> Ending the funding agreement will result in the board winding up the present structure if alternative funding cannot be found. CBD rate will be removed so owners and businesses pay less. Considering the low level of engagement with Cityprom there may not be an adverse reaction. Marketing the CBD will fall to individual and voluntary business efforts There will be no independent member driven marketing structure, but other organisations may fill the gap. Staff skills and expertise will potentially be lost. Council event assistance and grant program remains. Place making will continue and be solely a council responsibility and staff will need to develop good relationships with CBD businesses.
<p>Option (5) Cease funding Cityprom and CoL forms a city marketing and activation group as part of the place making team with independent business input.</p> <ul style="list-style-type: none"> Cityprom staff have the option of becoming council employees. Councils current activation officer joins the marketing group. A Special Committee of Council is formed to advise and guide the place making and marketing team. An opt in marketing partnership arrangement be established with businesses. An accountability framework is put in place to enable performance assessment. A term of five years is set with a review to be completed in the fifth year. The result of the review to determine if the arrangement continues 	<ul style="list-style-type: none"> Ending the funding agreement will result in the board winding up the present structure if alternative funding cannot be found. CBD rate will be removed so owners and businesses pay less. Recognises City Marketing as a public good. Council determines the amount of rate funding for marketing the CBD Council event assistance and grant program remains but may be streamlined. Place making and marketing become integrated in Councils structure. Employee skills are retained, and overlaps removed Working with Council will reduce operational costs. CBD businesses will have the opportunity to provide input through the Special Committee of Council. The opt in marketing partnership is a vehicle for member promotions and benefits There is a prescribed life for the arrangement and a review of performance against agreed indicators.

Preferred options

Options (4) or (5) are recommended for consideration.

The choice between (4) and (5) will depend on the view of Council about the community benefit of City Marketing.

If there is a desire to retain Cityprom as a separate organisation, then option (3) is recommended.

Disclaimer

The opinions and statements in this report are based on discussions, survey results and research. Every effort has been made to accurately interpret and represent the information. No responsibility is accepted by the noagroup, groupwork pty ltd and associates for any liability or loss associated with inaccuracy of information in the report and the implementation of any report recommendation.

Contact details

For discussion about the contents of the report contact:

Robert Campbell

Associate Director 0408 336 340

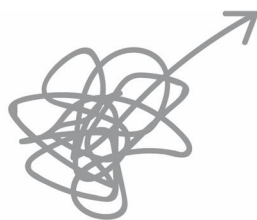
bob.campbell@noagroup.com.au

Or

Lynda Jones

Associate Director 0408 998 157

Lynda.jones@noagroup.com.au



thenoagroup

helping groups move from uncertainty to purpose

www.noagroup.com.au

noagroup is the trading name of groupwork pty ltd

ABN 89 105 381 575

Date of report 2/9/2020

File name: Cityprom review final report

CONFIDENTIAL



CONTACT
Bob Campbell
bob.campbell@noagroup.com.au
0408 336 340



the noagroup

helping groups move from uncertainty to purpose