



Marketing & Activation Plan 2018 - 2021



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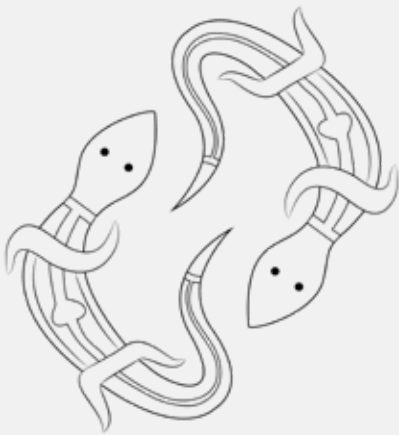
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The original custodians of the Coffs Harbour region are the Gumbaynggirr people.

Gumbaynggirr people have occupied this land for thousands of years, forming one of the largest coastal Aboriginal Nations in New South Wales. Their Nation stretches from the Nambucca River in the south to around the Clarence River in the north and to the Great Dividing Range in the west.

The Coffs harbour region acknowledges the close connection between Aboriginal people and the land to promote the natural landscape and their heritage.

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◀ Introduction

Since the Global Financial Crisis, towns and cities across Australia have undergone significant change. Reduced discretionary spend coupled with the growing use of digital technology has forever changed the way consumers behave, how they shop, when and where they do business.

For Coffs City Centre this has come at a time of increased competition from other centres, in particular Park Beach Plaza, the Jetty with its diverse food experience and Homebase with its strong mix of homeware stores.

The City Centre Marketing & Activation Plan (the Plan) covers a three-year period and supports the repositioning of Coffs City Centre as a destination featuring world class design of physical fabric that creates a unique and creative streetscape that inspires all that visit.

The Plan recommends a proactive approach on the part of all stakeholders - property owners, landlords, business owners, the Council and the CBD City Centre Marketing Committee - to achieve a relevant and colourful mix of businesses, and a robust day and night time economy.

Strategic actions are recommended in this plan that broadly support the following SIX areas –

6 Key Areas

1. **Set up trader communication support structure**
2. **Collective trader promotions to boost trade and grow customers**
3. **Marketing of Coffs City Centre**
4. **Development of the finegrain layers of the CBD**
5. **Strengthen business resilience**
6. **Promote opportunity for external event organisers**

Key Results

Key result areas of the Plan will focus primarily on:

- (a) **increased customer spend in the City Centre**
- (b) **increased usage of the City Centre by pedestrians and**
- (c) **increased levels of business confidence.**



Overview of Coffs City Masterplan and Vision

“The City Centre will be a destination featuring world class design of physical fabric that creates a unique and creative streetscape that inspires all that visit”

- *Coffs Harbour City Centre Masterplan 2013*

Coffs City Centre Masterplan Vision

To create a place where economic, social and cultural pursuits fuse to enrich and enliven all who live, work and visit the City Centre

At our core will be a strong heart from which the ripples of vibrancy and prosperity will flow throughout the City Centre and to the region as a whole

Let’s reignite a glow in the City Centre that we locals are proud of and for which visitors become attached to.

The City Centre will be a destination featuring world class design of the physical fabric that creates a unique and creative streetscape that inspires all who visit

The City Centre is to be reinstated as the key retail precinct in Coffs Harbour as it historically has been

For the City Centre to be the core entertainment hub of Coffs Harbour which regionally attracts festivities and events for the social and economic benefit of the community and as a new attraction for tourists

Complementing the entertainment precinct will be numerous cultural initiatives that showcase the talent of our many artists, musicians, chefs and local providers.



Purpose of the Marketing & Activation Plan

The Marketing and Activation Plan aims to capture the essence of the Coffs City Centre Masterplan and commence the process to achieving this vision.

Understanding the Place

“A city’s image and brand is ultimately only as strong as the perceptions held by its visitors, its residents and key local stakeholders”

-Successful Town Centres: developing effective strategies – Andres Coca-Stefaniak, Association of Town & City Management, Westminster, London UK.

Observations:



Despite some vacancies, Harbour Drive offers some of the region’s best independent retail. Many specialist stores continue to thrive with a growing number now open on Sundays. The abundant supply of parking makes it ideal for retail, however the challenge for landlords of vacant space will be finding the right tenancies in a shifting trading environment.

Coffs Central

plays a pivotal role in attracting customers into the CBD due to its central location, its strong retail offer and customer-friendly trading hours. Business appears robust and cafes within the complex offer some of the area’s best alfresco dining. The new hotel and restaurant to open within the complex should enhance trade to Coffs City Centre.

Moonee Street

The Moonee Street food cluster attracts strong custom after 5pm offering food options at an affordable price point. Small bespoke bars, cafes and restaurants are intrinsic to the success of a town centre and the “hip” hospitality business which has opened in Cox Lane has added a new layer of interest to both the day and night economy on the western side.

The CBD’s arcades and laneways

if developed and themed, could offer potential to smaller specialist retail and as a backdrop for local artists, with the longer-term view of running organised tours. The back lane running parallel to Harbour Drive and Park Avenue has attracted two food establishments and the area offers further opportunity for artists and unique activations.

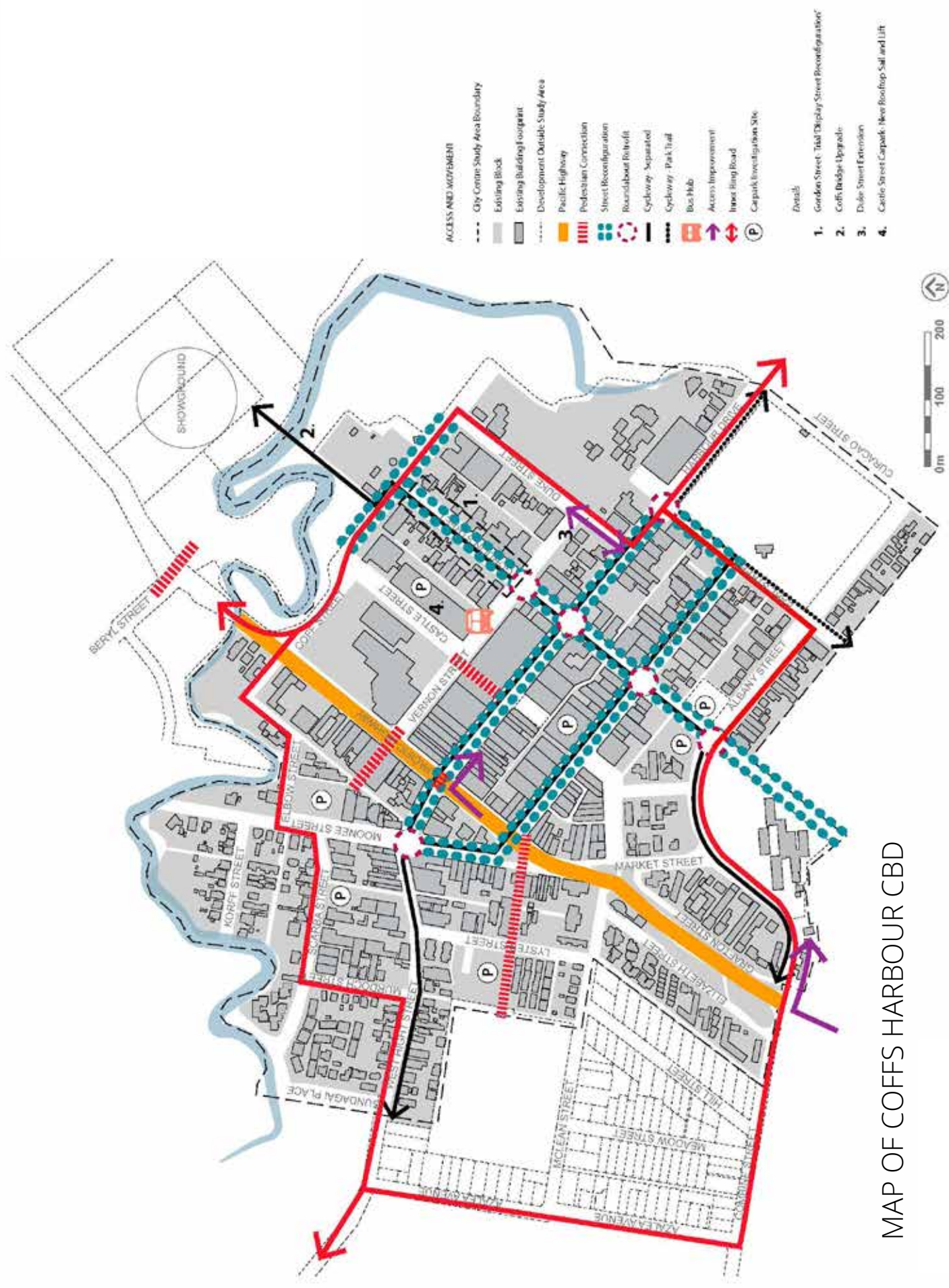
CeX and Woolworths

are significant tenants on Vernon Street and Park Avenue respectively driving a steady flow of pedestrians. Whilst there are some vacancies on other feeder streets, there is a strong mix of successful service businesses. The proposed new civic and cultural space on Gordon Street should add a new dimension as it is situated close to the retail and commercial hub.



Brelsford Park

is a wide-open greenspace. It offers a generous sized open space, good amenity, toilet and playground facilities and is within easy walking distance of the CBD. It provides opportunity for external event organisers to host large drawcard events such as concerts, movie nights, food and community festivals.



- ACCESS AND MOVEMENT**
- - - City Centre Study Area Boundary
 - Existing Block
 - Existing Building Footprint
 - - - - - Development Outside Study Area
 - Pacific Highway
 - Pedestrian Connection
 - Street Reconfiguration
 - Roundabout To Yield
 - Cycleway - Separated
 - Cycleway - Park Trail
 - Bus Hub
 - Access Improvement
 - Inner Ring Road
 - P Carpark Investigation Site

- Events**
1. Gordon Street 'Trial Display Street Reconfiguration'
 2. Coffs Bridge Upgrade
 3. Duke Street Extension
 4. Carlin Street Carpark 'New Rooftop, Lift and Lift'

MAP OF COFFS HARBOUR CBD

Trends impacting Town Centres

"The successful town centres of the future will need to be distinctive and memorable. They will provide the glue, the social connection for a digital generation seeking a vibrant, stylish and cosmopolitan experience"

Despite a growing ageing population, consumer spend power is rapidly transferring to a younger demographic. 54% of the Australian workforce is now under 40 and by 2025 the two digitally native generations (known globally as Gen Y and Gen Z) will make up around 70% of the workforce. With 93% of their digital time spent on mobile, it's a strong reminder of the need for continued adaptation.

Food plays a central role in a town centre experience and activation. Australians are visiting more restaurants, bars and fast food outlets than ever before. Cafes and bars are going upmarket and it's easier than ever for new bespoke establishments to enter the market. The hospitality industry has become one of the largest in Australia.

Consumers seek interesting destinations that offer a combined food, entertainment and leisure experience. Weekend shopping continues to hold sway with approximately one-third of all spending now carried out on Saturdays and Sundays (both online and instore). The Sunday leisure shopper is one of the most sought after (and fought after) by major Australian retailers and supermarket groups.

Town centre performance has traditionally focused around the day time economy yet one of the most notable changes in the past decade has been the rise of the night time economy. In 2009 it was valued at \$90 billion and by 2013 had grown to \$102 billion. It is now considered an integral part of a city's commercial, cultural and social fabric.

Town centres are also being impacted by wider industry change such as the growth of online grocery shopping and the convenience of home delivery, the introduction of electronic and driverless cars, deregulation of the taxi industry, growth of music, movie and book downloads, reduction of visits for essential services due to online banking transactions.



TIME
FOR SOME
FRESH
THINKING







Target Markets

- **The Coffs Harbour population continues to rise** with growth in the 35-44 age bracket, followed by the 55 and over age bracket. Many of the former are young families seeking to escape the city while more mature people are looking for an area with good amenity (eg hospital and airport) to support their retirement lifestyle.
- **The 35-54 age bracket traditionally make up one of the largest spend groups** due to their life stage ie raising and educating their children. However, this group is discerning about how and where they spend their leisure time and are increasingly reliant on online shopping to rebalance their busy lifestyle.
- **The 55-64 group have significant discretionary spend power.** Labelled historically as empty-nesters, many are still in full time employment. They are some of the biggest purchasers of travel, wine, home renovations, furnishings and homewares, cars, computers, mobile phones and eating out. Most are social media savvy, educated and informed.
- **A range of people from supermarket workers to professionals** make up one of the prime customer groups for Coffs City Centre's day time economy on weekdays. While these are people mostly from the Coffs Harbour and Bellingen Local Government Areas, there are an increasing number of commuters from the Grafton and Nambucca areas.
- **In 2017 Coffs Coast hosted 833,200 domestic and 90,200 international overnight visitors.**
35% of domestic visitors are families with children who enjoy activities such as shopping, eating out and outdoor activities. Young singles make up 55% of international visitors and the over 55s 23% – both groups enjoy social experiences and visiting local attractions.

Our Success Strategies

The following strategies and actions have been crafted to stimulate and motivate the local business community to work collaboratively and proactively in the delivery of the Marketing & Activation Plan.

There is a strong focus on leadership from within the business community and on growing a strong collective of businesses that are fit for the future and work cooperatively to attract customers and grow business.



Actions support the following six areas:

1. Set up trader communication support structure
2. Collective trader promotions to boost trade and grow customers
3. Marketing of Coffs City Centre
4. Development of the finegrain layers of the CBD
5. Strengthen business resilience
6. Promote opportunity for event organisers

1. Set up trader communication support structure

Actions		Role	Year 1	Year 2	Year 3
1.1	Appoint an inner-city coordinator to work with stakeholders to ensure the actions as articulated in the Marketing and Activation Plan are progressed.	Lead	✓		
1.2	Set up the A TEAM - a small group of traders to lead and provide direction on initiatives, helping to inspire participation in consumer-focused campaigns and promotions.	Lead	✓		
1.3	Update traders regularly – through a trader specific email or sms of all upcoming events, and relevant promotions and campaign opportunities.	Lead	✓	✓	✓

2. Collective trader promotions to boost trade and grow customers

Actions		Role	Year 1	Year 2	Year 3
2.1	Promote opportunity for “themed” trader-led market days capitalising on Thursday foot traffic to enhance business across the CBD eg Shop Local, International, Christmas or Seasonal themes.	Lead	✓	✓	✓
2.2	Promote opportunity for trader-led Coffs Fashion Night Out – where local fashion stores host individual instore events. Promote opportunity for sponsor – such as a charity to partner with stores to host “red carpet” fashion parades as a fund-raising event.	Lead	✓	✓	✓

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CINEMA WALK



Mock up of decorated Cinema Walk arcade

Actions		Role	Year 1	Year 2	Year 3
2.3	Promote opportunity for Moonee Street restaurants to increase trade – encouraging a collaborative approach to marketing the strip through special activations eg Monday Magic on Moonee.	Lead	✓	✓	✓
2.4	Promote opportunity for Sunday traders to increase trade – encouraging a collaborative approach (eg through social media) to marketing the range of retail stores open on Sundays.	Lead	✓	✓	✓
2.5	Promote opportunity for businesses to support “Footpath Activation” by providing Council guidelines along with contacts for entertainers and street performers.	Lead	✓	✓	✓
2.6	Source partner to promote Christmas shopping – such as a special colour magazine which illustrates the breadth of Christmas gifting ideas available from traders in the CBD. Provide opportunity for sponsor – such as a corporate organisation to host a program of entertainment over the busy Christmas holiday season.	Lead/ Partner	✓	✓	✓

3. Marketing of Coffs City Centre

Actions		Role	Year 1	Year 2	Year 3
3.1	Generate regular e-newsletter (refreshed City Buzz) presenting appealing articles, stories and images highlighting positive experiences within the City Centre.	Lead	✓	✓	✓
3.2	Create compelling content for social media posts presenting information of relevance to the target market on a regular (eg twice weekly) basis.	Lead	✓	✓	✓
3.3	Grow reader engagement of both City Buzz and Social Media by encouraging a range of actions such as “share with a friend” and “love like share comment”.	Lead	✓	✓	✓

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Actions		Role	Year 1	Year 2	Year 3
3.4	Ensure inclusion of major City Centre trader activations and campaigns in all appropriate and relevant what's on, community broadcasts and promotional materials.	Lead	✓	✓	✓
3.5	Partner with Destination Coffs Coast on promotions such as "48 Hours on the Coffs Coast" or "Ten Incredible Things to do in Coffs Harbour" to raise the profile of the City Centre.	Lead/ Partner	✓	✓	✓

4. Development of the finegrain layers of the CBD

Actions		Role	Year 1	Year 2	Year 3
4.1	Promote opportunity for property owners to revitalise and transform city arcades to create niche destinations and provide new business opportunities and activations.	Lead	✓		
4.2	Promote opportunity for landlords of vacant space to consider change of use from traditional retail examples being small bar, ice creamery, retail and creative cooperatives.	Lead	✓		
4.3	Source partner to develop and promote a series of How to Guides to attract potential new businesses - How to open a Small Bar, How to open a Retail Store and How to open a Pop Up Shop.	Lead/ Partner	✓	✓	✓



5. Strengthen business resilience

Actions		Role	Year 1	Year 2	Year 3
5.1	Source partner/s to host minimum two business networking functions to inspire traders, property owners and landlords within the CBD. Promote opportunity at networking functions to attract business and property owners and landlords to register for relevant trader updates.	Lead/ Partner	✓	✓	✓
5.2	Source partner/s to host one major educational seminar per annum (preferably as part of Small Business September) focusing on topic of interest eg business resilience in a changing economic environment.	Lead/ Partner	✓	✓	✓
5.3	Source partner/s to host workshops on relevant topics to help strengthen individual businesses and grow customers. Topics might include: <ul style="list-style-type: none"> • Social media to grow customers • Grow your business online footprint • Top ten visual merchandising tips • Marketing on a budget • Customer service for the tourism industry 	Lead/ Partner	✓	✓	✓

6. Promote opportunity for external event organisers

Actions		Role	Year 1	Year 2	Year 3
6.1	Promote opportunity for independent event organisers to maximise the use of CBD spaces (in line with Council guidelines). Activations might include: <ul style="list-style-type: none"> • Dinner under the Stars • Summer Series of Entertainment • Sunset Cinema • Indigenous Food Festival • Backstreet Designer (or Retro) Market (eg Park Lane) • Series of Themed Arcade Dinners 	Lead	✓	✓	✓



Budget Breakdown over 3 Years

	2018	2019	2020
Income			
CBD Masterplan Marketing Allocation	\$130,000	\$130,000	\$130,000
Total Income	\$130,000	\$130,000	\$130,000
Expenditure			
Strategy 1.	\$40,000	\$40,000	\$40,000
Strategy 2.	\$30,000	\$30,000	\$30,000
Strategy 3.	\$30,000	\$30,000	\$30,000
Strategy 4.	\$10,000	\$10,000	\$10,000
Strategy 5.	\$20,000	\$20,000	\$20,000
Strategy 6.	0	0	0
Total Expenditure	\$130,000	\$130,000	\$130,000



First 12 Months Proposed Key Dates

Calendar of proposed events
and activities

2018

All year round:

- Social Media promotions
- Trader updates
- City Buzz
- Destination Coffs Coast Promotion



JULY



- Commencement of Coordinator

AUGUST



- Promotional program officially kicks off (includes City Buzz eNews, Social Media posts)

SEPTEMBER



- Coffs Fashion Night Out (trader initiative)
- Small Business September (partner opportunity business event)
- Buskers Festival (external organiser)

OCTOBER



- City Centre Market Day (trader initiative)

NOVEMBER



- Business Networking Function (partner opportunity)
- World Rally Events (external organiser)

DECEMBER



- Christmas Period (trader promotional initiatives)



2019

All year round:

- Social Media promotions
- Trader updates
- City Buzz
- Destination Coffs Coast Promotion



JANUARY



- Christmas Holiday Entertainment (partner opportunity)

FEBRUARY



- City Centre Market Day (trader Initiative)

MARCH



- Business Workshops (Partner Opportunity)

APRIL



- Business Workshops (Partner Opportunity)

MAY

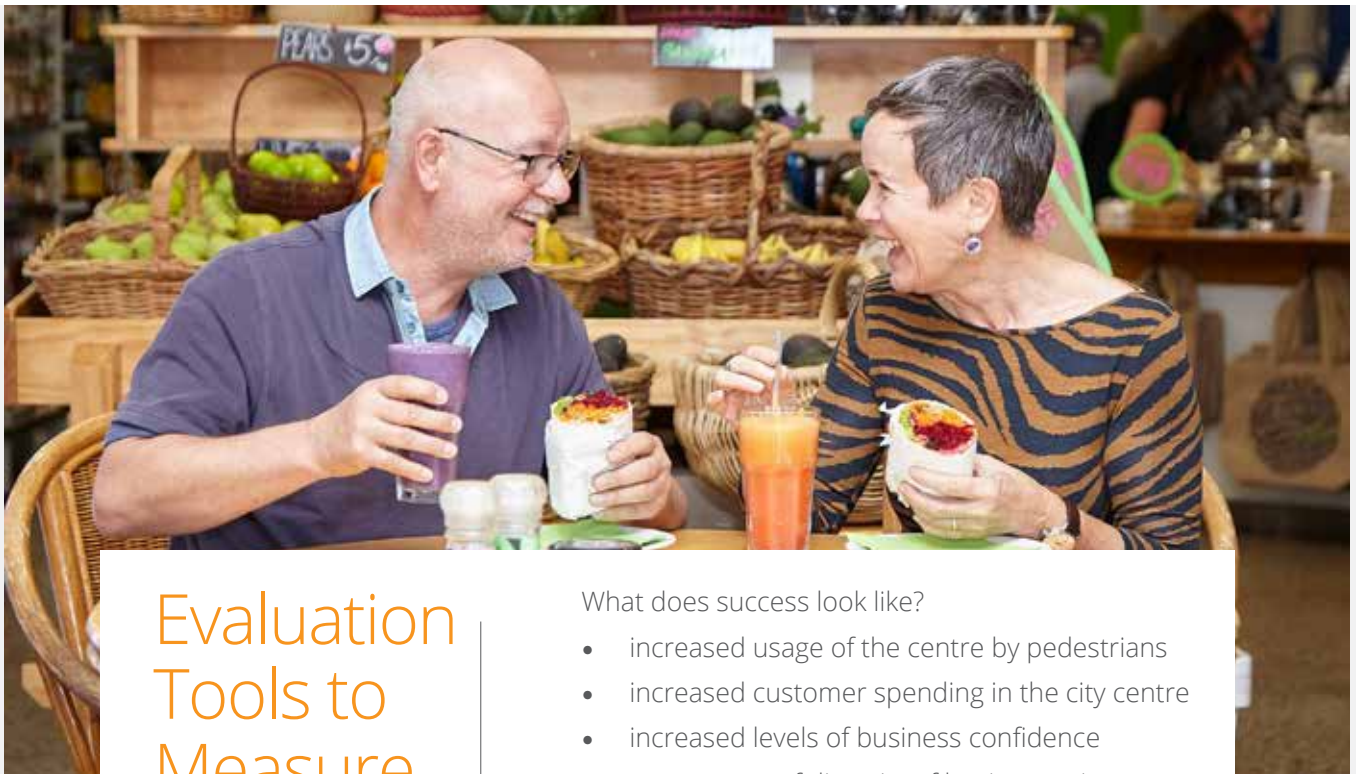


- Business Networking Function (partner opportunity)

JUNE



- City Centre Market Day (Trader Initiative)



Evaluation Tools to Measure Success

What does success look like?

- increased usage of the centre by pedestrians
- increased customer spending in the city centre
- increased levels of business confidence
- assessment of diversity of business mix
- better understanding of growth categories
- progress on key projects in plan

Actions		
	Measure	Notes
1	Pedestrian numbers measured six-monthly	Undertaken through electronic counters at specific locations in the city centre (partner sites to be identified)
2	Customer spend measured six-monthly	Undertaken with the cooperation of no less than 12 local independent businesses located within the CBD, and in cooperation with Coffs Central
3	Business Confidence measured annually	Undertaken through a simple Survey Monkey online review sent out to local business operators and property owners
4	Assessment of diversity of business mix	Reporting on transition to a more diverse mix of businesses with a specific emphasis on gathering anecdotal evidence of growth
5	Investigate potential use of EFTPOS data	Consider the purchase of EFTPOS data to provide accurate overall summation of how CBD tracking, especially growth of business categories
6	Report on implementation of Plan	Reporting on six strategies/measures to the Coffs City Centre Master Plan Committee Marketing Sub Committee on a quarterly basis.

