

DRAFT REPORT

Lismore Business Promotion Program Review



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1. Introduction

1.1. Overview

Following an email approach and from Jason Mumford (City Centre Manager), DSA Consulting Services Pty Ltd Principal, Dr Dave Arthur was requested to submit a brief proposal regarding research and consultation activities around the the Lismore Business Promotion Program (LBPP) according to a research brief. This proposal was subsequently accepted by Lismore City Council and the project commenced in mid November.

The project comprised a combination of the following:

- desk research - via a strategic review of existing plans and operations including historical analysis, environmental scan and other documentation to provide some basic context for the project;
- initial consultation with key project personnel regarding perceived issues and to provide further context;
- site visits (where appropriate);
- online survey for quantitative data collection; and
- individual, face to face interviews with nominated and randomly selected representatives;

Essentially, via a combination of online data collection and face to face interviewing of groups and individuals the project will ascertain the issues and sentiments expressed by the two user groups (i.e. businesses and shoppers themselves). This gave real and usable data (qualitative and quantitative) on which to base future direction and decision-making. This was then utilised to assess satisfactory completion of objectives and other aspects referred to with a view to providing input into business plan currently being formulated.

1.2. Considerations

Given the 'relatively modest budget' for this research, it should not be construed as a comprehensive review such as that previously undertaken by Southern Cross University Business School. The research was specifically targeted and designed not to be a review as such but more as a vehicle to fine tune the existing business plan as called for in the research brief. The research brief is included as appendix B.

Various parts of the research were delimited by the numbers of people willing to respond. At no time was there any compulsion for people to respond. This resulted in a less than satisfactory response rate in some areas. For example, a random sample frame comprising a cross section of Lismore residents (n=25) was prepared and each

respondent emailed and/or telephoned to seek their input into the research via personal or telephone interview. Despite three emails each this elicited only a single respondent.

The online survey elicited a total of respondents of which n=75 self selected as 'business owners' and n=62 who self selected as 'shoppers'. Summary demographic details (gender, age, employment status, and household income) broken into three categories 'combined', 'business owners' and 'shoppers' can be found in appendix A.

That said the actual Lismore Business Promotion Panel as a group and as individuals were wholehearted in their support for the the research and are to be congratulated for their advice and enthusiasm.

It should also be noted that both the Executive Director of Sustainable Development, Lismore City Council and the City Centre Manager, Lismore City Council also provided priceless physical and moral support which made the entire process of research relatively straightforward.

1.3. Background

There have been a number of previous reviews, reports etc into the Lismore Business Promotion Program and the Panel that guides it including for example a review by SCU Business School and the 2013-2016 business plan itself. This research used information gleaned from these documents to guide all phases of the research. The SCU report (as reported in the business plan) outlined a range of challenges reproduced here:

The findings from the Review of the Lismore Business Promotion Program by the SCU Consultants suggest that the city centre revitalisation process has made considerable headway, but needs to consolidate and increase its marketing efforts. There needs to be more sustained out-of-region advertising and promotional activity, to ensure that Lismore's role as the commercial hub of the Northern Rivers region is not undermined by recent and rapid development in neighbouring coastal towns.

There is also a need for improved and more regular communications with the business community, which faces its own challenges due to poor take up of current and emerging technologies which are changing the face of retail operations, Australia wide. In addition, increased training and educational assistance needs to be provided for some sections of the business community that have not kept up with rapid technological change or had some difficulties adapting to current trends or altered consumer habits. One of the most critical challenges is the need to bridge the gap between the clear demand for extended shopping hours by the community and the reluctance of a majority of retail and other businesses to meet this request. Despite all the events, attractions, retail promotions and events produced by the Program over the past four years (many staged on weekends and after hours, on purpose) the business community is lagging far behind community sentiment.

An overwhelming number of community respondents in the SCU Review asked for extended trading hours and this clear request has been voiced innumerable times to successive CCMs and LBP Panel members over the life of the Program, as well as via surveys and other forms of feedback.

However, at present a majority of retail businesses in the City Centre continue to close on Saturdays at 12 noon or shortly thereafter and reopen on Monday at 9am. This situation flies in the face of national trends for extended shopping opportunities, creates an environment of little to no activity in the City Centre outside of normal business hours, stimulates out-of-

region shopping in South East Queensland and prohibits residents and visitors from being able to visit the City Centre on the weekends.

The SCU Survey showed that some businesses felt that the restaurant and café sector were the predominant beneficiaries of the LBP Program. This sector has embraced outdoor dining and extended trading hours and tends to participate more regularly in the co-operative marketing opportunities offered by the Program: visitors and shoppers have rewarded them with their patronage as a result.

This research generally found that these are still in evidence and as such continue to provide significant challenges to be overcome.

The next two sections detail key findings from the survey and the interview phases of the research. These sections present general results with some commentary before the nexus between all phases of the research will be drawn to give further clarity to the considerations advanced for the future business plan.

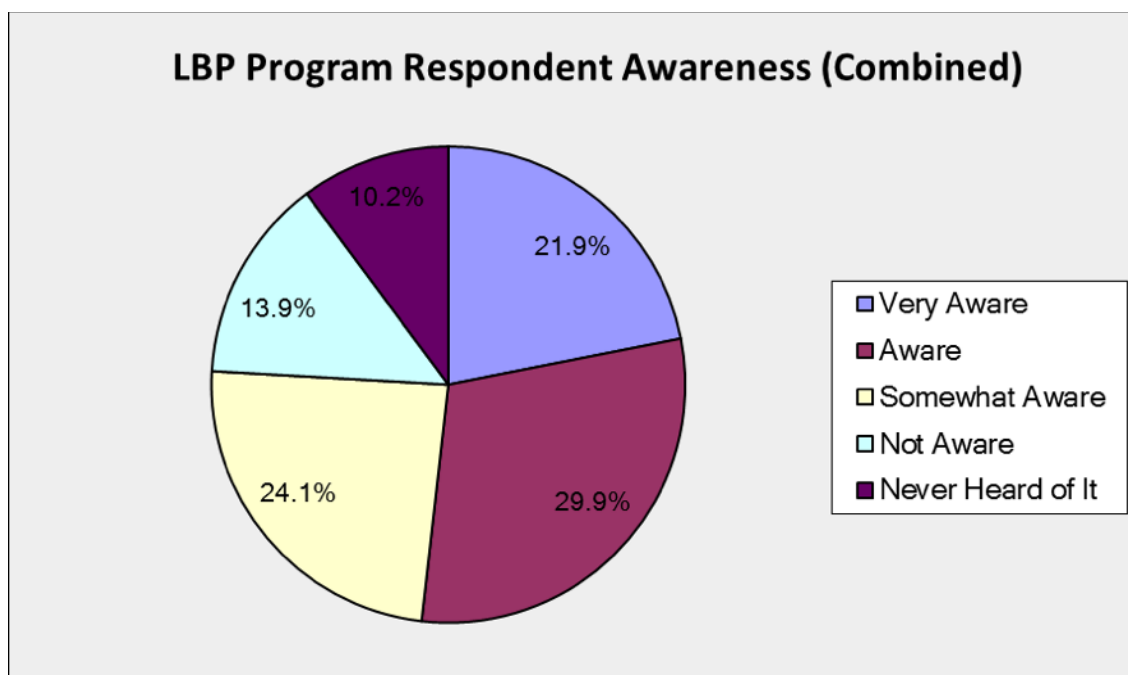
2. Survey Results

2.1. Introduction

The full results of the online survey conducted as part of this research can be found as appendix A. This section of the report will briefly address key responses that may give input into the business plan. These will be discussed in more detail in section 4.

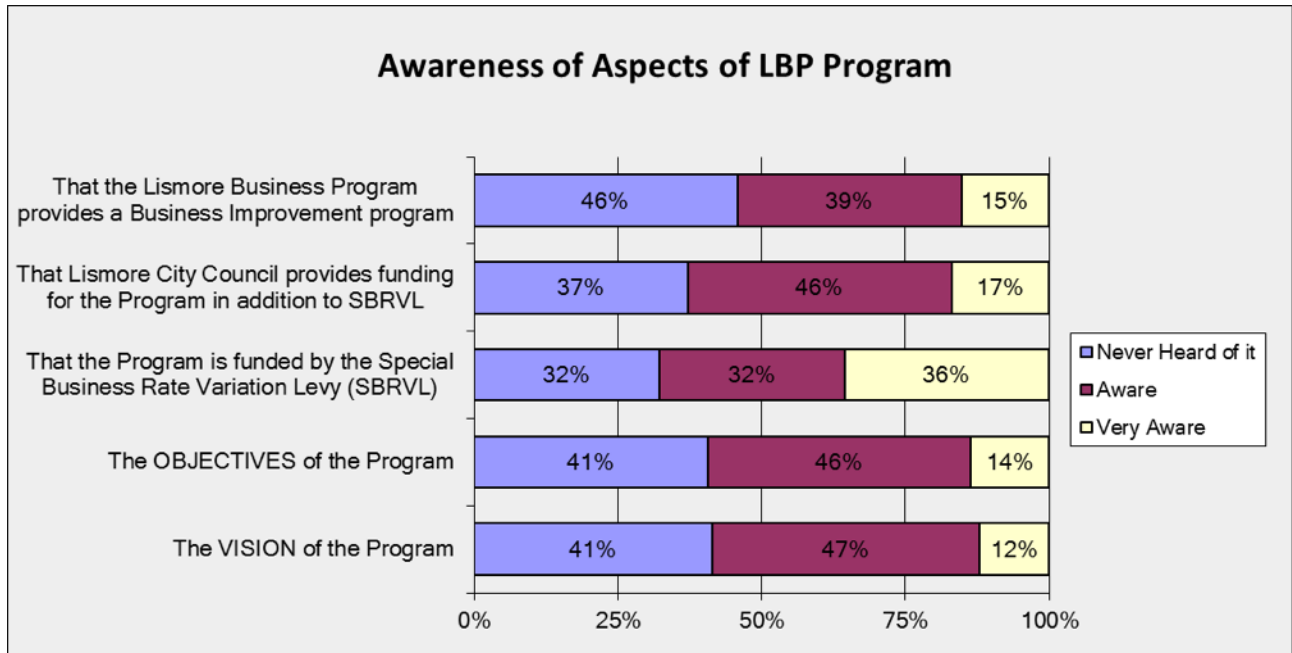
2.2. Awareness of LBP Program

As clearly illustrated (question 6) there was no real difference between business owners and ‘shoppers’ in general awareness of the LBPP with around a third of all respondents ‘very aware’ or aware; ‘somewhat aware’ and ‘not aware’ or ‘never heard of it’.



Further clarity was asked only of business owners (question 9) as they are the key target market of the program. There seems to be particular problem around what the LBPP is attempting to achieve as illustrated by the fact that 41% of respondents were unaware of both the objectives and the mission of the LBPP.

At the same time 68% of respondents indicated being either ‘very aware’ or ‘aware’ of the Special Business Rate Variation Levy (SBRVL) imposed to fund the program in conjunction with Lismore City Council’s contribution (37% had ‘never heard of’ LCC’s contribution).

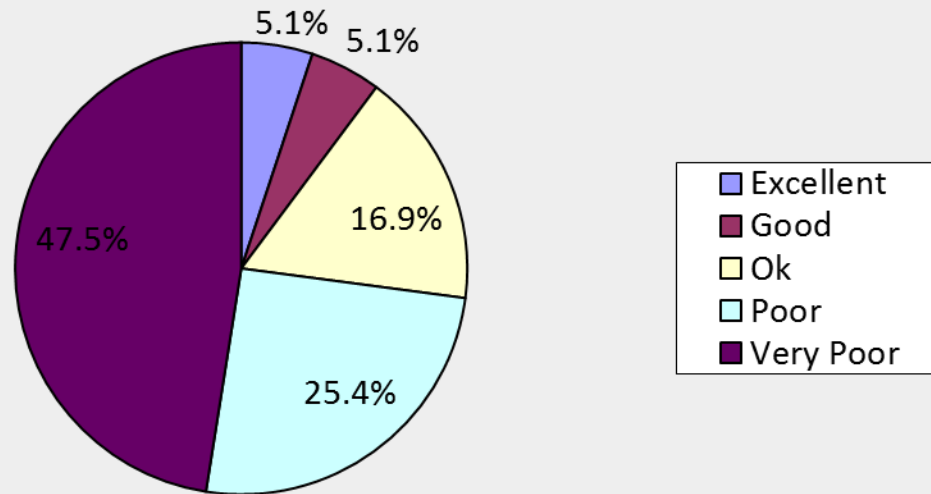


In addition 46% of respondents had never heard of the Business Improvement Program which is a crucial, if nascent facet of this Program’s operations.

2.3. Value for Money

Allied to the results presented above is the perceived ‘value for money’ to business owners (question 10) provided by the program. As it stands nearly three quarters (72.9%) of respondents felt value for money was either ‘poor’ or ‘very poor’ and only just over 10% ‘excellent’ or ‘good’.

"The value for money provided by the Lismore Business Promotion Program to my business currently is..."

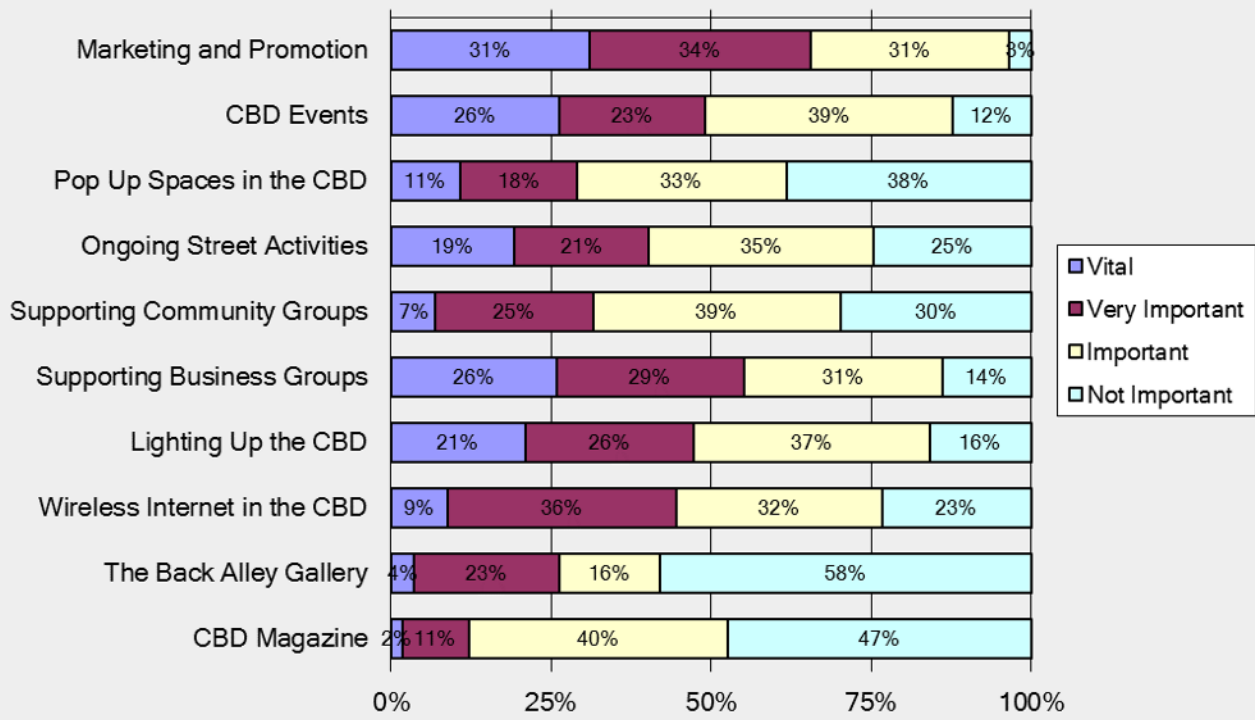


Thus not only are business owners somewhat unaware of the facets of the LBPP they also feel (perhaps as a result of this unawareness) that it provides little by way of value for money!

2.4. Future Directions

When looking to the future priorities for the program (question 11) there were some interesting responses. There was little appetite for some mooted or existing activities such as the CBD Magazine, supporting community groups (perhaps not surprising given this is a business levy), pop up spaces in the CBD and ongoing street activities (perhaps these conflict with existing business provision). On the other hand aspects such as marketing and promotion, supporting business groups (perhaps unsurprisingly) and CBD events had majority support.

"What level of relevance would you place on the following priorities for the future direction of the LBP Program?"



It would seem therefore that business owners desire a certain direction to be pursued that is directly related to their businesses or to the role of business in the CBD but not others that may conflict or in which they see limited value. There was also some interesting commentary found in the comments section attendant to this question (question 12).

Marketing and promotion aspects were also key in questions (question 13) related to awareness of past events with many events seemingly ‘never heard of’ by both businesses and shoppers alike. This included events externally derived and those event internally driven. There were also some interesting comments attendant to this question (question 14). Also in marketing and promotion were the following question (question 15) which clearly illustrated traditional media of newspapers, radio and television predominated in the manner in which people followed events in Lismore. Of less traditional media (i.e. digital and social) only Facebook came close (and in radio’s case, exceeded traditional media. This may be reflective of an older demographic responding to the survey (see question 2).

2.5. The Best and Worst of the CBD

Respondents were also asked what the 'best' thing about the Lismore CBD was (question 19). The responses can be found in full in appendix A and may give some clues as to what people find enticing about the area and therefore could be emphasised in future marketing and promotional materials. Some highlights include:

I like the idea of walking around the block.....and everything is there because of Central Shopping Centre. The man in the fruit shop is lovely, always smiling and chatting to somebody and the shop owners seem more inclined to have a conversation with you - to make a connection. Important when business is SO competitive.

Free Time: Quirky shops. Street buskers. Wonderful 'hole-in-the-wall' cafés and eateries. Concert spaces. Street art. Breeze. Work Time: Professional services, banks / financial services, government departments.

That everything is accessible by foot. It's small enough that you can walk to everything you need. But still being big enough to offer you a variety.

Friendly, eclectic mix of businesses. You are exposed to all demographics. I can get a smile and a hi from people on the street, some of the best damned coffee in the world and fresh fruit and veg on a Thursday. I prefer the small business owner/operators who for the most part are passionate about what they are doing. I don't tend to frequent the large franchise/chain stores, but they add to the CBD in their own way.

Following this section respondents were also asked for their ideas on how people can be encouraged to visit the Lismore CBD (question 20). A diversity of opinion is found within these responses and they speak directly to marketing and promotion. Care should be taken to examine these responses in detail - they are what people want and provide more than clues for future initiatives as well as endorsement to existing activities! Of course there is a downside to some of these comments too!

Question 21 asked what the 'worst' thing about the CBD was. As such it provides a suitable counterpoint to the 'best' responses.

Negative attitudes of some shopkeepers. Things change, so adapt or die. Stop wingeing and look at ways to improve your business and stop waiting for somebody else to wave a magic wand. Would love to see the empty shops being used for pop ups, or anything really. Empty shops don't inspire a sense of hustle and bustle.

Footpaths and general appearance. We have great businesses and could do with more boutiques. What stops us from having the civic pride of other towns i.e. that is putting flowers in the gardens to brighten up the town and give visitors a sense of our civic pride. You see it in lots of other towns but never here.

Lack of care & interest from the city council.

Finally, question 22 asked for further comment - once again this gives pointers, good and bad to what could be done.

Reflect on other councils' programs to improve the number of vacant shops in the precinct. Newcastle, for example, had allowed artists, people developing boutique clothing outlets to use the empty spaces to promote their arts. This gave an appearance of activity and attracted people back into the Newcastle CBD.

I love Lismore and feel proud to live here, but I feel embarrassed for LCC and the lack of vision for the CBD. Stop talking about what we need to do in separate little boxes and join the boxes together and get something happening collectively.

In total, the various descriptive comments give a good overview of the general feelings respondents.

3. Interview and Meeting Results

3.1. Introduction

This section of the report will briefly discuss issues arising from form interviews and meetings that may give input into the business plan.

3.2. General Perceptions

There was a general perception from those closely involved in the LBPP that the Panel and its direction were 'on track'. Some members of the panel opined that the LBP was doing 'a great job of community engagement'.

There was however, also a clear feeling that some fine tuning in strategy was required if the Panel was to further develop and indeed prosper. This was possibly due to the changing nature of the Panel itself, the business plan itself or indeed the innovative influence of the City Centre Manager.

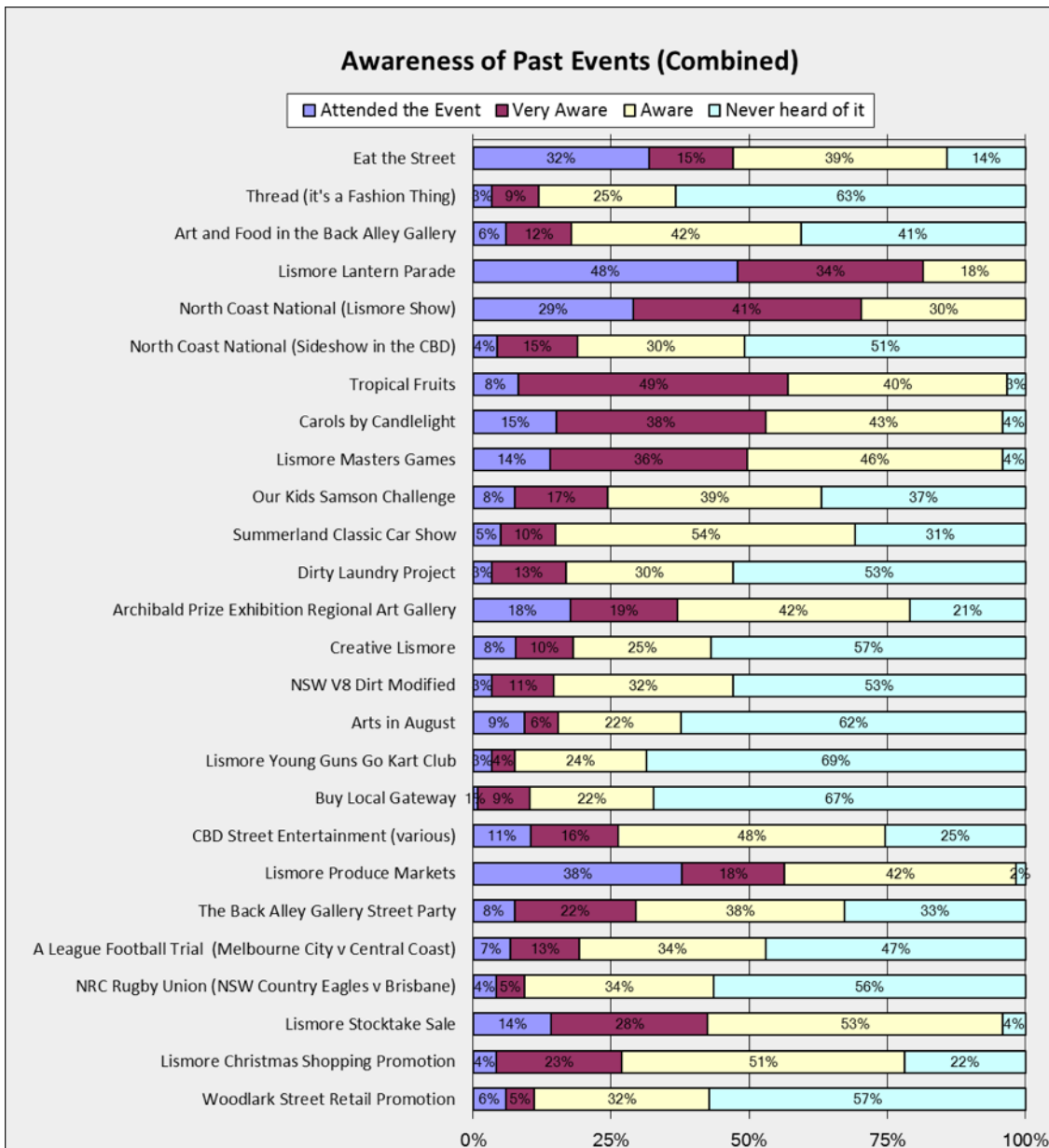
There was a feeling that the Panel itself was not particularly representative of the community it purports to represent. The Panel is top heavy with retail despite the increasing number of non retail type businesses - professional services and the like that are now domiciled in the CBD. A similar perception was gleaned from the SCU Report :

Governance and representation on the LBP Panel could also be reviewed at some future point. Traditional BIDs are business-community partnerships; generally with little government involvement. Such public-private partnerships have more autonomy and, it is suggested, can be more innovative in their approach to problems. Consideration for some community representation could be a starting point for further involvement of others on the Panel.

3.3. Events

It is evident that Lismore possesses an extensive calendar of events across a spectrum of interests from arts and cultural activities, retail activities, and of course sporting events such as the Lismore Masters Games. This has been a long standing strategy of the City for many years and has resulted in significant economic contribution into the local government area.

The breadth of events is clearly illustrated by the graph below (taken from the online facet of the research) and is a ringing endorsement of LCC strategy in general.



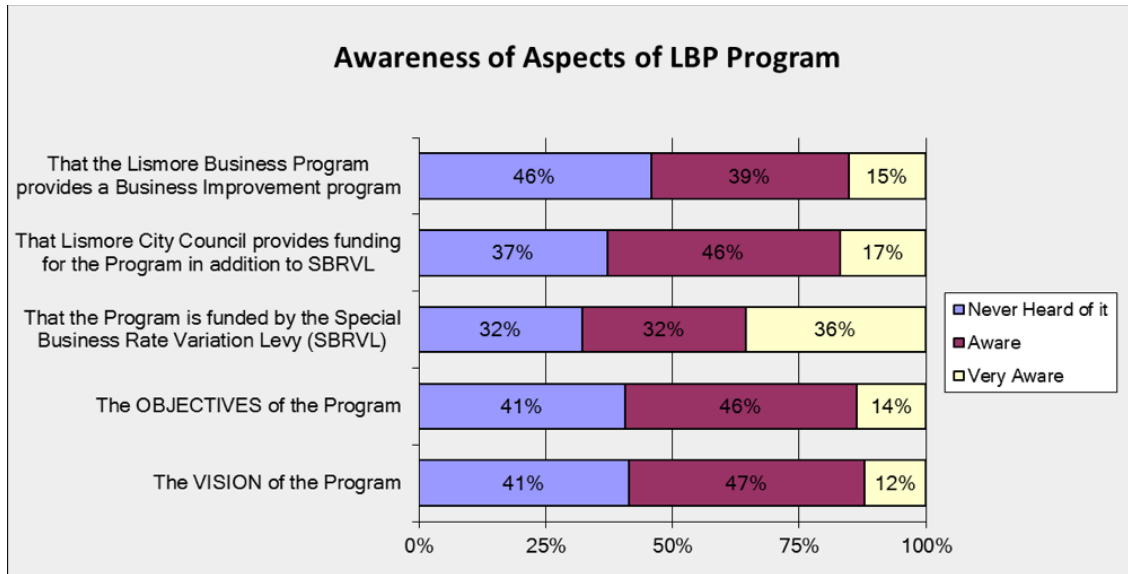
However, in terms of the LBP Program there was an overarching feeling among many interviewees that it had become nothing more than a de facto funding source for many events. It was also felt that for too long some groups had treated the LBPP as something of a ‘cash cow’ without resorting to effective and efficient business practices themselves.

Allied to this there was a strong feeling particularly among the Panel that the current practice of funding external events, some of which have been operating over many years should be ceased. Whilst many of these events

bring economic contribution to Lismore and the CBD generally they fulfil other objectives not necessarily connected with those of the LBP Program.

3.4. Marketing and Communication

There is an obvious imperative for effective communication and with it effective communication. Given the low levels of awareness of the LBP Program (repeated below) there is obviously some problem communicating marketing messages. However, this is a common phenomenon in programs such as this and certainly not limited to the LBP Program!



This may relate to the channels being used - it seems that traditional methods of communication are still pre-eminent among the people of Lismore but this will change in the future - this is discussed in section 4. In addition the receivers have to be amenable to the message and unfortunately this may not be the case.

Intuitively there is little doubt that businesses want promotion but once again the make up of the CBD is changing with a result perhaps that some are slipping through the cracks, for example:

“I am a professional self-employed consultancy business owner and don't get much promotion. Promotion for professional services will be great. There are some very talented businesses/people out there, providing services here and all over Australia. Marketing for us in addition to the shops/cafes/CBD could be good for promoting us as a talented professional business hub”.

There is of course an internal aspect to marketing and communications that is also addressed in section 4.

4. Bringing the Research Together

The research brief asked this review to make the following assessments:

1. whether the Lismore Business Promotion Program is achieving its objectives;
2. to what extent the objectives are being achieved; and
3. what do businesses see as the major priorities for the next two years.

The following sections address each of these assessments however this review is of a similar belief to that expressed by the SCU Review of 2013 (page 3) which stated that:

“Overall the feedback and information received in this review provides a qualified yes to the LBP Program achieving its objectives.

This reviewer is of the opinion that the LBB Program is as whole performing well - often under intense pressure and at times under unfounded and sometimes ill-informed criticism. Notwithstanding this the following sections contain qualifications to this overall belief. In addition, a range of suggestions where improvements could be made with regard to both the LBP Program and the LBP Panel are advanced for consideration.

4.1. Key Performance Indicators and Objectives

The key performance indicators for the business plan are, as stated ‘broad’ - terms such as ‘improved’, ‘increased, and ‘attendance’ abound. This would present little difficulty if they were linked to properly formulated business objectives. However, this is not the case.

Overall this research believes that the business plan should more clearly articulate specific objectives within the plan. Whilst the business plan showed progression and a clear way forward it was, in its present iteration generalist and lacking in detail. It is hoped that such generalisation is alleviated somewhat by comprehensive project plan for each initiative? Of course, this can be a double edged sword as too much detail can be constraining too! However, it is strongly suggested that any future business plan should contain objectives that are SMART, that is specific, measurable, attainable, relevant and time bound. Whilst the current plan implicitly possesses each of these dimensions they need to be drawn out for easier and more accurate assessment. For example:

“To improve communications with business and wider community” (page 3)

“To secure additional funding and in kind support...” (page 3)

“Update and expand databases to increase the number of recipients of Program communications”. (page 9)

“The Program will continue to encourage local schools and related youth organisations to hold events in the City Centre”. (page 13)

In addition to being unspecific, how are these ‘objectives’ measured, can they be measured, have they been measured? Are these short term or long term in nature - how are they time bound - by the end of the year? By the end of the business plan? As stated such aspects are implicitly there however they need to be emphasised. This persists throughout the business plan and should be addressed as it is updated for each initiative.

4.2. The Lismore Business Promotion Panel

It would be remiss of a review such as this not to spend some time considering the role of the Lismore Business Promotion Panel itself. Therefore this review spent considerable time with the panel and individual panels members and considered its role from differing perspectives.

There is obviously some confusion as to who the panel are, what ‘Come to the Heart’ is, what the LBP panel stands for, how it is funded and even why it exists in the first place. This was clearly articulated in the SCU Review. Lismore is not alone - such identity problems are experienced by many organisations of this type - are they business organisations, off shoots of Council, stand alone volunteer organisations etc? This has resulted in a range of differing names, organisational structures and modes of operation across groups of this type.

This research took the view that the current structure had evolved to its present iteration over time and was therefore adequate, suitable for the purposes it was designed for and given the immediacy of the business planning process should remain so. It was also in agreement with a finding of the SCU Review (page 13) that:

In terms of the performance of the Lismore Business Promotion Panel it was apparent that members worked well together and were cooperative, despite having differing goals and objectives.

Notwithstanding this there are a few issues pertaining to the Panel that need to be considered.

The question has to be asked as to whether the Panel is truly representative of the CBD community it purports to stand for. For example there is an increasing number of non retail type businesses - professional services and the like that now inhabit the CBD yet they have no representation on the Panel. Reasons for this may be many however the suggestion from this review is that such representation should be quickly sought and secured.

As such, when further expressions of interest are sought for panel membership all advertising and promotion should be accompanied with a detailed position description. This is an evolving part of the volunteer sector with many voluntary positions across the not for profit, sport and the arts sectors now 'professionalised' in this manner. This should include as a bare minimum an estimate of hours to be volunteered, a concise description of activities that could possibly be undertaken and

The idea would be to give dedicated and reliable 'on the ground' support to the City Centre Manager who quite simply cannot be all things to all people - simply the Panel needs to be in the community undertaking various duties.

4.3. Identity and Public Perception

Given the results of this research it is clear that only around 30% of all respondents (i.e. both business owners and shoppers) are aware of the LBP Program. The question this prompts is... does it matter?! Does it really matter for example that the LBPP receives little recognition, that people are generally unaware of its existence or what it does? Does this have any material effect on the achievement of objectives or key performance indicators. Possibly, possibly not.

The Panel has to decide therefore on how it wants to be perceived. If, for example it wants to be the public face of business in the CBD and other areas it must take steps to address shortcomings in marketing and communications as a matter of some urgency. It may however decide that it is content to be behind the City Centre Manager (and the various activities and initiatives) that take place as the public face of the organisation or it may choose another course of action.

This aspect received attention in the SCU Review and came for particular mention in the actual business plan:

The Lismore Business Promotion Program is governed and directed by the Lismore Business Promotion Panel. The Program is the comprehensive set of projects contained within successive approved Business Plans and the Panel is in effect the 'Board' which governs and directs the program. However, they both have the same acronym (LBPP), which has proved confusing and counterproductive.

As demonstrated in the SCU Review, there is widespread confusion by both the business and wider community as to the difference between these two separate entities. In addition, the two names are overly formal. A shorter name is therefore required, it is suggested. There is a need to convey a sense of interest and excitement for the fresh promotional Program name, linked to the existing/ refurbished "Lismore-come to the heart' brand, and an equal need to enable people to understand the Panel's role at first take. Although the term of the current Panel has been extended to align with Lismore's Community Plan (Imagine Lismore) by Council, it is recommended that the name change take effect as soon as possible, linked to likely media interest in the results of the SCU Survey and the appointment of a new City Centre Manager.

It is suggested that the identity and public perception of both the Panel and the Program be addressed as part of the future business plan but only after consideration as to possible courses of action and setting of SMART objectives.

4.4. Vision and Objectives

Of more immediate concern is the fact that business owners are seemingly unaware of the objectives and vision of the Program. As clearly illustrated 41% of respondents had 'never heard of' the vision or the objectives! There are a few conceivable reasons for this:

- could it be that as these important strategic facets were developed that these most important stakeholders warrant consulted in their formulation
- could it be apathy and a total lack of interest in the LBPP itself?
- perhaps there is some measure of exasperation as the majority of business respondents indicated they knew the LBPP was funded by the Special Business Rate Variation Levy (68%) and that Lismore City Council also provides funds into the program (63%)?

This is their money and yet they are unaware of what it is supposed to be utilised for!

4.5. Events

Lismore has a proud and successful tradition of conceiving, supporting and facilitating events of all types. The survey posed a question to respondents that asked about the 'relevance' of a total of 26 events ranging from Eat the Street to Lismore Young Guns Go Cart Club and from Woodlark Street retail Promotion to Carols by Candlelight. Not all of these events are directly supported by funds garnered through the LBP Program however stated objectives of said Program are:

“the CCM will continue to work closely with Council's Tourism and Events units to achieve a critical mass of quality events and promotions which will enable locals and visitors to anticipate correctly that there will be some kind of scheduled activity taking place in the city centre throughout the year. In addition, the CCM will provide in-kind support for the LCC Events team to assist with 'pitching' for large sporting events to come to Lismore.

and

“to consolidate the calendar of events and activities in the CBD;

Therefore the Program is doing sterling work in this regard - some respondents called for:

“more more co-ordinated arts, more co-ordinated music events”

“More live music, both outdoors and in specific venues”

However, with success comes some criticism. Some respondents 'had never heard of' many events and some feel certain events should not be supported:

"We have too many sporting/car events which is just full of the type/demographic people that we do not want to hang around, especially with our children".

As intimated previously there was also a strong suggestion that the current practice of funding external events, some of which have been operating over many years should be ceased. Whilst many of these events bring economic contribution to Lismore and the CBD generally they fulfil other objectives not necessarily connected with those of the LBPP. Simply some events should be self supporting.

This is not to say that events shouldn't form a focus of the business plan merely that precious funds should be directed to internally conceived and/or derived events that have a greater focus on key objectives for the LBPP. This would represent a significant turnaround from current practice and would enable the LBP Program to better utilise funds that directly contribute to the fulfilment of the LBPP vision and objectives.

4.6. Business Improvement Program

A specific facet of the LBPP that was specifically investigated as part of this research was the Business Improvement Program (BIP). Indeed some respondents felt this was among the best examples of what the LBPP could achieve. It is however in fairly nascent form with only a handful of CBD businesses availing themselves of the opportunity to use this service. Reasons for this may include:

- not many businesses are aware of its existence - indeed 46% of business respondents indicated they had 'never heard of' it;
- not many businesses actually have a sound idea of the aims and objectives of the program.

Feedback received from businesses as to the efficacy of the program was encouraging and this review is of the belief that the Business Improvement Program could act as a flagship program for the Program. It could deliver a range of benefits to businesses and be the initiative that carves out a niche, delivers to the majority of stakeholders and properly engages with the CBD and other business communities. As such the BIP should be deemed a priority for the LBPP. As one respondent to the survey stated:

"Do more to support businesses. stronger businesses would entice more people to come to the CBD".

You have the program that can do this - better communication would see it utilised more.

4.7. Marketing and Communication

A recurring and jarring theme was poor communication both externally to stakeholders and the general public and internally to other LCC groups.

Unfortunately this is ongoing as it was a major criticism from the SCU Report:

“Ineffective communication between the business community, CCM and the LBP Program - and Panel was a reoccurring theme. Awareness of these important roles is only moderate and there were numerous calls for the LBP Program to expand its focus beyond the CBD and include communication with other shopping areas that could leverage off promotional activities”.

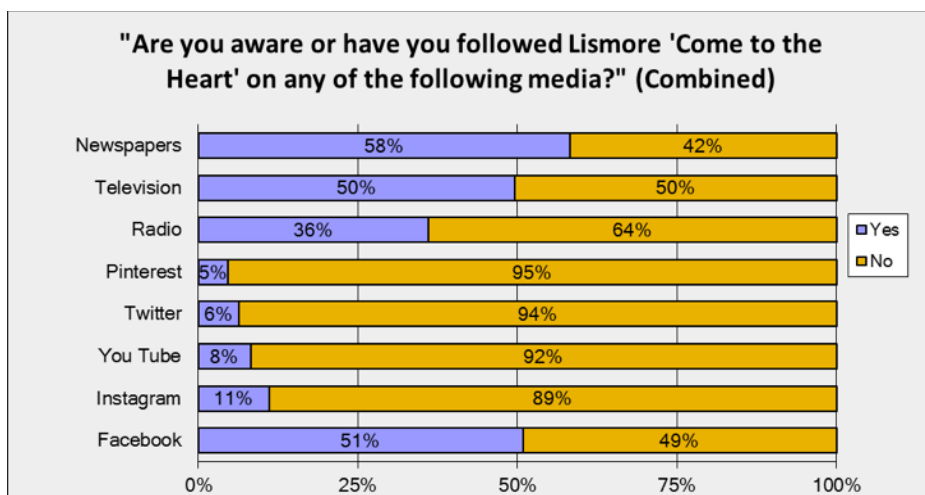
the business plan also made specific mention:

the most critical of these is the need to communicate more effectively with both business and the wider community. The business sector needs to receive more timely and regular information in order to:

- learn what the CCM and LBP Program’s overall planned promotional activities are for the whole year in general terms, and be informed in detail and well in advance of forthcoming specific promotions and marketing initiatives;
- find out how they can participate and benefit from the planned promotional activity; and
- get to know who the LBP Panel members are and what their role is in governing the LBP Program on behalf of the business community.

This review strongly encourages further enhancement of these aspects as crucial to the ongoing success of the LBP Program and indeed the Panel itself. However, such cooperation and coordination should also have an internal component. There should also be improved communication and cooperation between between and within Lismore City Council departments such as Media and Community Relations, Tourism and Events etc.

Although the survey indicated (as below) a minimal awareness of initiatives



being followed on social media and a continuing emphasis on traditional forms of communication this review believes this should not mean the Program should in any way curtail its operations in social and digital media.

Indeed, this review feels that marketing and promotion via social and digital media is a cost effective and important method of communication with many target groups and strongly suggests this aspect be enhanced to include existing channels and future innovations.

4.8. Technology

The impact on technology on life in general is manifest and city centre revitalisation can be a significant benefactor of such technology. A report ('Scoping Wi-Fi in the Lismore CBD') previously commissioned by the City Centre Manager (and undertaken by DSA Consulting Services) examined the efficacy and possibility of introducing municipal Wi-Fi into the CBD. The results indicated that many benefits could be garnered from such a strategy and further that the main objective and vision for the business plan, namely:

“to improve and expand the Lismore City Centre revitalisation process and enable business areas in the Lismore Outer Urban Area to be promoted effectively, whilst helping the Lismore Business Promotion Program to achieve its vision:
Lismore's City Centre will be a vibrant meeting place for locals and visitors seven days a week and the most desirable location for business and pleasure.”

could be enhanced in addition to improvements in many other areas identified in the city's 10 year plan.

The Report advanced a number of reasons for providing Wi-Fi services in public areas.

Community Connection - where Wi-Fi helps build and connect communities

Closing the Digital Divide - public space with Wi-Fi provision can foster inclusive communities.

Social Sorting - wi-Fi is deployed to attract a certain type of person or group. For example Randwick Council opined:

Targeting specific areas by providing free internet access where seating facilities exist enables people to comfortably use notebooks, tablets etc. and attempts to avoid contributing towards anti-social behaviour by encouraging 'mobs' to gather in open spaces.

Enhancing the Local Economy - economic benefits are expected to accrue from the provision of Wi-Fi. For example, Wollongong articulated their case for installation via their Mayor Gordon Bradbery thus:

Free Wi-Fi in the city centre has great potential to encourage more people to visit, and to stay longer in the area. Whether you're in the city for work or leisure, it's now easier than ever to connect with local businesses, find out what's happening, and stay in touch with family and friends. One Councillor opined that the provision of such a service was: "critical for business growth in our region".

Changing Perceptions - interestingly one of the reasons given by Wollongong in rolling out its Wi-Fi was that it was an attempt to discard its past reputation as a 'manufacturing city' in an attempt to become known as a 'digital savvy city'.

Marketing and Communication - some local council's utilise Wi-Fi to facilitate marketing of their services, to provide municipal information and to promote local events.

Multi-Channel Services - mixing public (for visitors and rate payers) and private channels (for employees). That is they have multiple uses even through to wireless CCTV and emergency service provision.

A number of municipalities throughout Australia have referred to Wi-Fi as an activation tool to revitalise public spaces. For example Adelaide's planned service aims to: "further revitalise laneways and other public spaces including parklands and squares" whilst Perth's installation seeks to "promote greater vibrancy and liveability in the city".

Given the multiplicity of potential benefits that could eventuate from such an undertaking this review strongly suggests that a project of this type could be promoted as part of any LBPP business plan.

5. Conclusion

Overall this review largely supports the notion that the Lismore Business Promotion Program is achieving the objectives and fulfilling the vision set as part of the 2013 to 2016 business plan. Notwithstanding this a number of concerns were raised and further to this a number of suggestions were offered to overcome some of these challenges and facilitate further enhancements

Similarly, the Lismore Business Promotion Panel was found to be largely effective in its operation albeit with a number of concerns that were clearly illustrated throughout. As per the Program itself, a number of suggestions were offered to improve this important aspect of operations.

It should also be noted that a range of opinions, positive, negative and in between as well as many suggestions from the business owners and shoppers on many aspects of the scope of this research can be found in appendix A. I commend these comments to the readers of this report as a cross section of opinion that should be read, digested and where appropriate acted upon.

APPENDIX A

SURVEY RESULTS

**Lismore Business Promotion Program
Review**



Lismore Business Promotion (LBP) Program Survey Responses

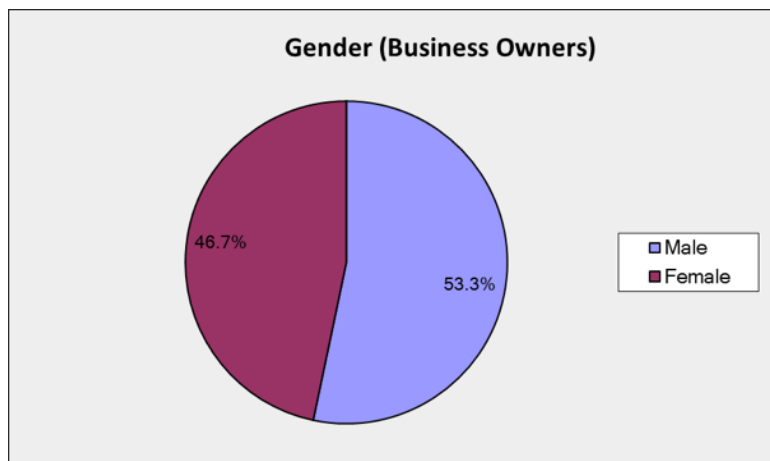
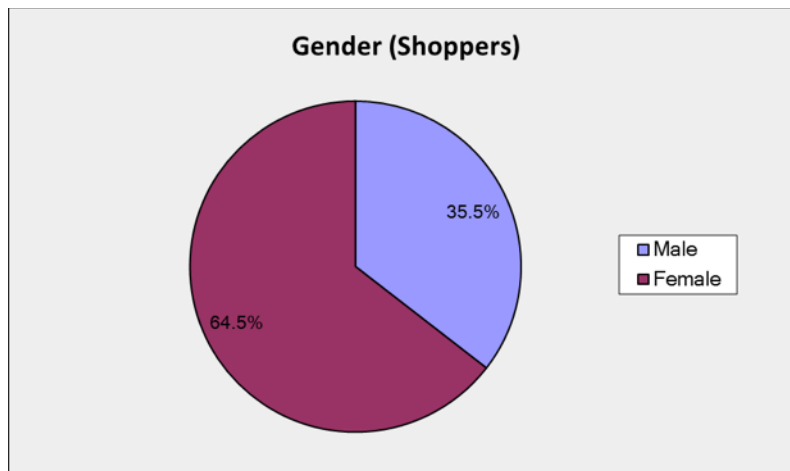
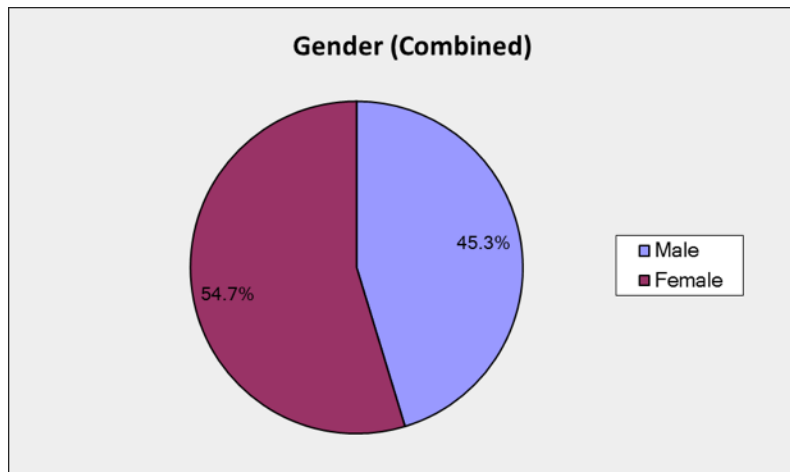
Notes:

- For each question graphs are in the following order: both sets of responses; shoppers only; business owners only.
- Some questions contain only Business owner responses (questions 9-12)
- Questions with a comment section contain only filtered responses (no combined).

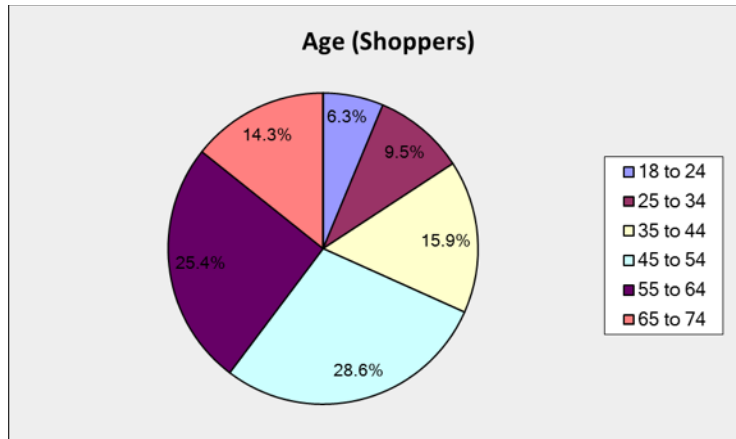
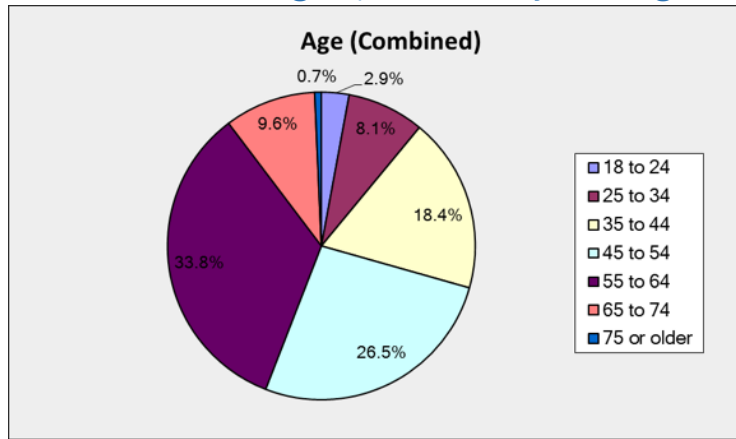
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Question 1 – Gender (“Are you Male or Female?”)

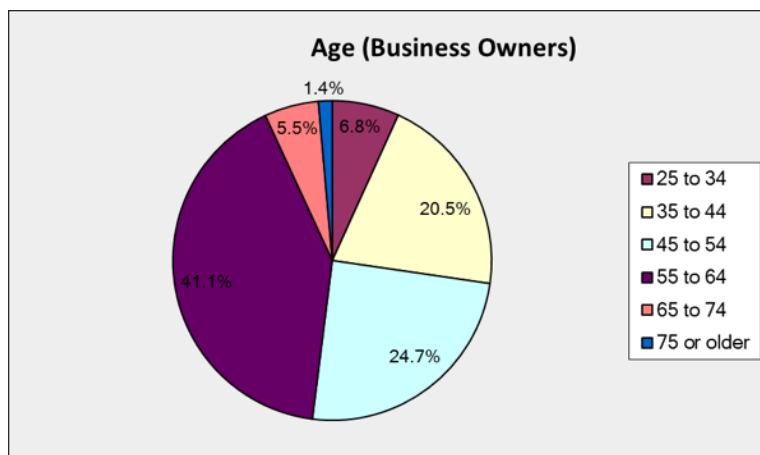


Question 2 – Age (“What is your age?”)



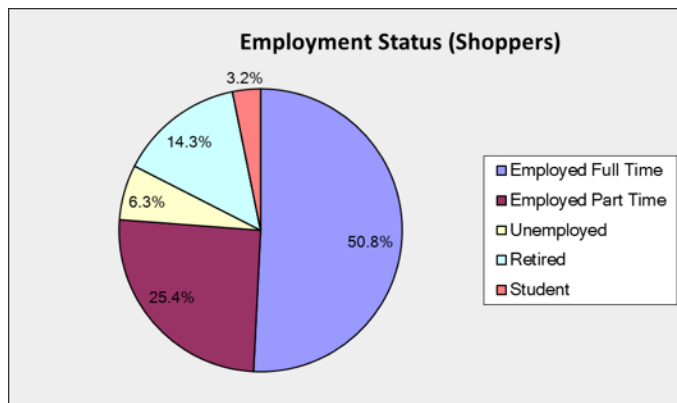
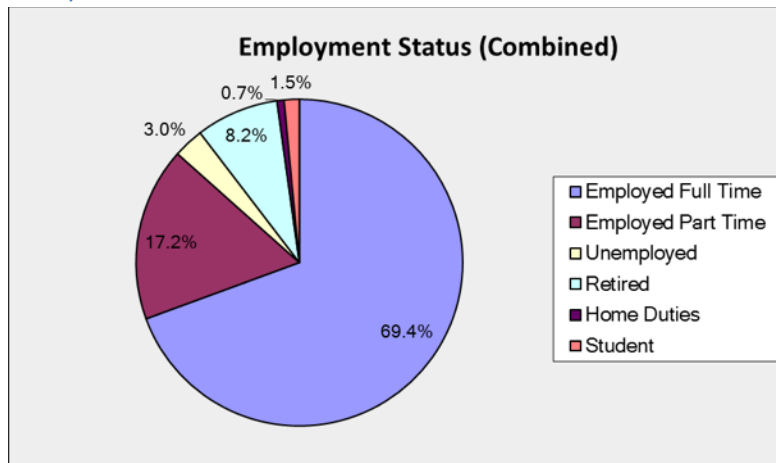
* No respondents to 75+ in

shoppers

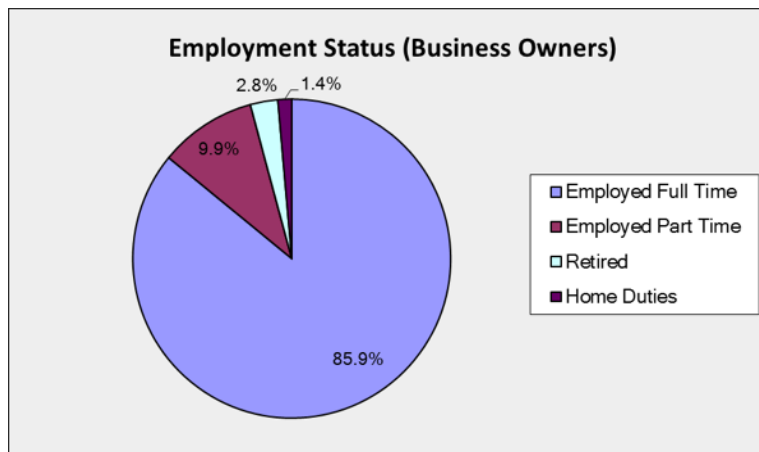


*No respondents 18-24 in owners

Question 3 – Employment Status (“My employment status is ...”)

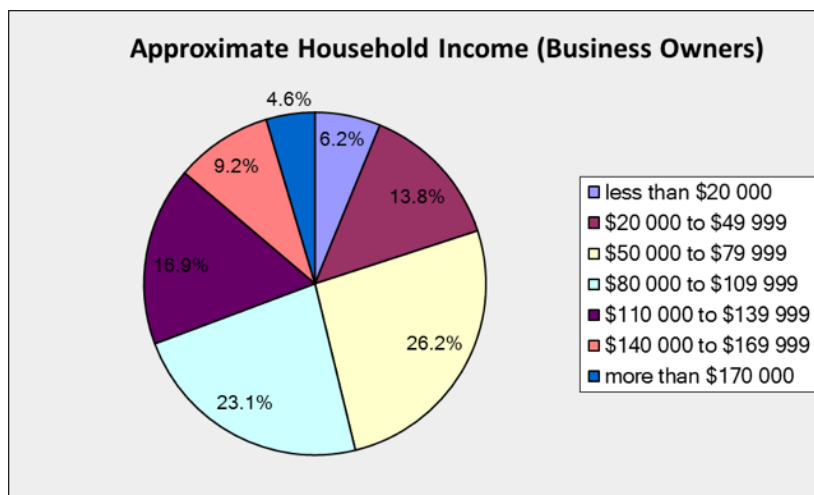
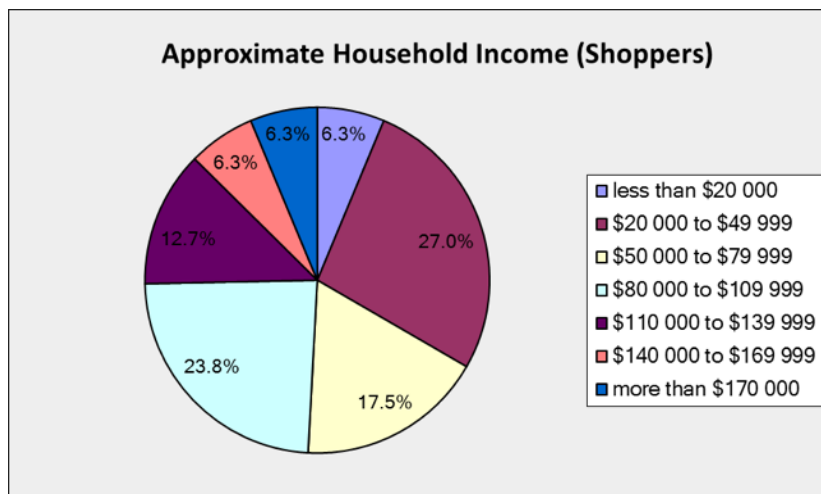
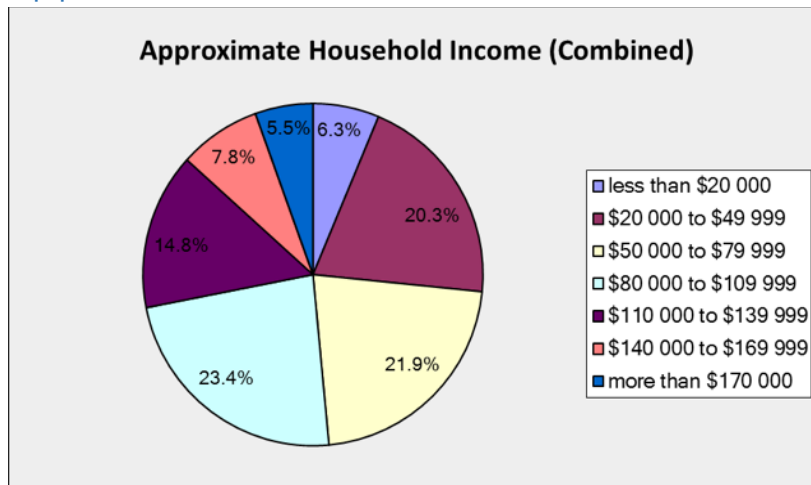


* No respondents chose “Home Duties” amongst Shoppers



* No Unemployed or student respondents amongst Owners

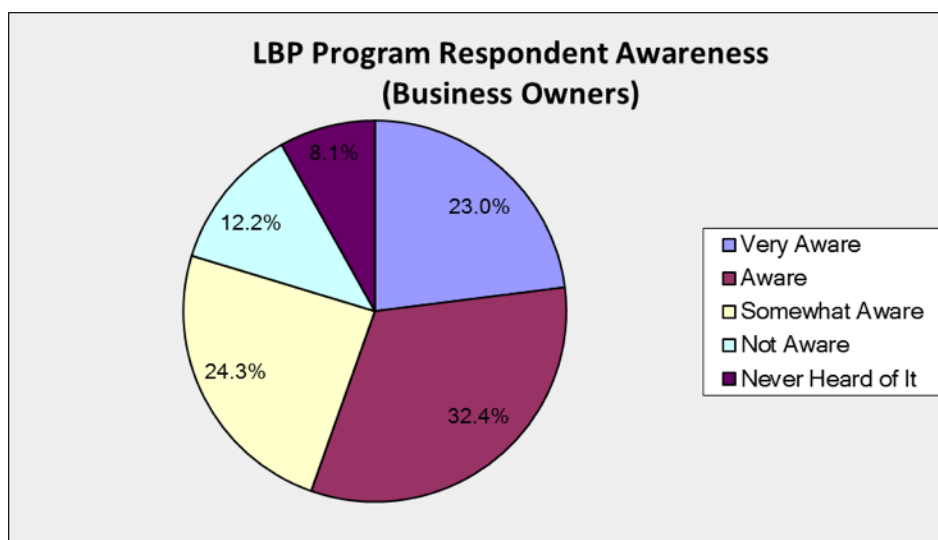
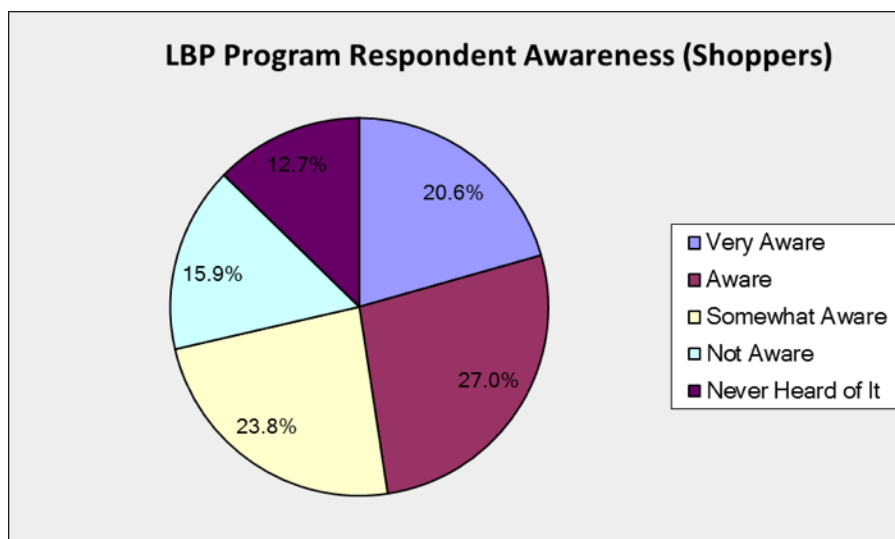
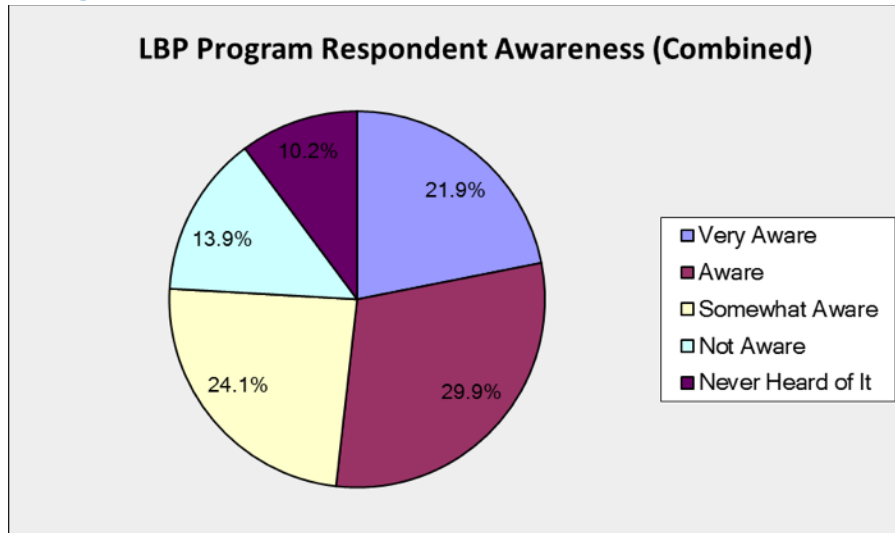
Question 4 – Approximate Household Income (“My approximate annual household income is ()”)



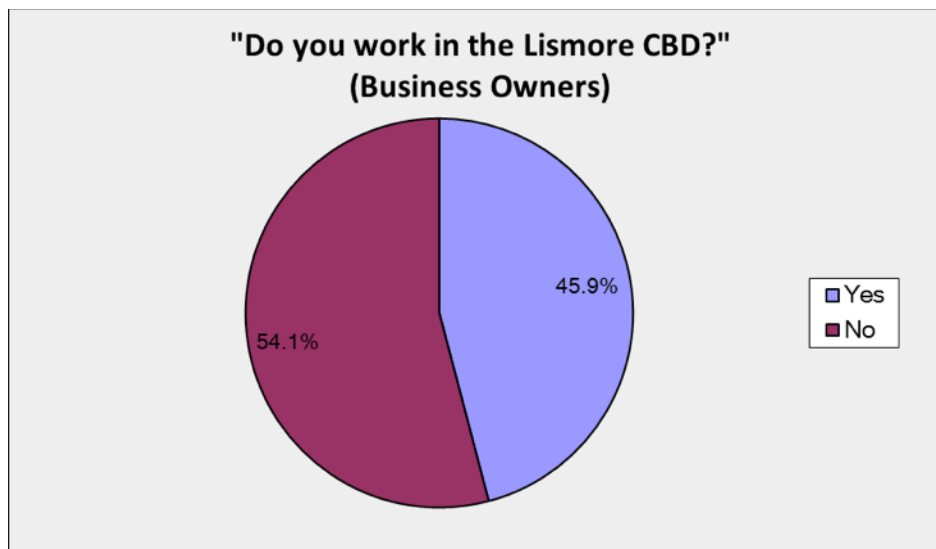
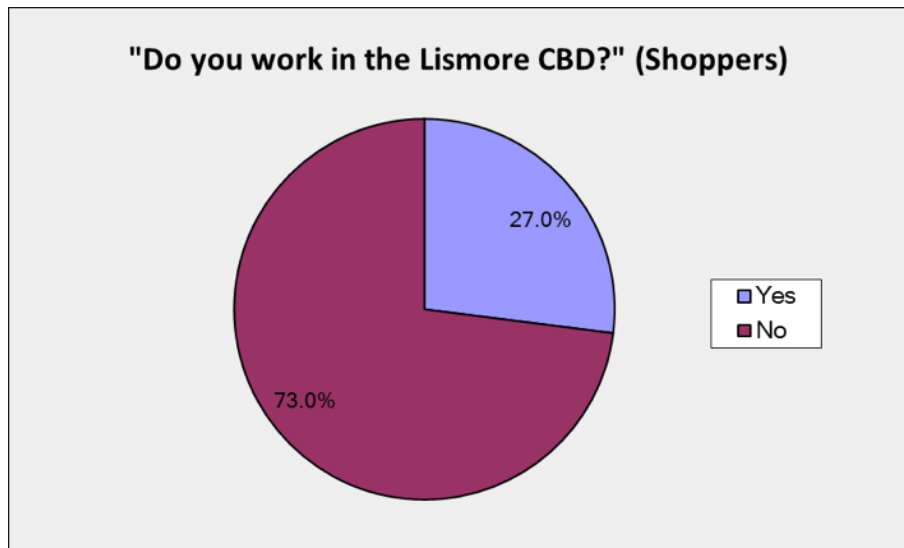
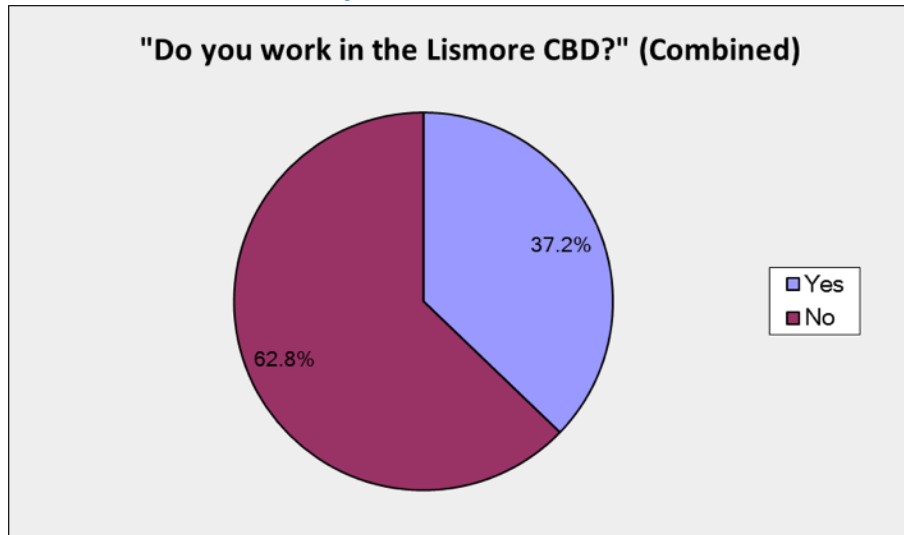
Question 5 – Postcode

I'm not including the comments for this one because all you need to say is that literally 99% of responses were from 2480 and the rest, apart from one, are from surrounding areas.

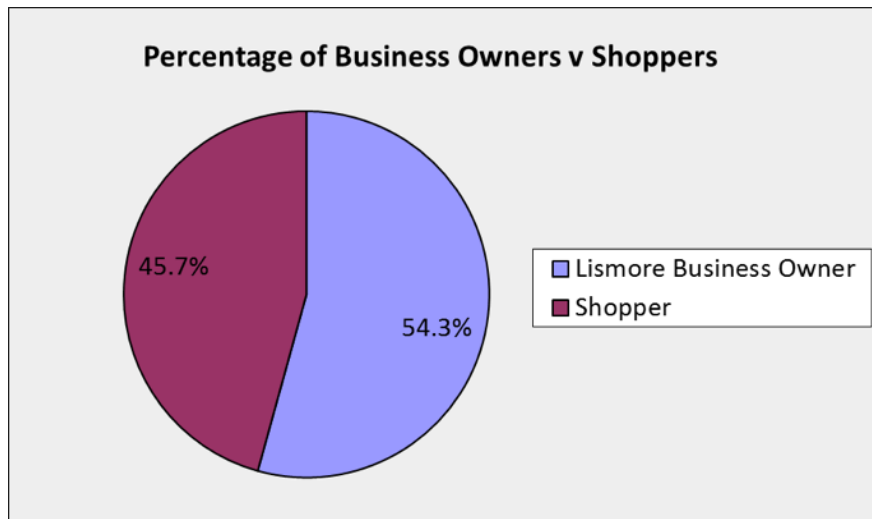
Question 6 – “I am aware of the Lismore Business Promotion Program”



Question 7 – “Do you work in the CBD?”

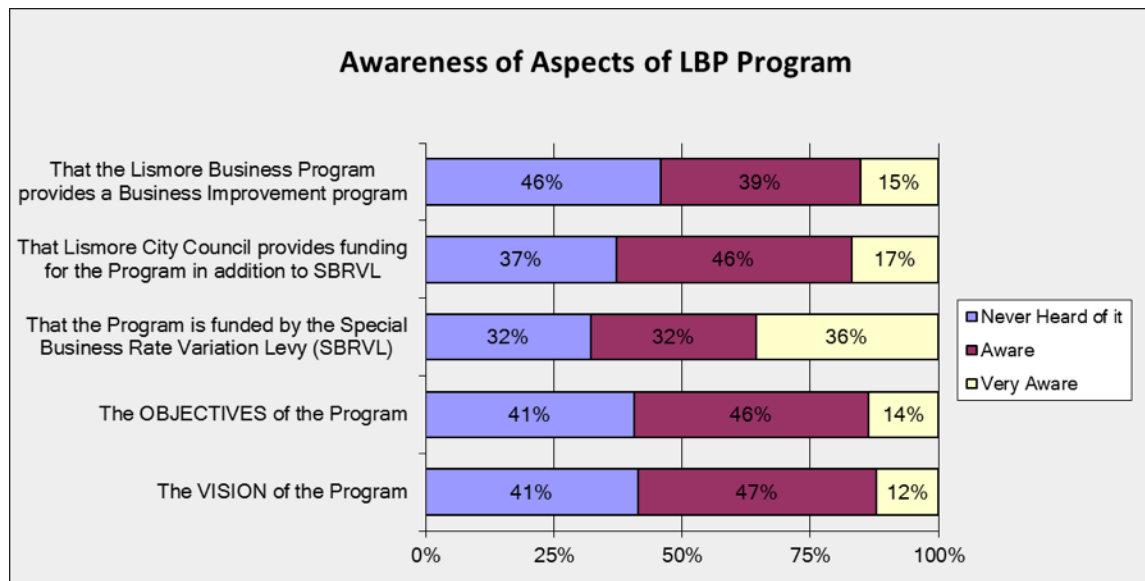


Question 8 – Owners vs Shoppers (“I am...”)



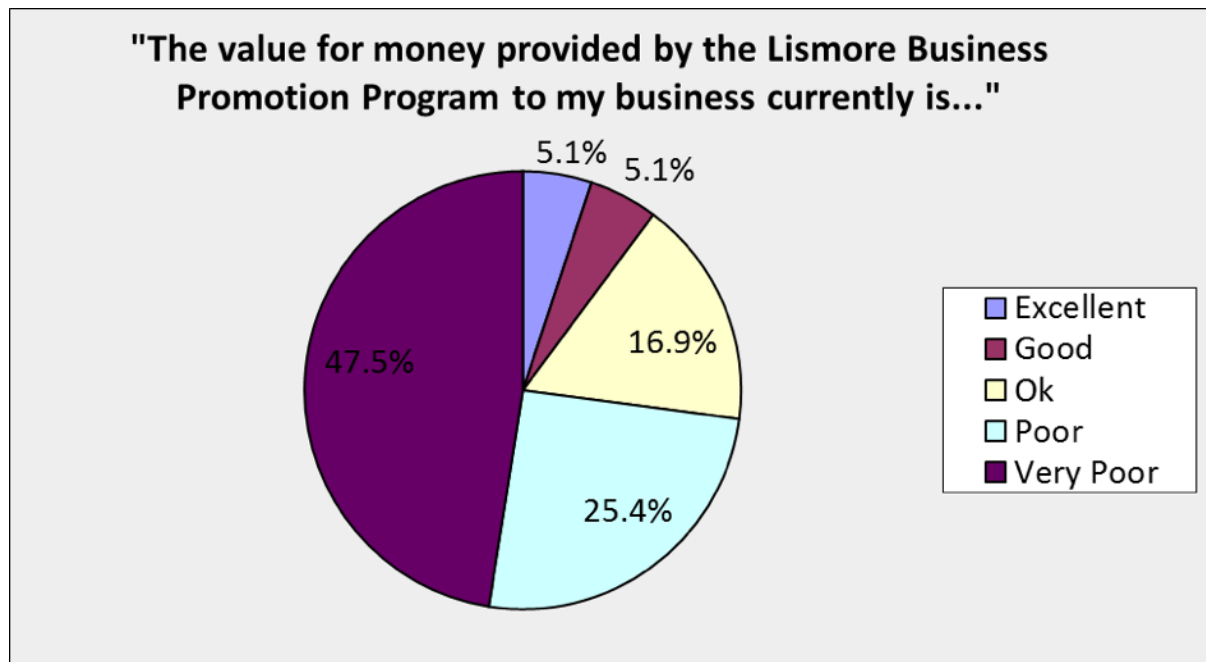
Question 9 – LBPP Aspect Awareness (“Are you aware of the following aspects of the Lismore Business Promotion Program”)

* Only business owners answered this question



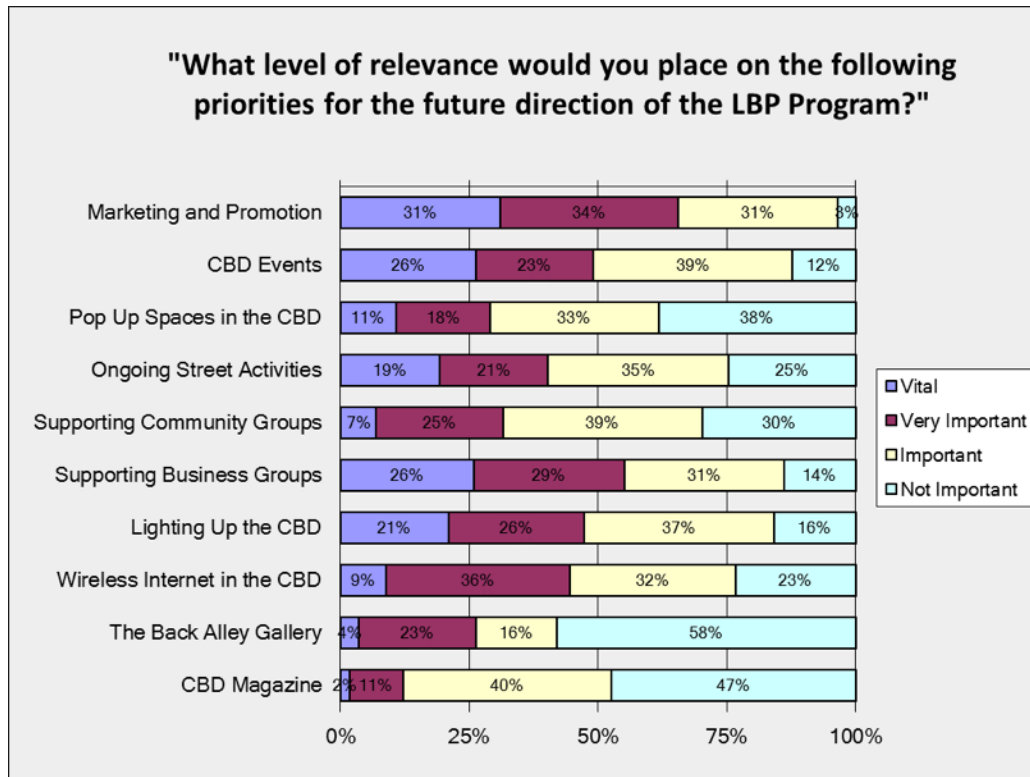
Question 10 – “The value for money provided by the Lismore Business Promotion Program to my business currently is...”

* Only business owners answered this question



Question 11 – “What level of relevance would you place on the following priorities for the future direction of the Lismore Business Promotion Program?”

* Only business owners answered this question

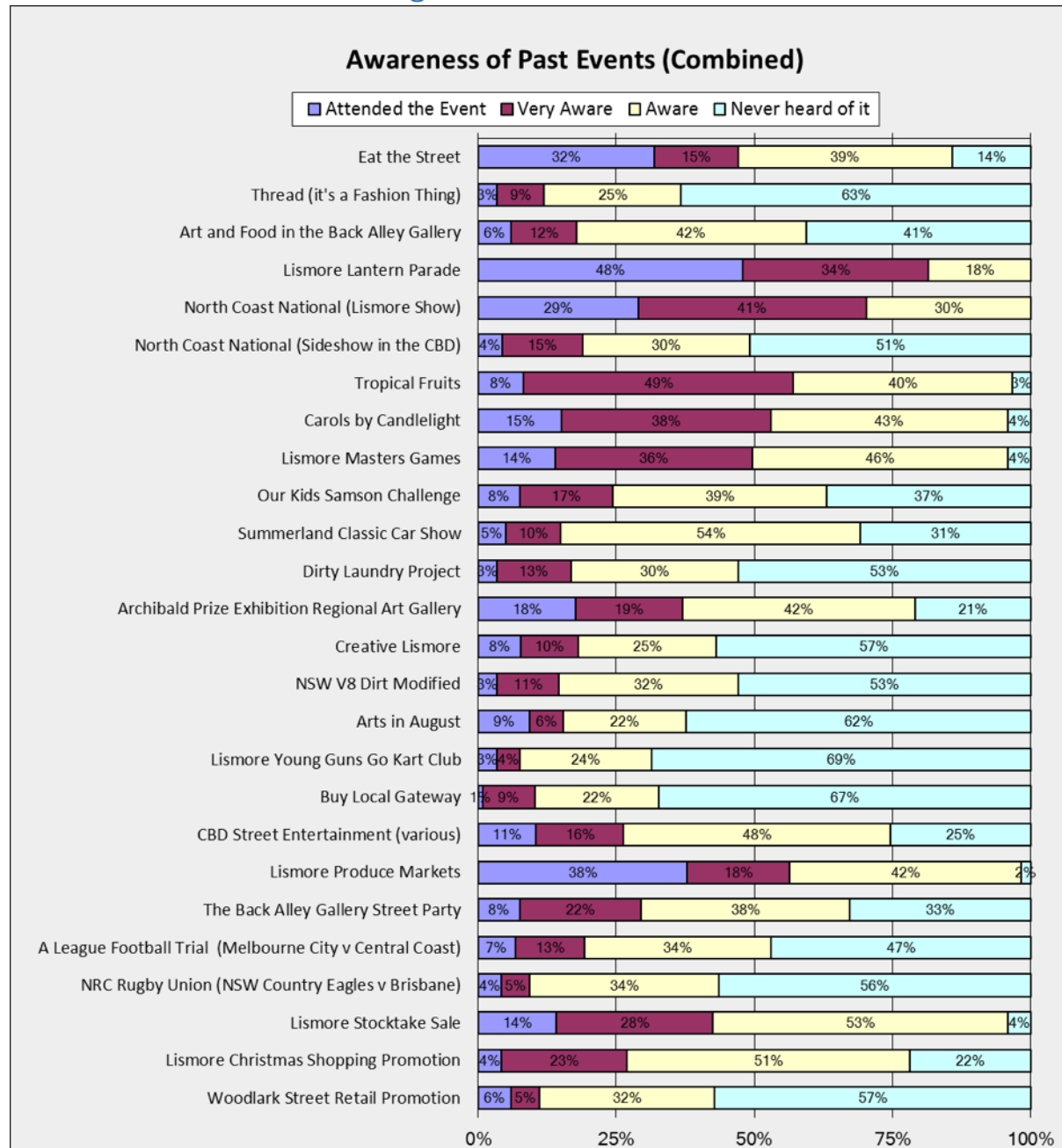


Question 12 – “Are there any events or activities you feel the Lismore Business Promotion Program should definitely NOT be involved in?”

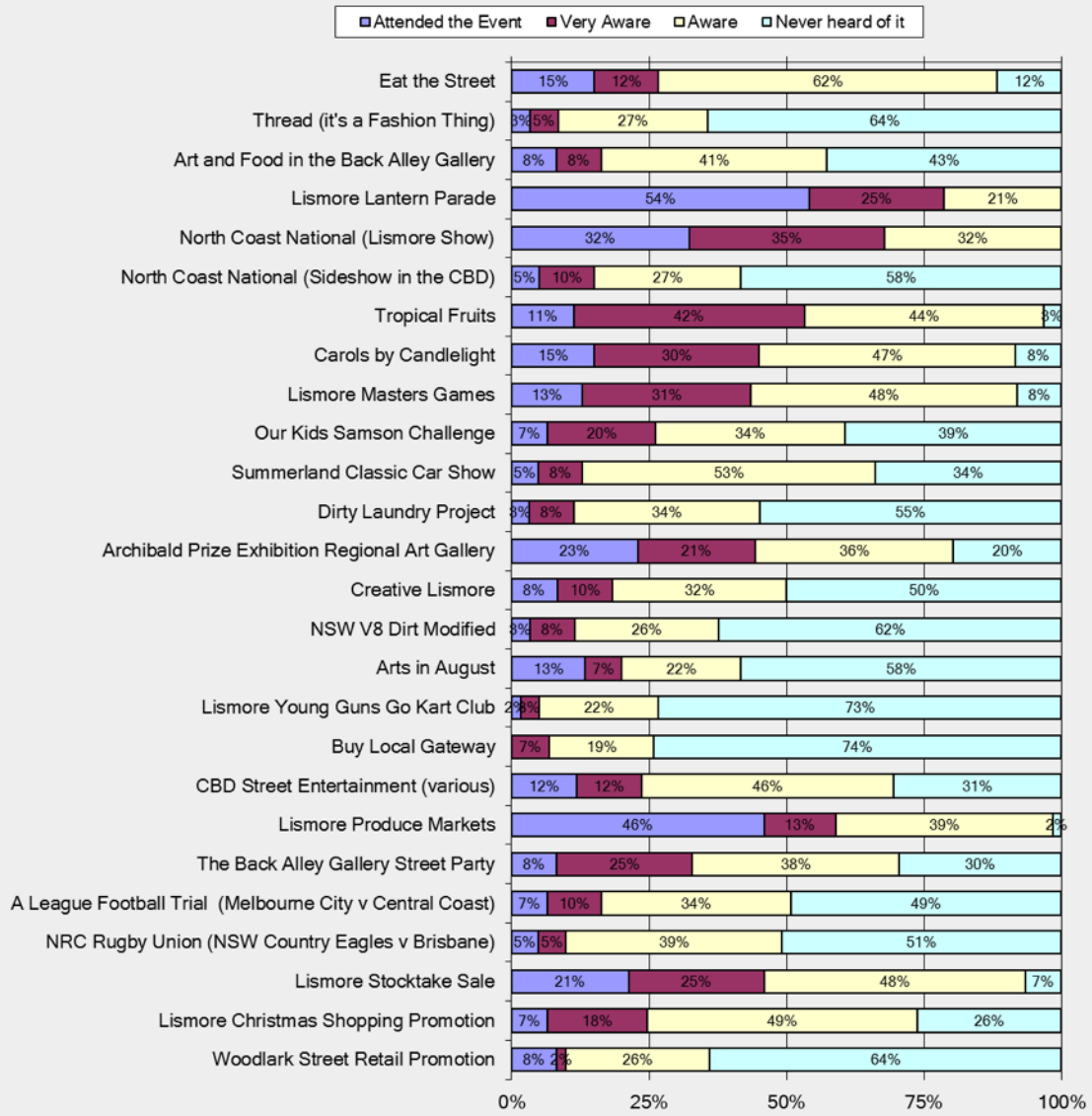
* Only business owners answered this question

"Are there any events or activities you feel the LBP Program should definitely NOT be involved in?" (Business Owners)
Anything that involves money
ART
Funerals in the middle of Eat Street ;)
Support commercial events not too many freebies!
YES , all except lantern parade a waste of money and do not work. Actually work against business in CBD.
community based events
More people living in the city
community service organisations/groups
ALL
More art in the cbd
Sample food festival in Bangalow??
Art funding.
back alley gallery - who looks at it apart from launch day?
Any event that promotes a single location to the detriment of other locations. Excessive rate levies on business.
things that have no bearing on he business sector
Lantern Parade
thread.all b.a.g. events.lis prod markets.dirty laundry.cars

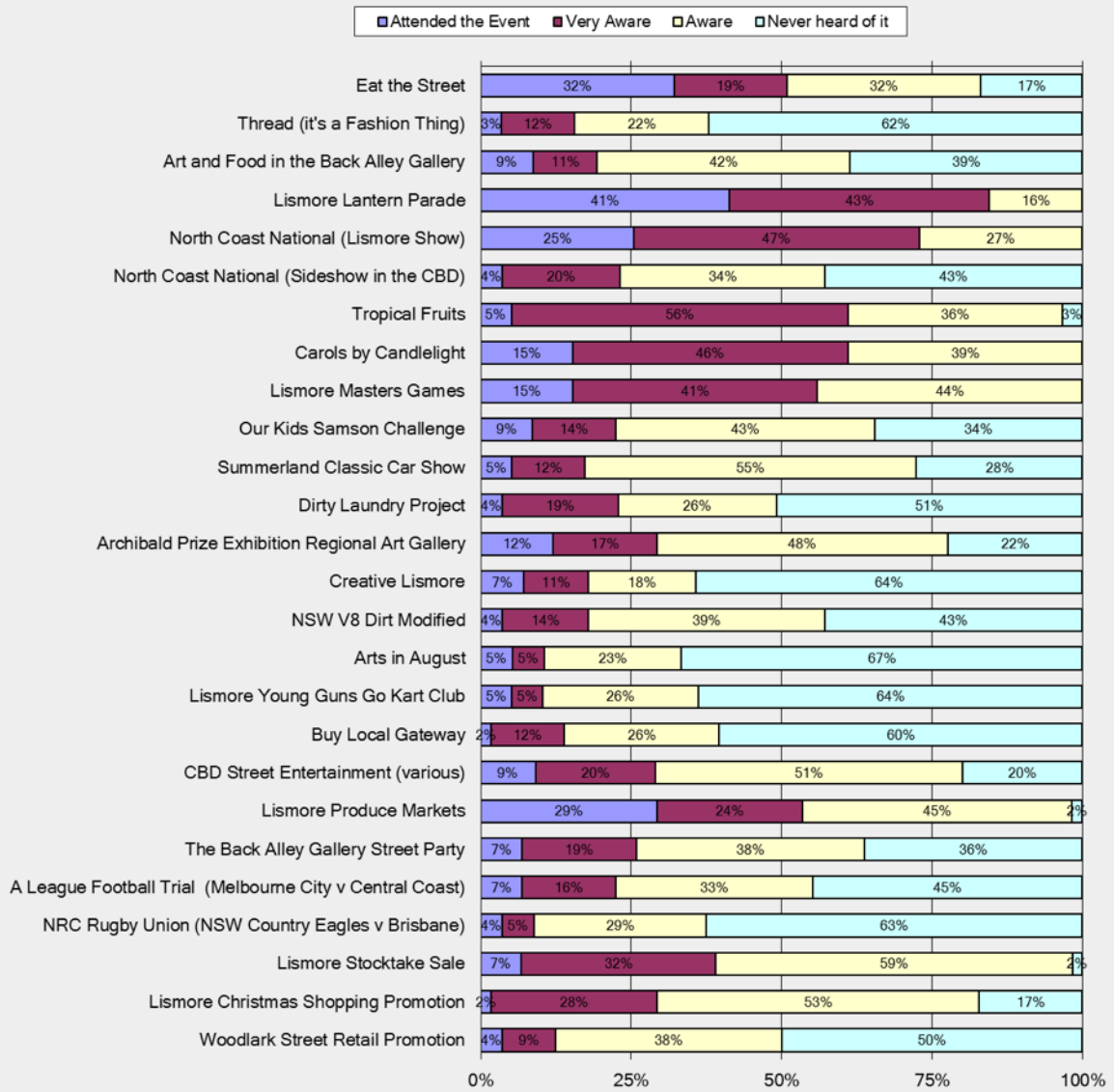
Question 13 – “What level of relevance would you place on the following priorities for the future direction of the Lismore Business Promotion Program?”



Awareness of Past Events (Shoppers)



Awareness of Past Events (Business Owners)



Question 14 – “Outside of those mentioned in the previous question, are there any events or activities you feel the Lismore Business Promotion Program should be involved in (please be specific).”

"Apart from those previously mentioned, are there any events or activities you feel the LBP Program should be involved in?" (Shoppers)

Environmental programs - solar projects, urban farms, vertical gardens, electric car stations, revegetation of the river (be a leader in green innovation)

Business support

Aboriginal significant events eg: NAIDOC

The upcoming Friendship Festival

Late night shopping on Thursdays and Saturday afternoons until at least 3.00pm.

Assisted with Lismore Carnival & Multicultural festival. Are these events still running? Any events in town would bring people there if well publicised. Love Lismore City Council's Facebook page.

A family based event similar to what Summerland House holds. We have too many sporting/car events which is just full of the type/demographic people that we do not want to hang around, especially with our children.

NORPA

More live music, both outdoors and in specific venues

Reality - there are few employment opportunities and little disposable income here

"Apart from those previously mentioned, are there any events or activities you feel the LBP Program should be involved in?" (Business Owners)

If you are going to provide money for one section of the business community i.e Woodlark Street then what about providing some for the other streets. surely we should be promoting all sections of the cbd not just one. After all we business owners in other streets also pay the levy.

CLEANING & ROAD REPAIR

music festivals

Do Something For The Businesses in the South Side of lismore that employ a lot of people

Attract new businesses to set up in Lismore.

POTHLES

Lismore business are not just bcd based. What about everyone else that is trying to run a business that isn't located in the cbd!!

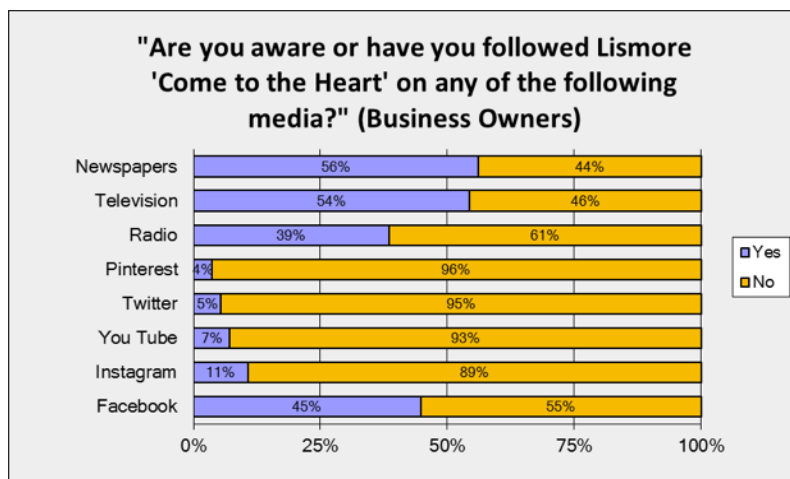
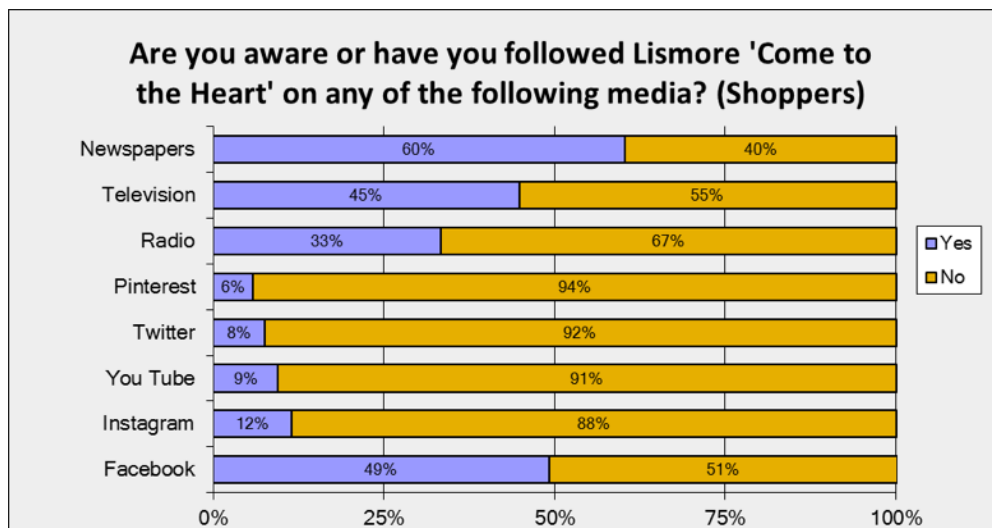
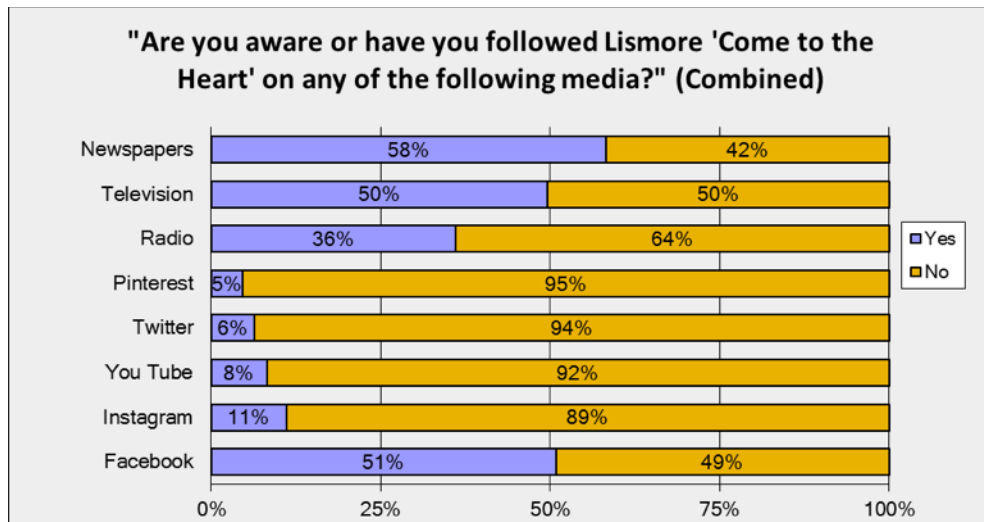
They should dump a number of those mentioned and focus more on the successful events.

tropical fruits

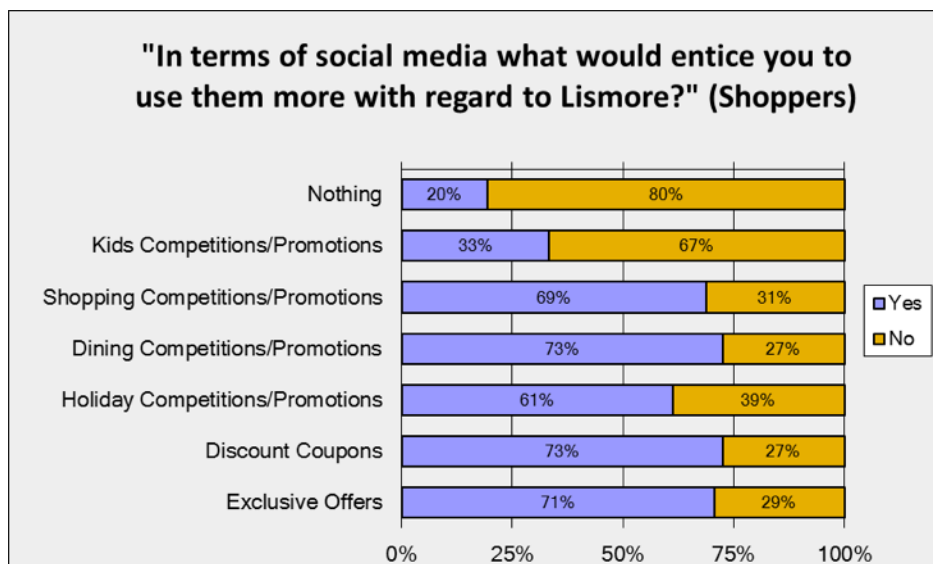
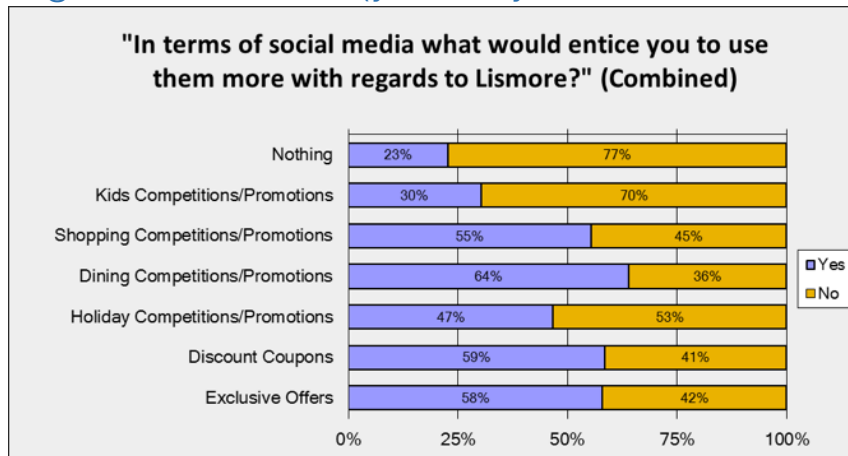
More more co-ordinated arts, more co-ordinated music events

beautify lismore. make it safe to shop.better security

Question 15 – “Are you aware or have you followed Lismore 'Come to the Heart' on any of the following media?”



Question 16 – “In terms of social media (such as Facebook, Twitter etc) what would entice you to use them more with regard to Lismore (you may indicate more than one option)?”



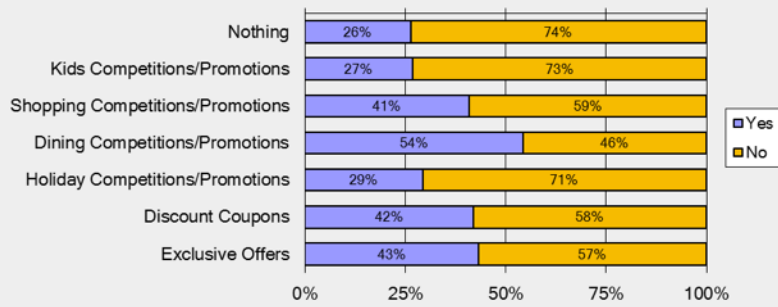
Additional Comments (Shoppers)

Well promoted events, good information, excellent photos, showcasing good businesses and humans of Lismore

Encourage people to share. I often share events in Lismore in Yamba Sustainable Connections group on FB. More environmentally friendly businesses encourage people to travel. Many people from Lower Clarence visit Fundies & markets where the goods are not available here. People want organic healthy products.

Event promotions across the LGA

"In terms of social media what would entice you to use them more with regard to Lismore?" (Business Owners)



Additional Comments (Business Owners)

Not competitions

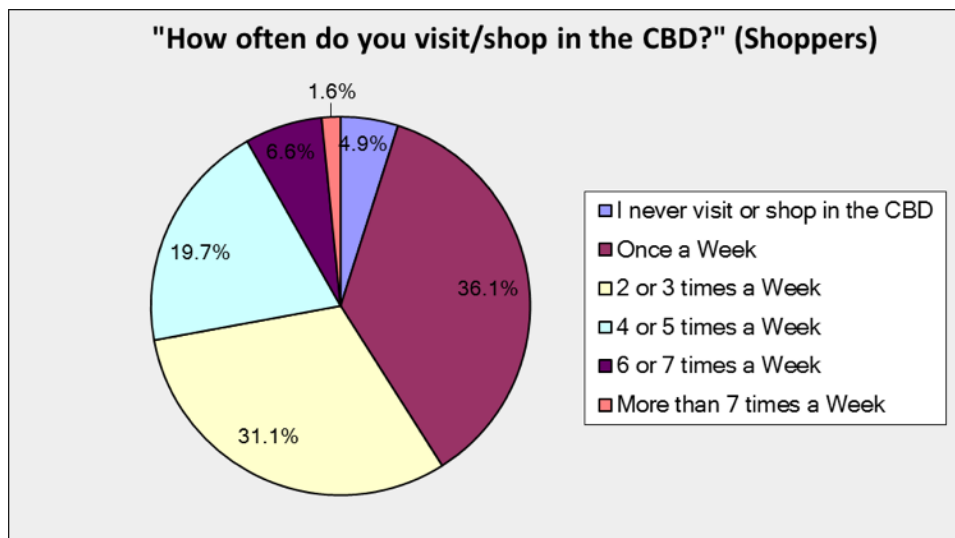
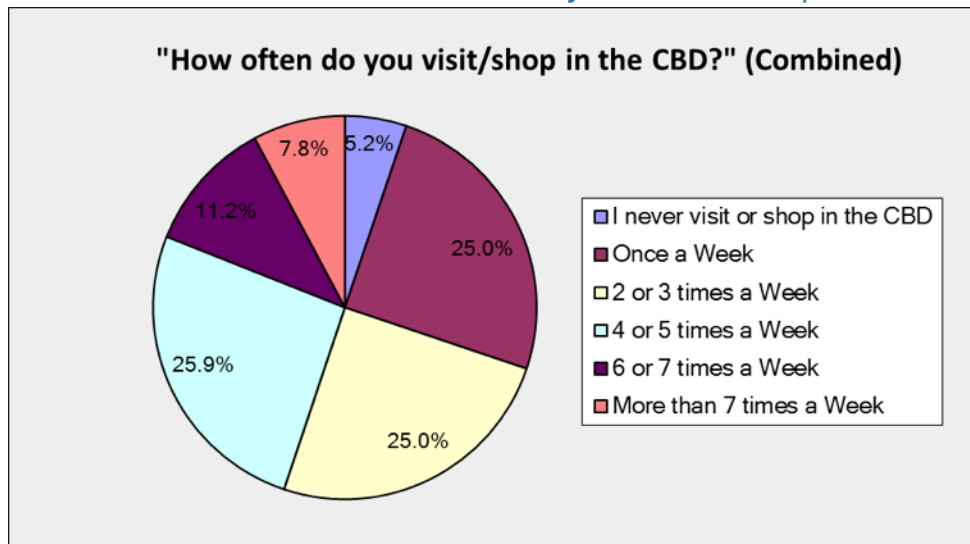
Don't discount, value add, packages, consistency,

Lots more photos of successful events.

being invited to participate in creating ideas/programs/possibilities

dont do facebook-but its the best bang for your buck done properly.

Question 17 – “How often do you visit/shop in the CBD?”



"Please explain why you visit this many times in general or don't visit at all" (Shoppers)

Grocery shopping at the great farmers markets, Pacific Bulk Foods, Rainbow Foods...Also to go for lunch and a good coffee at many of the great coffee shops (Nook, Flock, Republic of Coffee..)

Lunch time to purchase lunch

I usually shop in the centres more, but do like to visit specialty shops in the CBD. Also so many awesome cafes to choose from.

Work in the CBD, shop in the CBD

not really an overview of what shops there are in Lismore - new shops opening or programs running

Work in the cbd

Mainly banking, shopping, library, coffee and/or lunch, hairdresser and produce market on Thursdays.

Once a month. People travelling to Lismore usually car pool.

Work and shopping

i work in goonellabah so it is often difficult to get to cbd

Like to shop in open away from noisy shopping complexes

I would visit/shop more if the businesses were actually open on the weekend.

I work 4days at Goonellabah so not in CBD in business hours other days
I visit most weekends, I work outside the CBD through the week.
For retail experiences, social engagements, food, meetings, window shopping
Too much congested traffic and no car parks.
I work here
Note: My CBD does not include Lismore Shopping Square.* To browse. Mingle. Purchase. Socialise. To keep the CBD alive. To keep businesses thriving. People attract people. Lismore, or indeed any town or city, must have quirky, local shops, cafés, places, nice things, in order to survive. (While I've not been a traditional promoter of Mullumbimby**, I was pleasantly surprised and impressed with the retail / dining vibe in that village on recent visit.) If The Block (or the North and South Lismore precincts) fade and we're left with the Shopping Mall experience of The Square - global brands, franchise stores and coffee shops, food court with global formula food, global piped music, what are we offering that's Lismore? That's why I try to do all my business, my shopping and my dining in Lismore. * I appreciate that Lismore Shopping Square is party to the LBPP, but I believe it (like any other mall in other town) adds nothing to the Lismore experience. Nothing. ** Perhaps ask Mullumbimby what they're doing right. I suspect that (wisely) they don't have a shopping mall.
Shop when I am in Lismore
Volunteering, cinema and restaurants and prefer sales service that is lacking in the larger chain stores.
Work in Lismore. Live outside. Split my shopping between Lismore and Ballina (closer, and increases my shopping choices)
I like the cbd. Probably once for coffee or lunch and once to shop - maybe an extra visit for something specific like a specialist shop (eg picture framer, or gift shop). I don't like the Square so tend to go to the cbd. I do grocery shopping in Goonellabah.
I buy lunch and groceries
Work
Its close by, and I do all my shopping and coffee dates,
Weekly to eat out
Work in the cbd.
Banking
There is nothing there
Coffee food
I live out in a village, and probably go into town 3 times a fortnight....one main grocery shop.
Once a month maybe.. I love the cbd but due to business closures over the years can no longer get the things I need there :-(
I don't shop anywhere more than this
Work and eat
Dirty, uninviting, crime, lack of quality retailers and way too many undesirable people.
I like the feeling of walking around outside shopping rather than being in a shopping centre. Also the small business in town have a much more eclectic selection of goods.
Not open when I want to shop. Poor service. Outdated shops
Thursday markets, stroll through the laneways, grab lunch or catch up with friends (La Baracca, Republic of Coffee), do some shopping (Bookwarehouse, Powermax, Sportsgirl, Little Polli etc)
I work in Goonellabah, but enjoy Magellan Street look and feel, like the diversity of shops and food in the CBD.

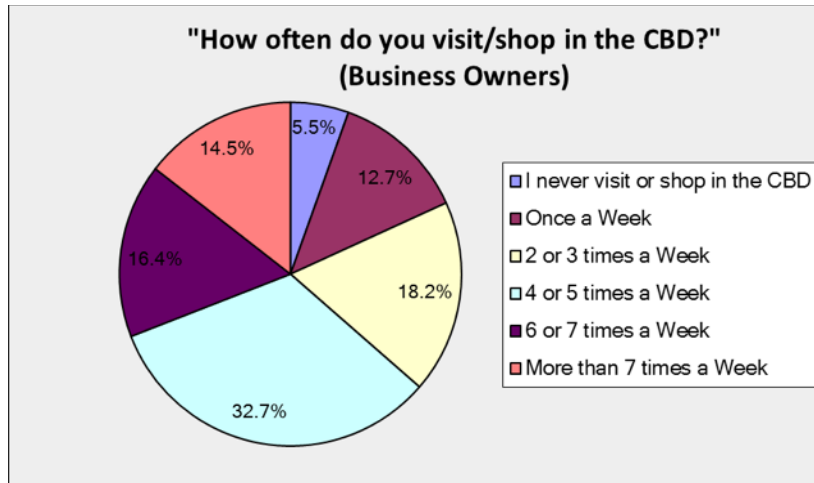
I live in the country because I like the country! I minimise my carbon footprint by shopping once a week.

Material for property and groceries

Mainly banking, filling prescriptions and some specialty shopping.

I probably don't even go to the CBD once a week. I actually work in Ballina shire, but do most of my shopping at Goonellabah supermarkets & Lombardos fruit/veg/butcher. If I am after something in particular or different I'll head to the CBD.....before I go to Lismore Square.

Food shopping



"Please explain why you visit this many times in general or don't visit at all?" (Business Owners)

To work.

Once a month for retail shopping; mainly dining, food purchases and stationary

I work in the CBD and spend time in the CBD each lunch time and prefer to buy all of our needs in the block.

I work in the CBD and usually shop in the CBD when possible

work

LIVE & WORK IN THE AREA

May be a once a month, usually most of our shopping is done by my wife

Maintenance on private rental properties in Lismore.

Coffee shops with wireless internet, boutique clothes shops, Magellan and Carrington St shops/cafes especially, and for food shopping. I hate shopping centres and love the town centre.

My business is in the cbd

I live & work in the cbd

Because I run a retail shop in the cbd & I shop locally myself

Only when I have to. The bollards in Keen and Woodlark street are silly. The old drive through was far better.

Because I work in CBD in my business

work in the cbd and shop most days for groceries

Work

My wife does all the shopping

Live centrally

I work in South Lismore very long hours shopping is a thing of the past - plus the cbd is dying as it is not promoted properly

For work and play

I work full time in the CBD as a business owner

Working

Go to Restraunt

eat, food shopping , just when i specifically need something

Work near CBD

Try to support the people who support our business

I own a business and work 6 days per week.

Visit through necessity, do most of my shopping at the Gold Coast because of the overall attitude of Lismore business not caring, not supplying, not competitive. I am a Lismore business owner and see lost business because of the Lismore attitude all the time. Because of this Lismore business attitude people do not bother to seek out the promotions or even register they are available through any media including social media.

Parking is shocking

Work in the area and live close.

Live and work locally

Business meetings

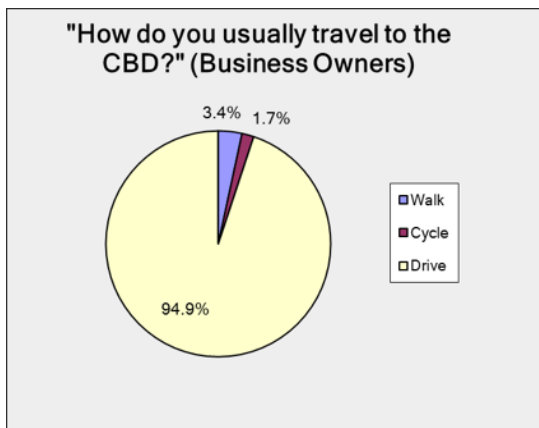
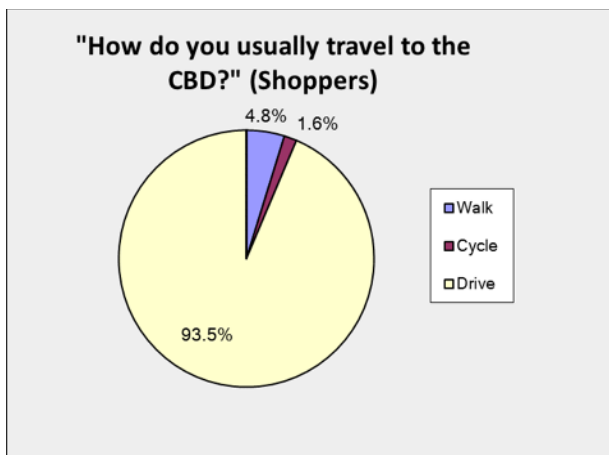
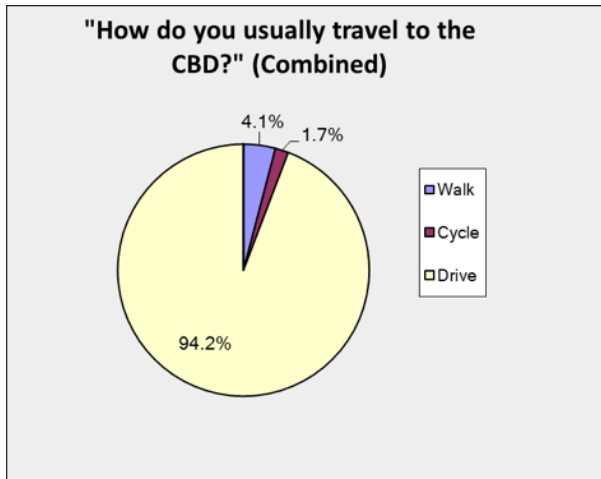
i work in the CBD and walk the block every lunch time, i often go into shops during the walk

I live and work in the CBD

i have a business there.

Question 18 – “How do you usually travel to the CBD?”

**** No one responded that they used taxis or public transport ****



Question 19 – “What is the BEST thing about the central business district of Lismore?”

"What is the BEST thing about the CBD district of Lismore?" (Shoppers)
There are so many positive things happening in Lismore right now. I love your "Come to the heart" campaign. The Back Alley Gallery is one of the best things you could have done. We now need to put more shops and cafes back there to enjoy it. Perhaps you could do some pop up bars as well. Lismore has a great balance of culture and functionality.
Diversity of businesses
Like small independent shops not big franchises etc
the quirky shops and variety of them, lots of places to eat during work hours, shame some of them don't stay open later especially the cafes
It quirky & has a good feeling
It is quite vibrant and the cafe culture is fantastic. I like the use of public art and there is a sense of community.
Locally owned businesses as opposed to franchises. Great cafes.
There is always parking
diversity
Variety of shops.
Easy parking, great shopping, cafes, Art Gallery, library and the market on Thursdays.
There is always something different to see. The variety of shops, the healthy cafes, the brilliant street buskers!
Individual shops - individually owned
diverse range of businesses, the trees in the streets and the ability to park, and walk around visiting a variety of shops
Some of the variety shops that are not like the standardised shops as in shopping complexes. I like the old style of street shopping, walking the block and window shopping is important to attract the shopper.
Good parking and its a nice loop of shopping.
eclectic mix of shops. outdoors not enclosed mall. buskers.
The variety of shops
Its compact nature. The block. Some placemaking initiatives over recent years as a catalyst for events downtown. Proximity to the river, recreational spaces and potential new art gallery. Its history. Parking close to shops.
Plenty of cafes
Free Time: Quirky shops. Street buskers. Wonderful 'hole-in-the-wall'cafés and eateries. Concert spaces. Street art. Breeze. Work Time: Professional services, banks / financial services, government departments.
Support of the local businesses
Personal service Local business owners offer good service and more willing to assist you in obtaining requested items.
It's alternativeness.
Variety of small business that isn't all just chain stores.

Its like a mini real city. With grid patterns and cbd blocks. Ballina and Murwillumbah are nice but River Street Ballina being a long single hasnt got a city. M'bah is a bit different being a town rather than a city but it was my alternate to Lismore when I lived Nimbin way. In any city I hate shopping malls and their car parks so Lismore downtown wins out over Lismore Square everytime.

Variety of shops. Good Cafes with fresh interesting food. My hairdresser. Meeting friends. Friendly shop owners where I am a regular. Just being outdoors not in a noisy indoor square.

It's got character aswell as some good food shops .. Get rid of the cheap \$2 shops & crappy shops that sell cheep crap cloths

Space

Diversity

I love the different shops and that I can walk around main,y undercover

Love to see the footpaths thoroughly cleaned, looks a bit grotty and tired. More regular entrainment and events.

the busyness and abundance of cafes,

More shopping opportunities and dining opportunities than Casino

Friendly faces. Happy shop keepers. Meeting point for friends on words u lunches. 3 hour parking close to town. Street buskers.

The diverse offer of retail

My hairdresser is the only thing I go to the cbd for

Independent retailers and coffee shops

Local businesses

I like the idea of walking around the block.....and everything is there because of Central Shopping Centre. The man in the fruit shop is lovely, always smiling and chatting to somebody and the shop owners seem more inclined to have a conversation with you - to make a connection. Important when business is SO competitive.

Beautiful old buildings shady areas and wide streets

Finally starting to see a diversity in restaurant/cafe options

Locally owned stores, the vibe of a street market or event

Can't think of anything that stands out

see previous question

Laneways - so much potential!

Magellan Street, The Library, Lismore Central, Miss Lizzies

Food shops, Magellan Street, arts culture (Conservatorium, Art Gallery) funky spaces and places

It's my closest shopping centre.

Buskers

Social diversity - there is a strong alternative society presence which adds colour and spectacle.

Stores that offer the unusual or non main stream (franchise) stores. Lismore Square is full of mostly chain outlets. But the CBD has that difference. A good variety of food outlets.....even if it is just for coffee or to buy an unusual book.

close to where I live.

"What is the BEST thing about the CBD of Lismore?" (Business Owners)

We have great boutiques and eateries and staff in shops are very courteous and helpful.

That is outdoor compared to the square.

Nothing special although it is relatively clean, attractively landscaped with the trees and parking is convenient

The people, markets, music, art and interesting shops. I shop in locally owned and avoid the chain stores.

The Block - you can walk the block. Very few towns have a CBD in the form of a square block.

It's potential

Easy parking

THE BRIDGE OUT OF TOWN

The Block

Proximity

Night markets, Riverside Park, Art Gallery & cafe, Library, Spinks park, Civic Hotel, free parking,

Boutique shops, cafes, being outside, lovely shade trees and gardens.

The variety of small independent businesses.

That everything is accessible by foot. It's small enough that you can walk to everything you need. But still being big enough to offer you a variety.

That it - not Goonellabah - is the central business district! Someone needs to tell the council!

Diversity of Businesses

Usually interesting.

Vibrant and quirky shops entice you to take a closer look. It has its own unique style and personality

The diverse people

Nothing

Friendly, eclectic mix of businesses. You are exposed to all demographics. I can get a smile and a hi from people on the street, some of the best damned coffee in the world and fresh fruit and veg on a Thursday. I prefer the small business owner/operators who for the most part are passionate about what they are doing. I don't tend to frequent the large franchise/chain stores, but they add to the CBD in their own way.

wide range of interesting people for business it offers consistency, week in week out

I am familiar with the shop locations.

The trees.

Great restaurants. During the day only hippies walk around with bare feet and drink coffee all day long. At night the CBD changes and the working people go out to have a nice dinner. Sometimes its difficult to get a car park in Keen Street on a Friday night. Hippies can't afford to eat out at night so you generally get normal people in the CBD at night time.

THE WAY OUT

Diversity of opportunity

There is no best. I have had a business in the CBD for 13 years and have now moved out of town.

The diversity of all the little shops.

Majority are SMALL BUSINESS owners. Not huge franchise companies.

Not much.

Variety of food businesses.

bumping into people that you know, building relationships with shop owners/service providers, good coffee:), changing window displays, diversity of offerings.

Boutique shops and excellent small businesses
Magellan Street trees
Not a noisy, crowded mall. Has specialist shops with real diversity and service.
it is quite versatile in shopping needs with speciality shops
Friendly atmosphere and there is more parking available now, maybe because less people come to the CBD
Parking is ok.
Variety of services
Variety of Shops
handy-well laid out-good retailers doing their best against the odds with a council who has no idea how to help shops make money so that they can prosper-employ more people and promote their business which by default promotes a vibrant and successful lismore.
Improved parking times for people visiting professional services in the CBD Thank You for changing it

Question 20 – “Do you have any ideas how people can be encouraged to visit the central business district of Lismore?”

"Do you have any ideas how people can be encouraged to visit the CBD of Lismore?" (Shoppers)

The new art gallery is a must. You should also look at building up apartments in the city. People should be living down there to enjoy it. The Tafe and Uni need to be funded and promoted to keep bringing new people to the city. A sophisticated bar or two would be great and some upgrades to the local music venues. Just look at the popularity of the Black Sombrero - people want to go out in the evening but they want nicer places to go. I would also look at featuring the top of the buildings in Lismore. It is a beautiful town but hidden by the clutter of ugly signage. The Star Court Arcade is a good example of how you can beautify the buildings. The arcades in Lismore could also do with some promotion help. Many of them have empty shops and lack atmosphere and people.

street beautification such as footpath upgrade. do more to deter smoking and bikes

Shop owners need stay open longer hours the same as the square, people come to town and go to the square on the weekend and then head to the CBD and they are closed

Intentional pop up seating; random small event things on Saturdays to encourage families

If we encourage more boutique/specialist shops into the area and then promote it that it is a unique shopping experience and a 'day out' that might help. My Mother-in-law tells a story of how a trip to Lismore from Byron Bay was a day out. They would wear gloves and hats, and their Sunday best. Maybe some comparison photos of shopping experiences from years gone by to now. Creates a sense of history and pride in what Lismore has offered over time and now. Also there has never been a promotion of the professional services within the area. 'Did you know there are ??? accountants, solicitors and financial institutions in Lismore CBD?' Also a marked Path to discover the back Alleys where the art is fabulous and that would link Molesworth street to Keen Street. Lismore has a heart. A CBD fundraising/community project to raise funds and promote how generous Lismore people are. Maybe Lismore has a heart at Christmas for next year.

Extended parking hours.

More retail shops. not just Lismore Square

more engagement of what is valuable for customers more information of the diversity of the shopping area hours of shopping on a Saturday

More shops

Give them something unique to see & do. Have events in the arcades well publicised.

Most of the major shops ie hardware- Groceries has moved out of the CBD. CBD now mostly clothes- food or small speciality shops and other business - banking - legal- government, People simply do not need to go to the CBD

more open space for sitting and meeting people, a gathering place.

1. Variable opening hours. As a "9-5" worker by the time I leave work the CBD shops are closed.
2. More closed streets from through traffic.
3. Improve time allowances for parking in car parks.
- 2 hours is ridiculous when I might travel from my local rural area to spend the day shopping, have a meal or coffee.
4. More under cover shaded areas for parking.
5. More interesting shops.
6. More covered areas for cafes without having to smell car exhausts.
7. Improve the window dressings to allow for browsing.

Open on weekends!

late night shopping Thursday evenings or later Saturday . Shade sales in large car parks - maybe utilizing solar technology

Entertainment in the streets day and night. Interesting, regular, changing activities to animate the streetscapes for all the family regularly. Signage at entrances to the CBD indicating special aspects of heritage, current and future activities, publications showcasing features of the landscape and lifestyle the CBD represents. The close connection of retail, commercial, health and educational facilities to the CBD. Cafe trails, cafes open at night.

Provide more parking

Close the Lismore Shopping Square. Radical I know, and of course unlikely but let's find a way to educate prospective shoppers that there's more to life than air conditioned spaces and undercover parking. I know covered parking was being considered for at least one of the long-term parking areas, perhaps it'll be a draw card, but having visited many tourist villages and towns in UK and parts of Europe over the last 20 or 30 years, I can't recall too many covered car parks. Wear a hat. Fast track the development of the 'Quadrangle' - the Books Art Music precinct. The recent Con open day, concert and makers' market in that space was a case in point.

Shops attract shoppers. encourage new and interesting retail, way to many food outlets (especially coffee)

Get the council to invest in it, and clean it up / city beautification project.

Keep promoting it

Maybe more trees and shade. People just like the parking and aircon and one-stop-shop aspect of the Square. You can't compete with that so have to accentuate the positive differences. The sense of a community in the cbd is important. Markets, buskers, are fun. I do wish it was more 'alive' but that means more people - a Catch 22 - how to get them there so it feels more vibrant.

Improve on entertainment and food outlets .. The pubs are bit dull there foods are all the the same and the strand arcade needs improving there a bit stuck up and sterile .. Apart the disability place they bring character aswell money into the cbd ... More boutique shops

Closed off street

Clean up business district a bit more

If the streets were cleaner could be more enticing. A fresher look and more creative and regular themed events.

more smoking areas, more parking, more shade to sit in, remove the ugly boat statue,

More Alfresco dining options

more shade. More outdoor dining.

Retailers to provide great service, stay open longer, stop parking in front of their shops, keep their shop fronts tidy.

Better parking. Getting rid of big robs intimidation when you walk down town

More eat streets

Yes!! More street stalls cheaper rents for small businesses to open up!! Showcase local talents and art crafts to attract tourists

Clean the streets up. What is the point of having a smoke free CBD if it is not enforced. There is no point having fancy art/sculptures if the CBD is an eyesore.

Improved parking,

Bulldoze it and start again

Stronger communication and ongoing activities. Use social media more...need a strategy and to be consistent (get influencers).

Sell off Lismore Memorial Baths and use monies to initiate major renovations to the Gallery. Use the Newcastle City model to effectively use vacant shop fronts.

Make a central location to meet, (the green space behind the Conservatorium is a beautiful place to eat your lunch, have buskers and casual chairs for people to sit. There is no casual central meeting place, so people go to outside eating areas like The Mecca Café or Dragonfly or Café Capella. If there was green space for people to meet and enjoy some time under the shade of a tree or even take the pavers off next to the transit centre and have casual seating. The Transit Centre and Spinks Park and walk next to the river could be a real draw card if money was invested into that area. Lismore desperately needs some consistent urban design throughout the CBD, we have timber bollards and timber street furniture in one street and then blue bollards and other furniture in the other streets. The planting in all the gardens in the cbd need to be cared for and replanted, people want to notice that we care about the centre of our town, and it looks to me like we ignore it. What people see first leaves that first impression, what we see is tired gardens, dirty handrails on the bridges, empty shops with dirty windows and rubbish in the doorways. Lismore CBD needs a clean and a fresh coat of paint (so to speak). Build on whats good like with Magellan Street.

Keep it vibrant, and inclusive, with people-friendly spaces!

Live music and street theatre.

Not sure. There are always issues whichever way you try it. Parking is always an issue. Covered free parking is a solution but the workers would surely get to those first. But would they ever be close enough? I always park in Woodlark Street (before the Keen Street intersection) or in Browns Ck Carpark. Levies on CBD businesses (if there are any) could be reduced. However, I'm not sure if this would be passed on to the renters. There is a lot of empty space above shops in the CBD. This space has been there for years & has potential for business, but mainly accommodation. The biggest problem is being compliant with fire legislation & I don't want that relaxed, but maybe there is a solution there to get more people into the CBD. You get people living therethey will use it. "Build it & they will come" (Field of Dreams). A bit corny I know (Sorry about the pun.....being it was a corn farm).

yes but what is the point as the council insures poor outcomes for good ideas, so it is not worth wasting any ideas here. There is a complete lack of vision in Lismore's management.

"Do you have any ideas how people can be encouraged to visit the CBD of Lismore?" (Business Owners)

Allowing business to venture in new areas and explore new possibilities, instead of the negativity that surrounds working in town!

More special retail and food events; especially in the streets.

More open spaces - such as the proposed art gallery space, colour and movement. Open air dining would be so much better without the traffic in town.

Isn't that why we the business owners are paying a manager for?

encourage more people to live here

Thursday night shopping and late Saturday shopping

FIX PARKING, CONGESTION & CRAP ROADS

I like the idea of allowing residential accommodation in vacant areas above the existing shops, but must be in a tasteful manner, not a form of cheap basic accommodation.

More markets and events. More social interest groups - writers, poets etc.

Opening shops later on special evenings in summer. Opening the swimming pool later a couple of nights a week. I hate the heat and would use it if it was open later than 6pm. e.g. twilight swimming on a Thursday evening - too sunny otherwise. Sculpture shows in the street?

More Shade,Parking,Public Toilets and Police security not useless security guards.

People will come when the shops are full. Also, getting council to lift the no a frame signs or racks on the foot path would be great. It would make the streets look full and abundant.

More diligent council to make it a safe & attractive area.

TIDY IT UP , RE PAINT THE WHITE KERBS ETC,KEEP IT ABSOLUTELY NEAT AND TIDY AND CLEAN.DOUBLE ALL THE PARKING TIME LIMITS.FIX EVERYTHING THAT IS BROKEN.ENFORCE ALCOHOL AND DRUG FREE ZONES.

Ease of parking, maybe a shuttle around the main areas (small charge, get on get off voucher)

More time spent on making dormant spaces active again. give the consumer more opportunities to visit the cbd

More events and live entertainment in Magellan St

How about you advertise Lismore as a whole not just one area of the Lismore Shops - we all pay rates how about you support all the businesses not what just suits the council

Would love to see more happening in the alleys. The street art has made it a destination which at present is under utilised. Would love to see Carrington St at the Tursa end turned into a pedestrian only thoroughfare, with seating areas and as a central area for events.

I think people will be drawn to good business' Therefore anything that supports small business to do a better job should be good The recent initiative for business to be assessed and trained in service for a subsidized fee should have had a higher rate of uptake! Good quality buskers would improve the shopper experience in CBD - we have some pretty ordinary regular buskers around town - difficult one to regulate I guess

A more consistent style with town planning and parking, continues with extras trees and gardens, make the subtropical climate more obvious.

The shopping choices are getting fewer. We don't even have Target downtown anymore. Why would you go shopping in the CBD? There really isn't much to offer, except when you need the essentials. I always travel to Robina to do my shopping now....much more pleasant environment and NO hippies. The only thing I really like is that Lismore is starting to get a reputation for natural/ organic food with cafe's like "Flock" opening. This should be encouraged, and we need more promotion of our farmers markets and pushing the organic, eat natural, stay healthy, mantra. Lismore could capitalize on this trend if smart. Wouldn't it be great to have a place like "The Farm"?

FIX PARKING & ROADS MAY ATTRACT OUT OF TOWNERS

Encourage shop owners to promote themselves

Clean up the streets, wash the pavements, improve the parking and educate the shop keepers. Forget the art as I have not met a single person who does not think its a joke when the roads are a disaster and there are urine marks on the main street with bad buskers you want to run from. Legalise standard A frame advertising and bunting on shop fronts. Give the landlords some incentives to get their tenants to participate in just 1 day of extended trading for Christmas. There is nothing worse than to go into town advertised extended trading and find the shops are too lazy or too demoralised to stay the extra couple of hours and over half the shops are closed. Give some monetary incentives to "theme dress your shop for a week" with a good prize like a trip to Sydney for 3 days with one to be spent at a decent seminar on how to trade in a small town. It has to be driven by the shops to encourage people to want to shop here. We are marketed as the Rainbow Region! Where are any rainbows, artificial rain forests, fairies, artificial waterfalls etc. Working on this theme I could see Lismore as a unique shopping town that tourists would come to and locals would enjoy. A kids water park on the edge of the CBD with vouchers to shops, coffee shops, restaurants etc, with no shop left out and no back scratching for friends of the council or Business Panel.

Sunday trading

Covered parking, more longer parking options, better facilities such as toilets and considerably more high visibility policing.

weekend shopping

Promote the boutique culture of the CBD to outsiders and make it a safe place to walk around (get the skateboarders and bicycles off the footpaths)

Build a multi storey carpark in the back alley, people are lazy and want to park where they want to be. Parking in the streets is hopeless and the peripheral parking is too limited.

improved parking

Good food, and I mean good food. Not fast food fried stuff outlets but the food options in the CBD are every increasing in quality and are a great attraction.

More festivals, events, shops open on Sat afternoon & Sun

Some degree of interest and care from the Lismore City Council Our VERY EXPENSIVE river walk is unloved, and usually dirty - much of the path is covered in dried mud left from the last flood Our CBD parks and gardens are generally not cared for - rose gardens are covered in nut grass Heritage Park has not been mowed properly for many months. The gardens at City Hall are covered in nut grass, and dead trees have not been replaced so there are muddy bare patches in the crumbling footpath.

Keep CBD Cleaner

easy! get back to basics. create a safe pleasant enviroment, copy a shopping centre if you cant work it out for yourself. clean,tidy well managed attention to detail, security to curtail the threat of being hit by a bike-scateboard.or king hit by someone with issues. some well placed toilets would go a long way to encourage people to stay a little longer..we pay some of the highest rates in nsw and should have a cbd to reflect this. more new ,modern amenities will bring the customers back!

More car parks

Question 21 – “What is the WORST thing about the central business district of Lismore?”

"What is the WORST thing about the CBD of Lismore?" (Shoppers)
The bad pubs and nightclubs. The cheap stores with bold garish signage
people smoking in the streets when they are not supposed to
Hard to park,
some of the shop workers really don't want to be there and they put you off entering there shop, not very welcoming
No face of diversity employed in the CBD; not enough young people hanging out
Empty shops. Also it would be great to create a clearly linked path between Molesworth Street and Keen street through the Alleys. The foot path along Carrington St to the Arcades is terrible and could do with some upgrading.
Public toilets in carpark behind Harvey Norman.
Closed shop fronts Parking - lack of Opening hours - not enough Nothing open on a Sunday
Footpaths are dangerous in some spots i.e. loose pavers. Shops opening at 10.00am and closing early or not open later on Thursdays and Saturday after midday.
Needs more pride in up keep of buildings but improving.
Parking if you just want to get something from shop xyz Hot in summer - wet when raining. Some derelict- strange people who some people find confronting.
traffic in the block. People should be encouraged to park and walk in to the cbd wherever possible, rather than promoting parks right outside shops. the cbd should be a place for pedestrians - traffic currently has right of way.
1. Looks tired. 2. Car parking is too expensive. 3. Not enough under-cover areas particularly in a region with variable and inclement weather events. 4. Empty shops do not entice window browsing. Gives the appearance that business area is not doing well. 5. Council owned library buildings look shabby. Could really improve this part of the CBD. 6. The river park areas are under-utilised and don't entice a community use as in previous days gone by.
Open/closing times. The pub on the corner, not marys the other one opposite. SMOKING IN CBD. i thought it was banned. Try mentioning that to an indigenous persons and always cop abuse. So sick of it!
Heat. Lack of shade
Empty shops, traffic - people driving around and around looking for parking spaces in the main block holding up traffic, they should just go straight to the designated parking areas eg Browns Creek, Riviera Car Park etc.
Some poor choices by some landlords in property maintenance. No lights in shops after dark. Lack of colour and movement around the streets to encourage people to stay after 5 p.m. - as many employees live at the coast and leave the CBD 'dead' at the end of the day.
No parking
Empty shops. Landlords need to be encouraged to make use of 'pop up' shops and galleries.
Parking
traffic flow
The nightlife on Friday and Saturday night. To much violence and bullying.
No public toilets, and the ones which are provided are dirty, old, and unsafe. 'The Arc' waste of money thing is an isaw.
Nothing real bad

Two-dollar shops and a run down feel where there are empty shops. When the streets are empty and it feels dead. Not many attractive buildings.

The paths are slippery in the wet and also in bad health on Conway st .. Wheelchair access is pretty poor .. In fact Conway st is ugly and it's the centre of town and the small arcades are characterless

Empty shops

homelessness

The grubbiness and broken, cracked footpaths.

Th ugly boat statue, lack of parking, lack of dedicated smoking areas, empty shops, (i was a previous busiess owner and had to shut down due to high rent, some low rent shop spaces would encourage people to start business's and also bring more life into the cbd,

The ugly copper boat statue.

heat!

nothing is the 'Worst', there are just some things that need more attention than others (see item 16).

Big rob

Grumpy shop keepers (some) and shop fronts that need painting

Parking

No public toilet sin the middle as far as I am aware.

Unable to get what I need due to business's closures

Public toilets are disgusting. The CBD is dirty and uninviting. The redevelopment of Woodlark Street was misguided. Why would the Council not match Woodlark Street with Keen, Magellan and Molesworth Streets.

Parking limits no toilets close

Drab old fashioned and poor service

Parking

Shops not being open when shoppers need them to be!!

After 5pm - nothing. No encouragement for developers to establish inner city living. It appears to me that those folk that work or shop in the CBD see it as a chore, it should be vibrant.

The dirty bridge handrails and guardrails, the tired gardens that need new plants, the lame attempt at Christmas decorations, no adhoc approach to urban design in the cbd. each street looks different (lets have some consistency) Stop trying to promote (through the city centre manager) what people already know we have and just make things looks visually appealing.!!!

Traffic

The increasing number of vacant shops and poor behaviour of the indigenous population. in recent times the latter has improved but it is clear that most choose to disrespect and reject our skin colour and culture.

Difficulty parking

Traffic. I refuse to follow Woodlark Street beyond the Keen Street intersection. I turn left or right at that point. At peak times Woodlark Street can be backed up past the Dawson Street intersection. I don't like the vacant stores but I'm unsure of a solution there.

lack of vision and a lack of taste.

"What is the WORST thing about the CBD of Lismore?" (Business Owners)

Footpaths and general appearance. We have great businesses and could do with more boutiques. What stops us from having the civic pride of other towns i.e. that is putting flowers in the gardens to brighten up the town and give visitors a sense of our civic pride. You see it in lots of other towns but never here.

Very limited amount of people live in the CBD so after hours is dead.

No shaded car parking in summer. It is more comfortable to shop at the Square with undercover parking and an air conditioned facility. Also, it is now more convenient to shop at Goonellabah from where I live with the expanded shopping centre facility.

The cars parked in the streets. I would love to see the cars kept outside the block and also a multi storey carpark at browns creek and Dawson st. The river carparks turned into parkland.

Dirty footpaths, terrible buskers (in some cases) or their music is too loud Bad language from some people shouldn't have to be tolerated especially by older people

The rates are 50% too high

2 hour parking. Should be a maximum of 1 hour in the central block

LISMORE CITY COUNCIL, PARKING, CONGESTION IN WOODLARK ST, FERALS

Not enough longer term parking within easy distance of the main block

Probably access to parking.

The horrible structure outside the Richmond Hotel near the roundabout. You have to be joking.

I like it. The heat.

Not enough shaded parking, public toilets and garbage bins.

Empty shops. Old signs for business that are no longer there. Faded/damaged signs for current business'. The condition of Conway street road surface and Larkin Lane.

Lack of care & interest from the city council.

UNTIDY , MESSY.AGGRESSIVE BEHAVIOUR OF PEOPLE WHO HANG AROUND WITH NOTHING BETTER TO DO.

Congestion with traffic at times slowed up by pedestrians in Woodlark Street and the "bollards"

Mental health patience and limited anti social behaviour at times

Not allowing residential accomodation over the shops

Too many businesses closing down due to low trade, poor parking, get rid of the timed parking, become more realistic for gods sake we are not a thriving city that died years ago - work with what you have and make it better.

Negative attitudes of some shopkeepers. Things change, so adapt or die. Stop wingeing and look at ways to improve your business and stop waiting for somebody else to wave a magic wand. Would love to see the empty shops being used for pop ups, or anything really. Empty shops don't inspire a sense of hustle and bustle.

The CBD can be very hot. Shade is improving as trees develop. Magellan St look really good now and when you big trees and shade it certainly improves the feel and level of 'perceived' heat. Keep planting trees in the other key streets, and don't worry about the odd car park space though I know shop keepers can't get over this hurdle, generally speaking. Some classic inland town like Tamworth have great avenues of trees in CBD - it really enhances the appeal of a place... especially when it's hot.

Parking

empty shops,

Dirty people, with no shoes. It's really obvious to visitors and even locals who have returned after a while, there is something wrong with the people in Lismore. It really is looking like a lower socio-economic area and I can't see that changing since 1 in 4 people in Lismore/Nimbin are on welfare. Maybe we needed an industry to give all these people a job, like CSG??

LISMORE CITY COUNCIL, ARTY FARTY CRAP, FERALS

Heat in summer, cold in winter

The dilapidated state of the gardens, the bad parking, lack of shade sails, rudeness of shopkeepers, the bad art, graffiti, the drug problem, urine, litter and a general dirty appearance.

Big empty stores are quite disheartening. Customers often complain about the lack of parking.

Vacant shops make it look like the town is dying.

Anti-social behaviour and it looks dirty even after being cleaned.

lack of boutique bars (pubs are not everybody's thing)

Rates are too high for small businesses and they drain profits and curtail promotion.

parking

Not "all-weather" friendly.

That the CBD is pretty much "dead" after midday Saturdays. I have children who have classes on Saturday mornings, so we can never make it into town of a weekend before the shops close at midday. And then they're not open at all on Sundays. We would spend money every weekend in CBD shops if they were open. Unfortunately, we end up going to Lismore Shopping Square as those shops are open at these times, yet are not really where we want to be shopping.

ACCESS TO PUBLIC TOILETS AT NIGHT PARKING

Lack of care from the Lismore City Council

Cleanliness

the council is too fragmented. there is no one person wholly responsible to carry out the shortcomings mentioned above. what is the definition of a c.c.m..it is proper love-care-and respect that the cbd lacks. i have outlined the worst things above

The Bollards for damaging car doors

Question 22 – “Do you have anything further to add?”

"Do you have anything further to add?" (Shoppers)

We have recently moved back to the region and absolutely love Lismore. We do everything we can to support it and the small local businesses. What we have observed is that it is very hard to find work in this region. My husband works from home as a Software Engineer. The internet is a major limiting factor. The Availability and cost are excessive. I think that if you could roll the NBN out here and review the costs you would get a lot more research, tech and innovation happening in the region.

do more to support businesses. stronger businesses would entice more people to come to the CBD.

Our CBD has plenty of parking and is pleasant to look at the trees all look great.

Please paint the arc and remove or paint the blue box inside it. It is a lovely sculpture ruined by the base and that box.

I do not have confidence in the current City Centre Manager. My experience is that of "all talk and no action" and observation of questionable spending decisions.

Thanks for the opportunity to have a say. :)

Fundies day is advertised too late. A couple of days notice before would be good. Have a central FB page for promoting events. Too many pages & you miss things - I have a Lismore shopping Facebook list I refer to. A link to an up to date website but many don't click on the link. Ask Lismore residents to share pages.

30 years ago the Lismore CBD was the major shopping centre for the whole region including Ballina and Casino. It also had business such as major hardware Mitre10 and Electricity retailer which encouraged people to come to the CBD. Now Ballan Casino and even Evans Head have major grocery stores .- People do not need to come to Lismore unless they go to a specialist doctor. Goonellabah shopping centre has gone from nothing to include all major Grocery Chains The Lismore Square has doubled in size. East Lismore is now a local service centre. All this has happened while the population growth has been relatively slow and not helped by low wages, poor job prospects and no real manufacturing in the area. So the only real hope for the CBD is to reinvent itself possibly as a food centre- good place to go to meet people - specialist shops.

Reflect on other councils' programs to improve the number of vacant shops in the precinct. Newcastle, for example, had allowed artists, people developing boutique clothing outlets to use the empty spaces to promote their arts. This gave an appearance of activity and attracted people back into the Newcastle CBD.

A covered park like ballina has would be great. Somehow clearing away riffraff that sit and drink. Obviously the police cant guard all the parks but this acceptance of allowing these people to virtually own areas is ridiculous. Pull it down and put in a new park area very kid orientated so it is frequented by families. Thank you for keeping our streets etc so clean and your garden guys are great. Thank you also for always a good response to collecting our fallen branches that arent on our property but we prune it all and you guys collect it.

I recently (yesterday) phoned 12 businesses trying to find a particular accessory for sunglasses (floatable strap for use when engaging in watersports - specifically kyacking). No luck finding anything by phone but businesses I rang in Ballina all offered an alternative business to try- one even suggesting a business in Byron Bay and offered a phone number and name to ask for. . Not one of the Lismore businesses offered any alternative - They seemed disinterested and gave no suggestions. One even saying What???It was very obvious that these Lismore businesses are not being proactive or utilizing customer focused responses and are missing out on providing a positive experience for potential customers. I was left with the internet as the only option. The contrast was very marked from coast to Lismore . I live west of Lismore and I prefer to shop here.

I love our CBD, we need to ensure it survives. ??

Ensuring the 'heart' of the city actually delivers on its espoused promotional values, to be welcoming, a regional powerhouse, attractive, clean, safe and unique. The heart is regarded as the centre of a person's or place's thoughts, spirit and emotions - it shows courage or feelings, helps us take risks. The heart is a vital organ and offers to provide the essence for residents and visitors. It is a big ask, but a commitment to a big heart will present Lismore with a pumping big future!
I think you're tired of me by now.
We need a venue that caters to the same crowd that use to attend the Winsome Hotel.
We need a more proactive council
No
Good luck. I really want the cbd to thrive.
Thomas George is a complete letdown... Turn the cbd into a cool place
No
More promotion and events
please please please can you Limit the number of charity collectors in the "inner block" of Woodlark street? I leave work for coffee twice per day and lunch daily. In recent weeks I have changed my route to avoid the inner block of Woodlark street to avoid the EXTREMELY high number of charities. I do donate to the odd charity but being stopped 3-5 times per day is WAY to many, is irritating and time consuming.
None
Council are doing a great job
I would not feel safe to walk on lismores street after 6 alone anymore :-(This would be impacting on the evening dining etc!!
Unfortunately Lismore City Council has neglected the town for too long. It will take at least a decade to undo the damage that has been done. Lismore was once a thriving & vibrant city in which I was proud to grow up in. "Coming home" after 16 years I was appalled at the neglect of not only the CBD but the city in general. Too many Councillors looking after their own interests ahead of the community. Shame Shame Shame
Needs a real strategic approach to each business in the context of the whole CBD offer
I heart Lismore.
Lismore Square has had a negative impact on the CBD. I believe you need to create a 50 week program (1 event a week - maybe Thursday evening) built around Music /entertainment / art / sport / fashion / food where street space is rotated along Keene, Woodlark, Molesworth and Magellan Sts. Some will cite traffic congestion as a reason for not trying.....Lismore doesn't know traffic congestion
I love Lismore and feel proud to live here, but I feel embarrassed for LCC and the lack of vision for the cbd. Stop talking about what we need to do in separate little boxes and join the boxes together and get something happening collectively.
There is a need to fast track more residential options in the CBD precinct. this will increase activity, patronage and may have a positive impact on after hours security and the willingness of residents and visitors to utilise the area more as a social hub.
Basically I like the CBD, but I don't get there often, as it is usually for something special. Traffic & parking are obvious issues plus the vacant stores. I don't think there is an easy answer. I really think that Woodlark Street should be one way leading to a possible ring road situation. Or maybe the second bridge near the greyhound track.
Lismore's issues are generational and reflect ineffectual leadership.

"Do you have anything further to add?" (Business Owners)

When are the footpaths going to be renewed and when are the fairy lights going to be put in the trees. Once again civic pride. Surely some of the money paid by the business owners via the levy could be spent on the above. In the last ten years I have not seen anything done to brighten up our town and make it inviting for visitors. We live in one of the best parts of Australian so lets make it look that way. Far too much of this levy is paid out to sporting organisations. Our civic pride should come first and then many more people will tell their friends and acquaintances about our beautiful town.

If Lismore wants to grow, lets' bring some people living in town!

The recent Christmas Tree made from recycled bikes was something out of the box and congratulations to the Council Staff who came up with the idea.

You can't attract shop tenants when the rents are so high - mostly to pay the Council rates.

GIVE THE RATES RAISED BACK TO BUSINESS OWNERS

I think Tourism is an area that needs to be fully taken advantage of, as the surrounding areas Byron, Ballina etc, spend to draw Tourists to this area, I think Lismore should aim at these tourists to visit Lismore CBD as something else to do and see when in the area, not just during the day but light up the place at night, with some sort of attractions. The river going through Lismore should be beautified with access to the banks have eateries river rides etc, It all takes money I know but you asked the question...

I love Lismore.

Well done, it's going well so far. I am a professional self-employed consultancy business owner and don't get much promotion. Promotion for professional services will be great. There are some very talented businesses/people out there, providing services here and all over Australia. Marketing for us in addition to the shops/cafes/CBD could be good for promoting us as a talented professional business hub. Remember - Ipswich example.

Invite investor to build a shopping centre on top of Clyde Campbell carpark with multi level parking.

Cleaning up the lane ways of Lismore and encouraging council to let businesses use them for seating, urban park spaces, opening businesses onto them. Entire cities become famous for their back lanes , Melbourne, London and Barcelona to name a few. Also, if you always do what you have always done, you will always get what you have always got. Asking businesses to put adds into the cities guide for discounted or free food, buy one get one free clothing options doesn't encourage people to come to Lismore. Or if it does, it doesn't encourage the type of people who are going spend money in our businesses.

I HAVE OWNED A SHOP IN KEEN ST FOR OVER 10 YEARS AND NEVER ONCE BEEN VISITED BY CBD MANAGER.WHAT DO THEY DO??? IT HAS BEEN A REVOLVING DOOR OF OCCUPANTS OF THAT POSITION.GET COUNCIL STAFF TO HAVE SOME PRIDE IN MAINTAINING OUR TOWN. AWESOME BICYCLE CHRISTMAS TREE. TOTALLY RIDICULOUS POSITIONING OF BOAT SCULPTURE.ADMIT YOU WERE WRONG AND MOVE IT TO PARKLAND. DO NOT GET RID OF CRICKET OVALS AND SPORT FIELDS.PUT A WHITE PICKET FENCE AROUND THEM.MOVE RECYCLING DROP OFF TO BEHIND PCYC AND USE THAT GROUND AND ALL THE OTHER GROUND AROUND HEAPS AND BLAIR OVALS FOR YOUR BEAUTIFICATION PROJECT.REDESIGN THAT WHOLE IDEA , KEEPING AND BEAUTIFYING THE CRICKET OVALS.THERE IS MORE THAN ENOUGH SPACE TO MAKE IT WONDERFUL WITHOUT GETTING RID OF OVALS.....I THINK THAT IS ABOUT ALL

Don't do anything to inhibit small business doing what they need. It's tough with all the rules and regulations. Employing people is a nightmare generally and there is far too many "rules" across the board for people to have a successful and rewarding business. Big players like Bunnings and office works etc are from huge companies and don't need to make profits from single store, they come to a town and cause other business to fold. Government should stay out of the business operating arena. Look after your locals (real people) first.

It would be interesting to find out how many businesses actually make money from the street market - all these vendors come from outside Lismore how does that support the Lismore business. Wake up to yourself Lismore Council and do something that is good for all - not just the hippies who live on the dole who most likely do not pay rates and really don't care about Lismore businesses.

Overall, the CBD is pretty good and I enjoy shopping there, rarely visiting the square, which I find impersonal and sanitised. I think the markets on Thursday add another level to the sense of community. It just keeps getting better and better!

Lismore will always be a welfare city until the government does something about all the benefits and until LCC stops being so "Green". LCC now has a very strong reputation for being green, anti-business, second only to Byron Bay. Good luck with attracted good new businesses.

SCRAP THE LEVY ON SMALL BUSINESS, ONLY THE CBD RETAILERS BENEFIT

I don't understand why the focus is on the CBD. Why don't you get behind ALL of Lismore's businesses and not just the CBD. and don't forget many people move to this area for a life change and conduct their businesses online/virtually

Stop spending money on art galleries they WILL NOT create more consumer spending in the Lismore area. Yes we are a very multicultural and eclectic area but invest the money back into the towns CBD before nothing is left.

One person, such as the City Centre Manager, should not be allowed to make any decisions using SBRVL funding without first seeking LBP approval. Significant decisions on the run should also not happen. City safety should be brought under LBP control and given a lot more attention.

I would love to see a Map style guide to all the businesses in the CBD - I am still finding out about who's who.

Lismore needs a face lift, instead of having the parking inspector fine people clean up the cracked foot paths, get more vegetation into the streets, improve parking and allow businesses to do business (eg stop hassling the quirky guy in Magellan Street displaying his rugs on the foot path), encourage vibrancy instead of killing it with regulations. Encourage businesses with a discount on rates rather than extra levy in the CBD.

This survey was not designed as well as it could have been. Forcing people to answer questions that don't apply, or without giving them an option to write their own choice or say NA means you will end up with skewed data.

i think you should have worked it out by now..stop chasing the rainbow and fix the obvious things in front of your nose.

I find the markets in town detract from the city and make the place look feral

APPENDIX B

RESEARCH BRIEF

Lismore Business Promotion Program

Review



Lismore Business Promotion Program

DRAFT RESEARCH BRIEF

Overview

Please find following an overview of the Lismore Business Promotion Program.

The Lismore Business Panel seeks suitably qualified market researchers to assess the program and determine if the program:

- *is achieving its objectives;*
- *to what extent the objectives are being achieved ; and*
- *what do businesses see as the major priorities for the next 2 years 2016-2018 (1 July 2016 – 30 June 2018).*

Also included in the research should be:

- *a survey of business owners and shoppers for their perceptions and participation in the program (for example awareness of branding, events and activities etc).*

Budget

Whilst this project has a relatively modest budget of \$7,500.00 plus GST, consultation is required to submit proposals on what can be done for this fixed sum. Alternative proposals beyond this amount should be separately detailed.

Time Frame

Once commissioned, the project is required to be completed, including provision of the Final Report within 8 weeks. Expressions of Interest will be received up until close of business **Friday, 30 October 2015.**

Deliverables

1. Complete survey of businesses operator/owner and the shopping public including calling for public submissions. Several randomly selected in-depth interviews from business owners/operators.
2. Complete report on key findings.

Background

1. Introduction

The Lismore Business Promotion Program (LBPP) is a partnership between business, Council and the community, funded by the Special Business Rate Variation Levy (SBRVL).

The purpose of this funding is to ensure Lismore retains its function as a regional centre, with the revitalisation of the City Centre and Urban Fringes identified as being the key to this objective. The SBRVL is governed by the Lismore Business Promotion Panel and administered by Lismore City Council (LCC).

Financial control of the SBRVL funds, including all purchases on approved budget items, is retained by Council, together with auditing and acquittal responsibilities. Council also provides significant additional resources to assist the City Centre Manager.

2. The Lismore Business Panel

The Lismore Promotion Program is governed by the nine-member Lismore Business Panel (or 'LBPP'). As a group, the LBP meets monthly or as required, and is responsible for providing direction and guidance to Council on the Lismore Business Promotion Program and expenditure of the Special Business Rate Variation Levy (SBRVL) funds, as well as governing the activities of the City Centre revitalisation program and the City Centre Manager.

2.1 The Lismore Business Promotion Panel – Members

1. [REDACTED] – Chair & Manager, Chandlers Lismore
2. [REDACTED] – Executive Director Sustainable Development
3. [REDACTED] – Lismore Council representative
4. [REDACTED] – Proprietor, Beauty Spot, Price Attack and North Coast Hair & Beauty Supplies
5. [REDACTED] – Lismore Chamber of Commerce Representative and Proprietor of the Satay Hut
6. [REDACTED] - Proprietor of The Professionals Lismore, Stella Network Member
7. [REDACTED] – Centre Manager, Lismore Shopping Square
8. [REDACTED] – Centre Manager, Lismore Central & Goonellabah Shopping Centre
9. [REDACTED] – Commercial Property owner and developer
10. [REDACTED] – Proprietor, LJ Hooker Lismore

3. Key objectives of the LBPP

The key overarching objective of this 2013-2016 Lismore Business Plan is to promote and activate, Lismore's City Centre in order to achieve our vision of positioning the place as a desired and vibrant destination for residents and visitors to conduct business, socialise, and enjoy the products, services and place. In doing so, we will secure our position in the region as the Heart of the Northern Rivers.

4. The Lismore Business Panel Promotion Business Plan 2013-2016

The Lismore Business Promotion Program's activities and the City Centre Manager role are guided by the Business Plan 2013-2016. This document (attached) was written by consultant, Stephen Nelson. Prior to implementation the Plan was endorsed by the LBP, Lismore Council and the Lismore Chamber of Commerce.

The 2013-2016 Business Plan provides the strategic direction for the Lismore Business Promotion Program, under the responsibility of the City Centre Manager Lismore (CCM) for a three-year period from July 2013 until June 2016.

The tactical components contained within may therefore be amended if needed due to shifts in the external, business environment or internal Council process.

A key element of this Plan is to provide multiple opportunities for the LBPP and the CCM to work with local business, LCC departments and community organisations or individuals on joint initiatives to ensure cohesion and unity.

This Plan also draws on the outcomes of the recent Business Retention and Expansion Survey (BRE) and includes components to specifically address and facilitate change as identified in the study.

4.1 Implementation of the LBPP Business Marketing Plan 2013-2016

City Centre Manager, Jason Mumford was appointed in April 2014. During his tenure he has introduced a number of key activation events in the CBD. These include Eat the Street Food Festival, Thread fashion show and Art & Food in the Back Alley Gallery. The cBd Magazine was also introduced as a major communication tool for the businesses of Lismore. Below is a list of LBP funded/supported events.

LBP Funded Major and Signature Annual Events

- Eat the Street – March 14, 2015
- Thread – it's a fashion thing - October 11, 2014
- Art & Food Event in the Back Alley Gallery – August 2014
- Lismore Lantern Parade – June 2013, 2014, 2015
- North Coast National (Lismore Show) - 2014, 2015
- Tropical Fruits - 2013, 2014
- Carols by Candlelight – 2013, 2014
- Lismore Masters Games

LBP Funding Support

- Our Kids Samson Challenge - 2013, 2014
- Summerland Classic Cars - 2013-2014
- Dirty Laundry Project (against domestic violence) – December 2014
- Archibald Prize Exhibition Regional Art Gallery
- Creative Lismore
- NSW V8 Dirt Modified Club
- 2014 Lismore Young Guns Go Kart Club
- Buy Local Gateway

City Centre entertainment

- Street entertainment performances throughout the year

Monthly or weekly attractions

- Lismore Produce Markets

Arts and cultural activities

- The Back Alley Gallery Street Party
- Back Alley Gallery documentary

Retail promotions

- Lismore Stocktake Sale Weekend - 2014, 2015
- Lismore Christmas Shopping promotion - 2013, 2014
- Woodlark Street Co-Op Retail Promotion – November 2014

Sporting events

- A League Football
- Rugby Union - NSW Country Eagles vs Brisbane

'Lismore –come to the heart' branding & communication

- Introduction of cBd Magazine
- Ongoing print, television and radio advertising and joint promotions in collaboration with local media
- Social media – Facebook.com/cometotheheart (1,752 followers), Instagram Twitter
- Ongoing: encouragement for business take-up of the brand
- Ongoing: reinforcement and co-promotion for Lismore Tourism and Art in the Heart allied branding

Out-of-region promotions

- Sample Food Festival – Bangalow.

For more information please contact:

Jason Mumford
City Centre Manager

t | [REDACTED]
e | [REDACTED]

m | [REDACTED]

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