

# **PROPOSED PERMANENT BUSINESS SPECIAL RATE VARIATION**

## **WORKSHOP WITH LISMORE BUSINESS COMMUNITY STAKEHOLDERS**

Presentation by Stephen Nelson, consultant  
Rino Santin, Finance Manager Lismore City Council

Lismore Workers Club - Wednesday 15 November 2017

## WHAT HAS BEEN PROPOSED?

'That Lismore City Council apply to the NSW Independent Pricing & Regulatory Tribunal (IPART) for a permanent Business Special Rate Variation at a rate pegged level of \$120,000 per annum, commencing on July 1, 2018.'

## WHY APPLY FOR A PERMANENT BUSINESS SRV?

- Twice in the past decade, Council has made a time-consuming and costly application to the Independent Pricing and Regulatory Tribunal (IPART).
- The first application was to obtain approval for the Additional Special Business Rate Variation Levy for three years, and subsequently for it to be extended for another five years.
- Both these successful applications were based on demonstrated support from the Lismore business community and Council.
- If Council decides to apply for a *permanent* Business Special Rate Variation early next year, the associated costs ( which are borne by the Lismore Business Promotion Program ) need not occur again.

## A BRIEF HISTORY OF THE BUSINESS SBRVL TO DATE

- **The current Additional SBRVL has been in existence for 8 years.**
- The original Special Business Rate Variation Levy (SBRVL) commenced 18 years ago, in 1998.
- It is paid for by 236 Business Property Owners in the Business-Inner CBD and 858 Business Property Owners in the Business-Urban rating categories.
- The first Additional SBRVL was in place from 2010 to 2013, at a level of \$100,000 per annum.
- The current 5 Year Additional SBRVL commenced at a level of \$106,500 in 2013 and will end (at a level of \$115,277) in 2018.

# THE LISMORE BUSINESS PROMOTION PROGRAM

- The Program's primary objective is to expand the city centre revitalisation process and enable all businesses in Lismore to benefit from its core functions – marketing, events, place making and business optimisation.
- The Program is governed by the 11-member Lismore Business Panel which is appointed by Council. The Panel is responsible for governance, direction for the CCM and budget oversight, and makes recommendations to Council.
- All projects and activities in the Program are included in a detailed Business Plan, which is endorsed by the Business Panel and then adopted by Council.
- The current 2-year Business Plan ends in mid-2018. A new Plan will be produced in late 2017 in time for it to be endorsed and approved before any potential application is made to IPART in February 2018.

## WHAT HAS THE BUSINESS PROMOTION PROGRAM ACHIEVED ?

- Winner of the 2016 Mainstreet Australia 'Innovation and Best Practice' Award for national programs focussed on city centre revitalisation.
- Extensive use of the high-impact 'Lismore –come to the heart' brand, which has gained widespread local community support and awareness at a regional level.
- Outstanding success of the annual 'Eat the Street' festival, which attracts more than 20,000 people to the CBD each year.
- Assistance for local festival, events and activities such as the Masters Games (which generates a \$1.2m spend) and the iconic Lismore Lantern Festival.

## OTHER BUSINESS PROMOTION PROGRAM ACHIEVEMENTS

- Extensive use of Facebook and other social media to broaden the appeal of Lismore's business sector.
- Collaborations with major local arts initiatives and city attractions such as the Lismore Regional Gallery, NORPA and the Back Alley Gallery aimed at maximising returns to business via cultural tourism.
- Working closely with the Lismore Chamber of Commerce & Industry to offer marketing and business improvement education programs.
- Ongoing management and expansion of the 'Lismore-come to the heart' website, which has seen a 145% increase in business listings on its directory – and 136,000 visits in calendar 2016.

**ESTABLISHED BRAND AND USEAGE**

lismore



re

cometo**theheart**.com.au





# what's on in Lismore in June?

- SAT 3 – FELIX RIEBL – OF THE CAT EMPIRE – CITY HALL
- WED 7-MON 12 – LITTLE LEAGUE BASEBALL – ALBERT PARK
- THU 8-WED 24 – ACO VIRTUAL – NORPA
- SAT 10 – THE IDEA OF NORTH WORKSHOP & CONCERT – CITY HALL
- SUN 11 – LISMORE SPEEDWAY QUEENS BIRTHDAY SPECTACULAR & FIREWORKS – LISMORE SHOW GROUND
- WED 14 – THE VERY HUNGRY CATERPILLAR SHOW – CITY HALL
- SAT 17 – LISMORE AVIATION SHOW – LISMORE AIRPORT
- SAT 17 – ROCK THE RIVERS MUSIC – SCU UNI BAR
- MON 19 – THE WIGGLES-WIGGLE AROUND AUSTRALIA – CITY HALL
- TUE 20 – TWILIGHT CONCERT – NORTHERN RIVERS CONSERVATORIUM
- SAT 24 – LANTERN PARADE – CBD & OAKES OVAL
- SUN 25 – LISMORE FRIENDSHIP FESTIVAL – SPINKS PARK
- FRI 30 – CORANDERRK – NORPA
- MON 26 – SAT 1/7 – THE REALLY REALLY BIG THANK YOU LISMORE SALE

find all this  
and heaps more at...

cometotheheart.com.au/events

**lismore**  
business promotion program

# WHAT'S ON IN LISMORE?

august/september 2017

**BATMAN THE MOVIE 1966**  
Star Court Theatre  
Friday 11 August

**BE YOUR SELF REDUX**  
NORPA – Lismore City Hall  
Friday 18 & Saturday 19 August

**VIKING VILLAGE SOLSTICE**  
Jolley Field – Lismore  
Saturday 19-20 August

**LAND OF MINE**  
Star Court Theatre  
Sunday 20 August

**SCARLET**  
Serpentine Community Gallery  
21 July - Tuesday 22 August

**THE FIFTH ELEMENT 20TH ANNIVERSARY SCREENING**  
Star Court Theatre  
Friday 25 August

**WEBER'S CIRCUS WILD WEST AUSTRALIAN TOUR**  
Lismore Show Grounds  
Thursday 31 August – Sunday 3 September

**AUSTRALIAN CHAMBER ORCHESTRA COLLECTIVE CONCERT**  
NORPA – Lismore City Hall  
Sunday 3 September

**MELBOURNE CUP TOUR**  
Lismore CBD  
Sunday 3 September

**LORDS TAVENERS DINNER**  
with special Guest Peter Fitzsimons  
Trinity Catholic College  
Monday 4 September

**THE MERCHANT OF VENICE BELL SHAKESPEARE**  
NORPA – Lismore City Hall  
Thursday 7 & Friday 8 September

**DARREL CHAPMAN FUN RUN**  
Lismore CBD  
Sunday 10 September

**2017 STATE SQUARE DANCING CONVENTION**  
Geonellabah Sports & Aquatic Centre  
Friday 15 to Monday 18 September

**REEL ABRUPT FILM FESTIVAL**  
Lismore CBD  
Saturday 16 September

**BACK ALLEY GALLERY STREET ART DAY**  
Lismore CBD  
Saturday 16 September

**ABORIGINAL KNOCKOUT RUGBY LEAGUE TOURNAMENT**  
Crozier Field Lismore  
Sunday 16 & 17 September

**THE ARRIVAL**  
NORPA – Lismore City Hall  
Tuesday 19 September

**THE LISMORE CUP**  
Lismore Turf Club  
Thursday 21 September

**LISMORE WORKERS MASTERS GAMES**  
Lismore Sports Venues  
Friday 22 - Sunday 24 September

**THE GO-BETWEENS: RIGHT HERE DOCUMENTARY**  
Star Court Theatre  
Friday 29 September

**lismore**  
business promotion program



Webb Production  
Australian Dance Theatre  
in partnership with  
the City of Lismore  
© City of Lismore  
Lismore Productions



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**BUSINESS PROMOTIONS**

shop & ●  
**WIN**

lismore



Lismore is *the* place to be  
this Christmas!

Right through December, the shops and streets of the CBD  
will be abuzz with heaps of fun, Christmassy things to see and do...

Our amazing, **new, recycled tree** and Christmas decorations will be going up,  
there will be **jumping castles** throughout the City centre,  
**Roundabout Theatre Performances**, **animal and reptile shows**  
from **Macadamia Castle**, **Christmas tree decorating**, lots of colour and music,  
and, of course, visits from **Santa!**

Visit [cometotheheart.com.au](http://cometotheheart.com.au) to find out more....

it's going to be

**HUGE**



**the really  
really big  
thank you  
lismore**

**sale**

monday 26 june to saturday 1 july

**lismore**

[cometotheheart.com.au](http://cometotheheart.com.au)



**EAT**  
the  
**street**  
**2017**

**SATURDAY 11 MARCH**

a  
celebration  
of  
**street food**  
creativity  
& other  
good things







**save the date**

**lismore  
masters  
games**

**2017**

september 22 | 23 | 24

*Disiderius Erasmus*

*lismore*  
**lantern  
parade**  
saturday 24 june **2017**

♡ PARADE ♡ LANTERN WORKSHOPS ♡ FIERY FINALE ♡ STREET BAND WORKSHOPS ♡ PHOTO EXHIBITION  
♡ MARKET DELIGHT ♡ KIDSARTSFEST ♡ ENCHANTED WINDOWS ♡ HEARTBEAT STAGE ♡ LANEWAY PARTY  
♡ SHADOW DREAMING ♡ VIKING VILLAGE 24-25 JUNE ♡ FRIENDSHIP FESTIVAL 25 JUNE

BOOK YOUR  
FIERY FINALE TICKETS ONLINE

[lanternparade.com](http://lanternparade.com)







# an evening with Digby & Clayton



Lismore - come to the heart proudly presents an 'in-conversation' evening with celebrated Indigenous chef, Clayton Donovan and renowned Indigenous artist, Digby Moran in Lismore's spectacular Back Alley Gallery.



Clayton Donovan  
Indigenous Chef  
**sample**  
www.digbyandclayton.com.au

Join us for an evening of fine art & food, and hear, first-hand, something of the lives of this talented pair.

Clayton will demonstrate a few dishes for all to try.

Thursday, 11 September, 5.30 to 7pm

In the Back Alley Gallery, Eggins Lane, Lismore CBD

\$25 per person with all proceeds to Namatjira Haven

bookings: [digbyandclayton.eventbrite.com.au](http://digbyandclayton.eventbrite.com.au)

**art+**  
**food**  
+ so much more



# HUGE STOCK TAKE SALE



saturday 20 + sunday 21  
june 2015

Lismore

come to [theheart.com.au](http://theheart.com.au)

## 12 DAYS OF GBD CHRISTMAS!

COME TO THE HEART OF THE HEART OVER CHRISTMAS FOR HOURS OF FAMILY FUN...

- FACE PAINTING
- STREET THEATRE
- JUMPING CASTLES
- BALLOON TWISTING
- SANTA (OF COURSE)
- AND HOURS MORE FOR ALL THE FAMILY!

find us ON FACEBOOK FOR MORE INFO!

Lismore  
[come.to.theheart.com.au](http://come.to.theheart.com.au)

SHOP BABY

# carol

by candlelight

cakes over  
sunday, 13 dec

9pm to 9pm  
gate open 4:30pm to 9pm

presented by  
Barron business p  
hosted by Peggy P  
featuring Santa  
and NFN's Big D

FIREWORKS  
presented by  
SUMMERLAND

Kids Zone  
presented by Lismore Shop  
and stage sponsor Chivalry B

All money raised will be distributed

Lismore  
come to the heart

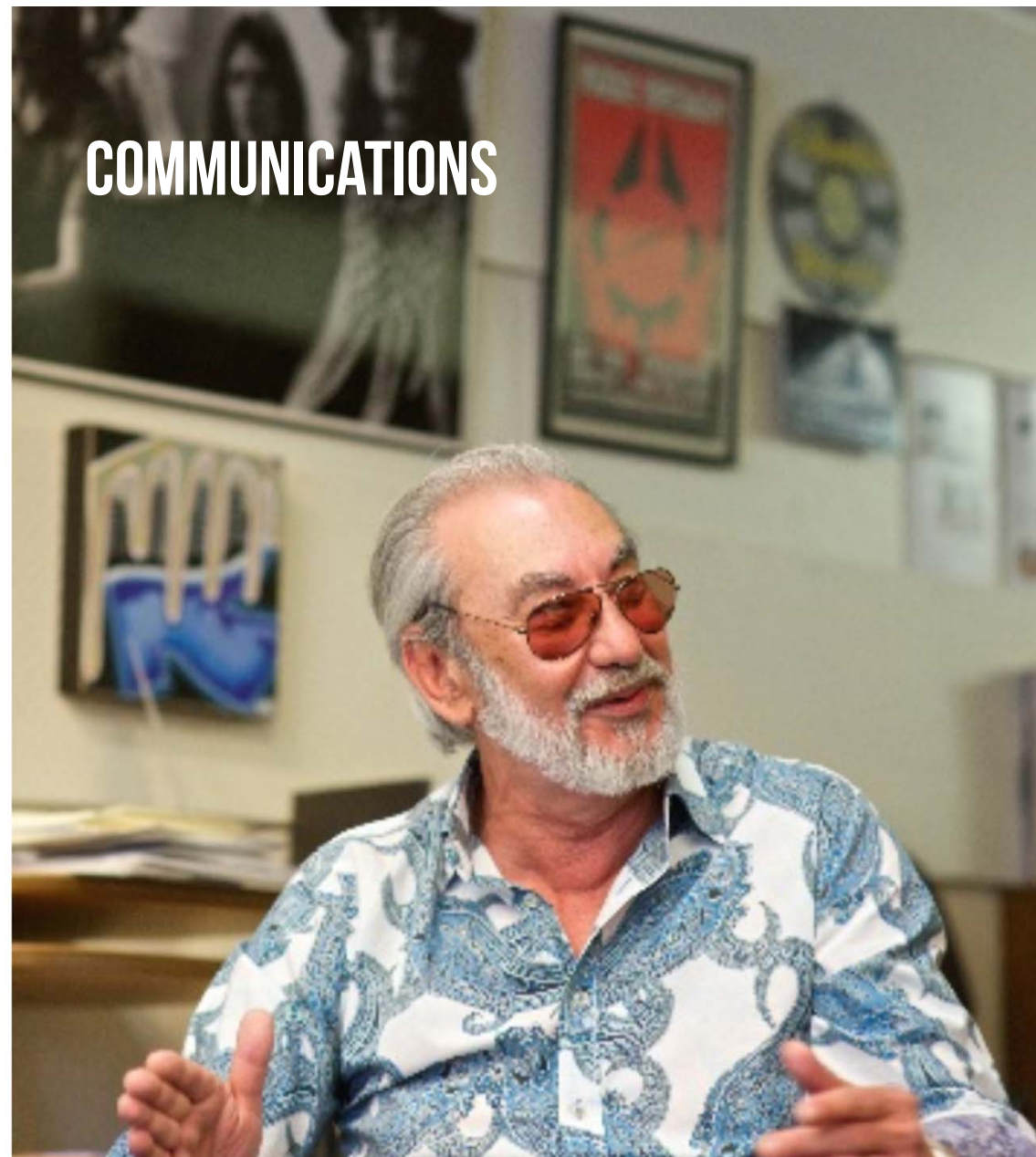
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# PLACE MAKING









# Optimising your business

Commencing in August 2015, the Lismore Business Panel and the Lismore Chamber of Commerce & Industry are conducting a Business Improvement Program for Retailers.

The training is funded through the Lismore Business Promotional Program, and is designed to give you and your key staff the knowledge and tools to identify and eliminate weaknesses in your business and show you how to improve your overall business performance.

The training is valued at \$1215.00 for each business however, for a limited number of 10 retail businesses, you will only pay \$275.00 (incl GST).

With places limited its essential that you, as the business owner, play an active role throughout the process.

The program consists of two stages.

The first, a 'Secret Shopper' assessment, is a great tool for evaluating sales staff techniques and

performance in real life sales situations. It objectively assesses the sales encounter against customer service benchmarks to identify areas that are performing well, and opportunities that may be missed through poor customer service.

The second stage is a 'Business Health Check'.

This is a 6-step process that helps participating businesses to create their own development strategies.

Participating businesses will gain a detailed insight into their strengths, weaknesses, opportunities and threats.

The Business Health Check is a co-creative process. A dedicated project team works with you to create an action plan based on your identified priority areas.

The training program is implemented in a confidential matter between the trainers and the businesses.

If you'd like to take advantage of this subsidised opportunity and give your business its best chance at success, then register your interest on the form overleaf.

**One lucky business will be selected to receive the business improvement program for FREE.**

This business owner must be willing to share the findings and outcomes as the initial case study and be actively involved in any media or promotion of the training program.

Just complete the registration form overleaf and return to

City Centre Manager  
PO Box 23A, Lismore NSW 2480

For more information or to register online, visit:  
[www.cometotheheart.com.au/businessimprovement](http://www.cometotheheart.com.au/businessimprovement)



## HOW DOES THE BUSINESS PROGRAM RATE?

- There have been two independent reviews of the Lismore Business Promotion Program since its inception in 2009.
- The reviews were carried out by the SCU Business School in 2012 and Dave Arthur Consulting in 2016.
- Both reviews found that the Program was successful, but could be improved in some areas; particularly in terms of communication with business.
- The reviews also found that consumers were aware of and appreciated the improvements made in the CBD, and that businesses were slow to adopt the 'Lismore –come to the heart' brand for their own marketing efforts.
- Again, both reviews found that the Business Panel is cohesive, motivated and works well together. A third review will take place in late 2017.

## WHAT WOULD THE PERMANENT BUSINESS SRV BE USED FOR?

- The roll out of WiFi in the CBD on a commercial footing, to make our commercial centre more attractive to shoppers and visitors, with opportunities for buy in by individual businesses.
- Potential new events such as a Youth Music Festival, a major annual event called 'Winter Nights, City Lights', a family-oriented New Year's Eve Concert, film and comedy festivals and an Australia Day event.
- Implementation of a new CBD Retail Strategy by Australian place making specialists Village Well.
- Increased advertising and support for major events with proven returns to business and the city.

# **FINANCIAL ASPECTS OF THE PROPOSED BUSINESS SRV**

Rino Santin, Finance Manager Lismore City Council

## HOW WAS THE FIGURE OF \$120,000 P.A. DETERMINED?

- In the first year of the current 5 Year Additional SBRVL (2013) the annual amount raised was \$106,500.
- As a result of rate pegging, in the fifth and final year of the Additional SBRVL, it will generate \$115,200.
- The fifth year figure of \$115,200 was the basis for the nominated amount nominated for the proposed Permanent Business SRV of \$120,000 per annum as it is approximately the same.
- The proposed SRV can be considered a continuation of the existing SBRVL (or 'business as usual').

# BROAD VIEW OF SRV IMPACT BASED ON BUSINESS PROPERTY VALUATIONS

The table below is based on the following assumptions:

- This broadly illustrates the \$ impact of the SRV's but does not meet IPART's requirements
- The Expiring SRV as at 30/6/18 is \$115,200 and the proposed Permanent SRV at 1/7/18 is \$120,000
- There are a total of 1,094 Business Properties in the Inner CBD and Lismore Urban rating categories
- The average \$ impact on these properties (excludes rate peg as applicable in all options) is:

Valuation	Impact of Expiring SRV on 2017/18 Rates	Impact of Permanent SRV on 2018/19 Rates
\$100,000	(\$45)	\$2
\$150,000	(\$67)	\$3
\$200,000	(\$89)	\$4
\$250,000	(\$111)	\$5
\$300,000	(\$134)	\$6
\$400,000	(\$178)	\$7
\$500,000	(\$223)	\$9
\$1,000,000	(\$445)	\$19
\$5,000,000	(\$2,225)	\$93

## SCENARIO: 3 SAMPLE CBD BUSINESS RATEPAYERS

Business	Valuation	2017/18 Rates	2018/19 Expiring SBRVL	2018/19 Proposed SRV
Real Estate Agency Molesworth Street	\$150,000	\$8,453	\$8,386 (\$67)	\$8,456 \$3
Professional Services Carrington Street	\$99,500	\$5,737	\$5,693 (\$44)	\$5,739 \$2
Café/Restaurant Keen Street	\$51,500	\$3,134	\$3,111 (\$23)	\$3,135 \$1

# FINANCIAL RAMIFICATIONS OF THE SRV ON BUSINESS RATES

## 1. THE EXPIRING (EXISTING) 5 YEAR ADDITIONAL SBRVL

Rating category	2017/18	2018/19	2019/20	2020/21	2021/22
Average <b>Business-Urban</b> rates under an assumed 2.5% rate peg with a 0.42% EXPIRING SRV (Average Valuation – \$261,000, 858 Properties )	\$4,366	\$4,387	\$4,497	\$4,609	\$4,724
Annual increase (%)		0.48%	2.5%	2.5%	2.5%
Average <b>Business-Inner CBD</b> Rates under an assumed 2.5% Rate peg with a 0.42% EXPIRING SRV (Average Valuation – \$145,000, 236 Properties)	\$8,185	\$8,223	\$8,429	\$8,640	\$8,856
Annual increase(%)		0.48%	2.5%	2.5%	2.5%



# FINANCIAL RAMIFICATIONS OF THE SRV ON BUSINESS RATES

## 2. THE PROPOSED PERMANENT BUSINESS SRV

Rating category	2017/18	2018/19	2019/20	2020/21	2021/22
Average <b>Business-Urban</b> rates with a 0.42% EXPIRING SRV and a 0.41% per annum PERMANENT SRV commencing in 2018/19	\$4,366	\$4,479	\$4,591	\$4,706	\$4,824
Annual increase (%)		2.59%	2.5%	2.5%	2.5%
Cumulative impact of the PERMANENT SRV above 2017/18 levels after the expiry (but excluding the rate peg)		<b>\$192</b>			<b>4.48%</b>
Average <b>Business-Inner CBD</b> rates with a 0.42% EXPIRING SRV and a 0.41% per annum PERMANENT SRV commencing in 2018/19	\$8,185	\$8,396	\$8,606	\$8,821	\$9,042
Annual increase(%)		2.59%	2.5%	2.5%	2.5%
Cumulative impact of the PERMANENT SRV above 2017/18 levels after the expiry ( but excluding the rate peg)		<b>\$368</b>			<b>4.58%</b>

## WHAT OTHER LIKELY COSTS AND CHARGES APPLY?

- Other future costs are relevant to the proposed Business SRV.
- The 2018/19 Council charges for Waste, Water and Wastewater have not yet been determined, but are expected to increase by at least CPI or Rate Peg.
- A \$3 million Special Rate Variation applicable to all Lismore Ratepayers is proposed to commence in 2019/20. This SRV will go directly toward road maintenance and start addressing Council's significant infrastructure backlog.

# EFFECT ON THE LISMORE BUSINESS PROMOTION PROGRAM BUDGET

	<b>EXISTING (EXPIRING) SBVRL</b>	<b>TOTAL PROGRAM BUDGET</b>		<b>PROPOSED PERMANENT SRV</b>	<b>TOTAL PROGRAM BUDGET</b>
2018/19	–	\$254,200	2018/19	\$120,000	\$374,200
2019/20	–	\$260,600	2019/20	\$123,000	\$383,600
2020/21	–	\$267,100	2020/21	\$126,100	\$393,200
2021/22	–	\$273,800	2021/22	\$129,200	\$403,000

## LIKELY EFFECT ON BUSINESS PROGRAM IF FUNDING REDUCED

- Return to 2010 funding level would require Business Panel to re-prioritise expenditure.
- Highly probable that wifi in the CBD would not proceed.
- Possibility that current and planned Place Making projects would cease and current support for major events would have to be curtailed.
- No new events could be supported by the Program.
- Actioning of the 2016 CBD Retail Strategy would likely not proceed.
- CCM advises that reduced funding would only allow for critical post-flood advertising and marketing plus a single major event – Eat the Street.

## WORKSHOP PROGRAM – POST PRESENTATION

- **6.00pm- 6.30pm:** Council staff will assist groups at existing 5 tables discuss the pros and cons of the proposed SRV and take notes
- NOTE: ‘Roving’ Council staff with expert knowledge are on hand to assist with these discussions
- **6.30pm – 6.55pm:** Representative from each table will summarise issues identified
- **6.55pm:** Workshop Moderator will conduct a vote of those present, with the results (and feedback from the table discussions) to be communicated to Council.
- **7.00pm:** Workshop ends.