



Shoalhaven  
City Council

Revitalisation  
Committee  
NOWRA CBD

# REVITALISING NOWRA ACTION PLAN 2021-23

FINAL VERSION

28 MAY 2021

This document is the final version of the 'Revitalising Nowra Action Plan 2021-23'. It has been designed to be printed as an A4 landscape double sided document.

©2021 Place Score

## **PLACE SCORE**

Suite 1, Level 5, 2-12 Foveaux Street  
Surry Hills NSW 2010 Australia  
[www.placescore.org](http://www.placescore.org)

ABN 19 610 823 286

KYLIE LEGGE

Director

T: +61 2 8065 7401

M: 0414 377 677

E: [kylie@placescore.org](mailto:kylie@placescore.org)



# GREAT PEOPLE PLACES ARE GREAT FOR BUSINESS

For a town centre to succeed, it needs people to want to come, shop and spend time there.

This Action Plan was commissioned by the Nowra CBD Revitalisation Strategy Committee to guide investment over the next three years by both government and the private sector.

Our overarching goals are to build a positive identity and improved offer for the Nowra CBD in order to:

- Attract more customers
- Support business sustainability and growth
- Build the long term value of the area for investment

Working together we can achieve our shared vision for a vibrant, connected, people friendly Nowra CBD that is great every day for locals and welcoming to our visitors.

(This page has been intentionally left blank)



# TABLE OF CONTENTS

|   |    |
|---|----|
| Introduction  | 7  |
| Project Overview  | 8  |
| Building on our strengths                               | 10 |
| Facing our challenges                                   | 11 |
| Key Directions of this Action Plan                      | 12 |
| Actions Overview  | 14 |
| <br>  |    |
| Actions for Investment                                  | 17 |
| A1 Endorse the Action Plan                              | 18 |
| A2 2020-21 Preparation work                             | 19 |
| A3 Place Manager for the Nowra CBD                      | 20 |
| A4 'Surprise Saturday' Program                          | 22 |
| A5 Junction Court - Revitalisation Project              | 24 |
| A6 Monthly Cleaning and Maintenance Program             | 26 |
| A7 Create and Deliver a Marketing Plan                  | 28 |
| A8 Social Media and Graphics Support                    | 30 |
| A9 Annual Christmas Wonderland                          | 32 |
| A10 Greening Nowra                                      | 34 |
| A11 Action Plan Impact Review                           | 36 |
| A12 Art and Light Project                               | 38 |
| A13 Monthly Fresh Food Markets                          | 40 |
| A14 Parklet Program                                     | 42 |
| A15 'Try Local' Campaign                                | 44 |
| A16 Major Activation Feasibility Study & Implementation | 46 |



# INTRODUCTION



# PROJECT OVERVIEW

The Nowra CBD Revitalisation Strategy Committee and Shoalhaven City Council engaged Place Score to develop this three year Action Plan to guide investment by all stakeholders in the revitalisation of the Nowra CBD. Its primary goal is to build a positive identity for the Nowra CBD through improving its offer to potential customers - both locals and visitors.

This Action Plan has been developed to guide investment in the Nowra CBD over the three years from 2021-2024. It provides clear guidance for stakeholders including the Nowra CBD Revitalisation Strategy Committee (RSC), Shoalhaven City Council (SCC) and the business community. It has been developed through an iterative process of research and engagement and reflects the ideas and priorities of both stakeholders and community.

## BACKGROUND

In 2011, Shoalhaven City Council engaged Arup Pty Ltd to prepare a masterplan for Nowra CBD. This resulted in a document that was endorsed by Council in 2014 and subsequently the development of a high-level Revitalisation Action Plan and the establishment of the Nowra CBD Revitalisation Strategy Committee.

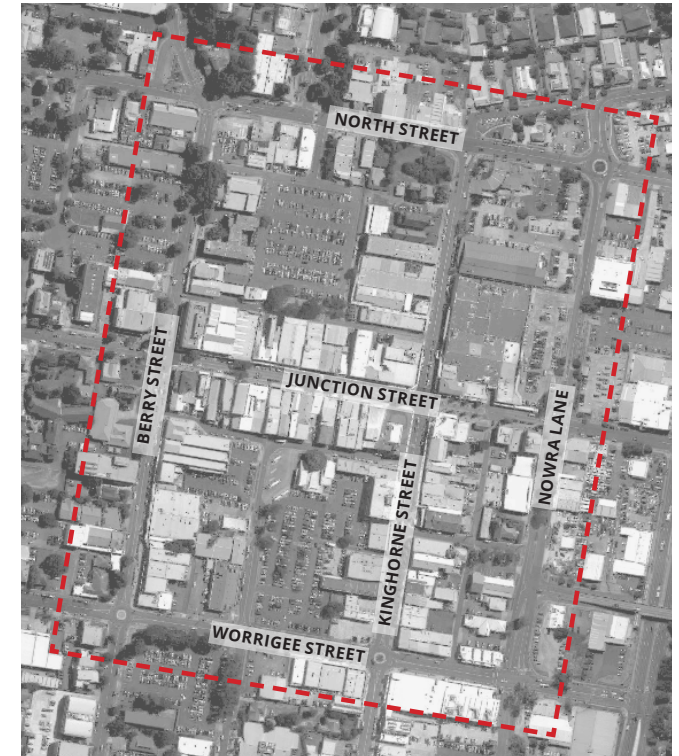
In the years since, the Committee has worked closely with Shoalhaven City Council to deliver improvements to the CBD, their responsibilities being the representatives of the wider business and resident community.

In late 2020, the Committee engaged Place Score to develop a 3-year Action Plan that will get us closer to achieving the long-term vision for Nowra CBD as defined in the masterplan document.

## PROJECT OBJECTIVES

**The objectives of this Action Plan are:**

- **Align stakeholders towards achieving the 2011 Masterplan vision**
- **Define Nowra's competitive advantage in order to attract investment**
- **Attract more customers to Nowra CBD and encourage them to stay longer and shop more**
- **Empower businesses to lead and co-invest in the future of Nowra CBD**
- **Provide a range of actions that could be delivered through collaborative partnerships**



## RETAIL CORE FOCUS

The area designated as Nowra CBD by the 2011 Masterplan is extensive, as such this three year Action Plan focuses on the retail core. The rationale is that by concentrating our energies and resources the benefits will be more noticeable and have a catalytic effect on the rest of the CBD.

## PROCESS

The process for developing the Action Plan involved two stages - Research and Action Plan Development.

### STAGE 1: RESEARCH

The aim of the research stage was to understand what is working well and what is not working well in the Nowra CBD Study Area. This research set the foundation for developing the Action Plan.

### STAGE 2: ACTION PLAN DEVELOPMENT

This stage has delivered an aligned 3-year Action Plan for the Nowra CBD through a collaborative process involving inputs from the RSC, SCC Councillors and staff, stakeholders, retail and hospitality business owners and Nowra's customers.

## ENGAGEMENT & RESEARCH

This Action Plan has been developed from a strong research foundation and an iterative process of engagement with stakeholders and the community.

It considers the inputs of over 1,200 participants and as such already has wide support.

The following engagement and research was undertaken:

- Desktop Review and Analysis (500+ past engagement responses)
- First Impressions Audit
- Business Audit
- Town Centre Care Factor (CF) Survey (83 engagement responses)
- Street Place Experience (PX) Assessments in 5 locations in Nowra CBD (132 engagement responses)
- Face to face workshops (37 participants)
- Online feedback survey (540 engagement responses)

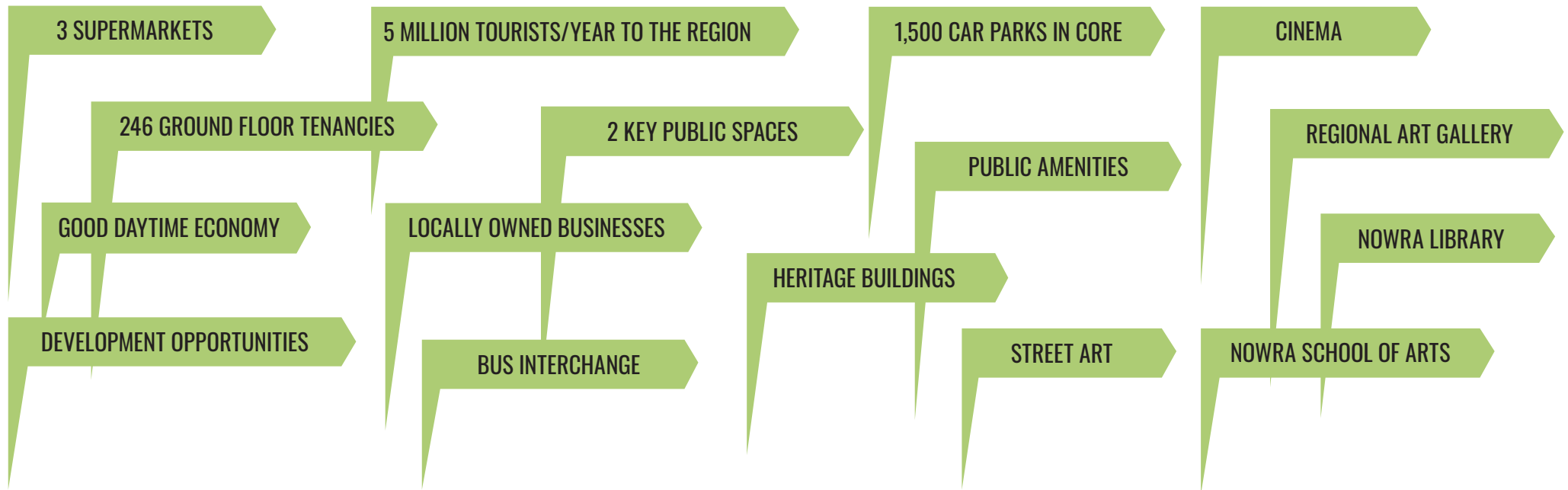
Findings from the Desktop Review and Analysis, First Impressions Audit, Business Audit, Town Centre Care Factor Surveys and Street Place Experience Assessments are included in the Understanding Nowra 2021 Report. In addition, the Nowra CBD Impact Maximiser Report provides a summary of the baseline Place Score data collected for the CBD in early 2021.

Findings from the workshops and online feedback survey can be found in the Stage 2 Engagement Summary Report.



# BUILDING ON OUR STRENGTHS

Nowra is the Shoalhaven local government area's largest regional centre. It contains the commercial business district (CBD) with administrative, commercial and other high order services. The CBD has a great offer of essential retail and services, a good day time hospitality offering, regional community destinations and a low vacancy rate.





# FACING OUR CHALLENGES

Nowra CBD is located in a very competitive regional landscape, with customers having a choice of more than 30 centres to shop from. The CBD lacks a strong place identity and experiential offer that will make it the customers' preferred place to go to. There is currently a perception among customers that there is not much to do in the CBD.



# KEY DIRECTIONS OF THE ACTION PLAN

In addition to Governance and Preparation Actions there are three Key Directions that provide the framework for the selection of actions included in this Action Plan.

Stakeholders from the RSC, SCC and the business community have provided their support to these directions. In addition, nearly 81% of over 540 community members who participated in an online feedback survey said they supported these directions.

The three Key Directions are:

1. Celebrate Nowra
2. Something for All
3. A Great Place to Hang Out

## CELEBRATE NOWRA

Build a good story – Share what is working well in Nowra and develop a positive identity to improve its experience, perception and place attraction



### INITIATIVES THAT HAVE BEEN WELL RECEIVED

- Event promotions through radio advertisements and competition vouchers
- CBD banners
- Heritage plaques and historical walk
- CBD Mural Trail
- Cafe Culture

### BUILD & IMPROVE ON

- Convenient location and offer of essential services
- Attractive cultural amenities like cinema, regional art gallery and the library
- Proximity to the Shoalhaven River
- Old and uninviting shopfronts fail to activate the streets
- Beautiful heritage buildings by celebrating them
- Current perception of the need to work towards cleanliness and care of public spaces

## SOMETHING FOR ALL

Attract more diversity and get people to stay longer – Offer more things to do for different audiences across day and night, weekdays and holidays



### INITIATIVES THAT HAVE BEEN WELL RECEIVED

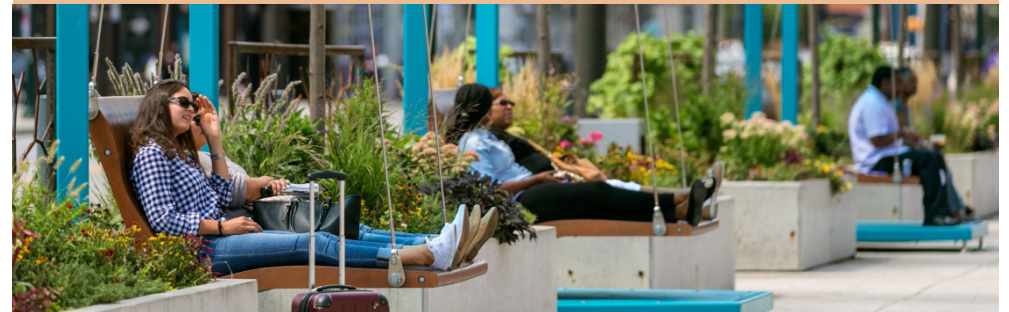
- Laneway painting event with the general public and food stalls (between library and art gallery)
- Town centre markets – DA cost assistance
- Event sponsorship – Shoalhaven Readers and Writers Festival

### BUILD & IMPROVE ON

- Welcoming mainstreets with a great daytime hospitality offering
- Diverse range of stakeholders invested in the CBD
- Special deals by some businesses to attract customers
- Introduce diverse activities for different ages
- Encourage longer trading hours of businesses and outdoor trading
- Improve attributes performing lower than the National Average
- Encourage partnerships between business to help increase customers and revenue

## A GREAT PLACE TO HANG OUT

Make it a walkable and stayable town - Improve the comfort and safety of Nowra CBD and make it a great place to sit, walk, stay, play and socialise



### INITIATIVES THAT HAVE BEEN WELL RECEIVED

- Christmas decorations
- Street care - Footpath and streetscape upgrades, murals with anti-graffiti coating, wayfinding signage, Raised planter boxes, presence of pedestrian counters
- Grants - Facade improvement program and Access improvement program
- Junction Street fairy lights

### BUILD & IMPROVE ON

- Investment in Jellybean Park and footpath upgrades along Berry Street
- Presence of seating, public toilets, water bubblers, bins
- Improve unsafe street crossing experience due to car dominance
- Safer by design principles
- Highlight artwork murals on building facades and decals on shopfronts
- Provision of comfortable, weather protected places to sit



# ACTIONS OVERVIEW

This Action Plan proposes actions for investment in Nowra CBD over the next three years. The distribution of actions over three years is based on what is achievable within the existing and proposed resources and what will have the most benefit.

The focus of Year 1 will be setting up the right systems for governance and marketing, delivering upgrades to Junction Court and a program of regular events, and undertaking scoping studies for Year 2 and 3 actions. Year 1 is also the starting point for ongoing actions associated with the upkeep and greening of Nowra CBD.

Year 2 will see the continuity of many of the actions from Year 1 in addition to new programs such as fresh food markets, parklet dining and a Try Local Campaign. Delivering artworks and lighting features will be the focus of physical improvement works in this year.

In addition to ongoing projects, Year 3 will also involve the delivery of a major legacy activation project in Nowra CBD.

## GOVERNANCE AND PREPARATION

- A1 Endorse the Action Plan
- A2 Preparation Work
- A11 Action Plan Impact Review

## CELEBRATE NOWRA

- A3 Place Manager for the Nowra CBD
- A6 Monthly Cleaning and Maintenance Program
- A7 Create and Deliver a Marketing Plan
- A8 Social Media and Graphics Support
- A15 Try Local Campaign
- A16 Major Activation Feasibility Study & Implementation

## SOMETHING FOR ALL

- A4 Surprise Saturday Program
- A9 Annual Christmas Wonderland
- A13 Monthly Fresh Food Markets
- A14 Parklet Program

## A GREAT PLACE TO HANG OUT

- A5 Junction Court Revitalisation Project
- A10 Greening Nowra
- A12 Art & Light Project

The following table provides a summary of proposed actions for the three year Action Plan. There are four categories of actions; Governance and Preparation, and those aligned with the three Key Directions: Celebrating Nowra, Something for All and A Great Place to Hang Out.

|     | Action Name   | Description   | April 2021 - June 30 2022 | July 2022 - June 30 2023 | July 2023 - June 30 2024 |
|-----|---|---|---------------------------|--------------------------|--------------------------|
| A1  | Endorse the Action Plan                             | Endorsement of the three year plan by the RSC and SCC as the primary focus for resources over the period  | \$0                       | -                        | -                        |
| A2  | 2020-21 Preparation Work                            | Short term program of support prior to the recruitment of a Place Manager. It includes preparation for future activities, graphic design and supplier research  | \$50,000                  | -                        | -                        |
| A3  | Place Manager for the Nowra CBD                     | A dedicated resource to lead and coordinate the proposed activities and programs while liaising with various stakeholders for their contributions   | \$100,000                 | \$100,000                | \$100,000                |
| A4  | Surprise Saturday Program                           | A weekly program of family friendly activities held in Junction Court   | \$75,000                  | \$75,000                 | \$75,000                 |
| A5  | Junction Court Revitalisation Project               | DPIE Grant funded transformation of Junction Court, Nowra   | \$15,000+ DPIE Grant      | -                        | -                        |
| A6  | Monthly Cleaning and Maintenance Program            | Monthly deep clean of retail core   | \$25,000                  | \$25,000                 | \$25,000                 |
| A7  | Create and Deliver a Marketing Plan                 | Place brand, logo and marketing collateral templates  | \$40,000                  | -                        | -                        |
| A8  | Social Media and Graphics Support                   | Monthly social media content delivery and tracking  | \$20,000                  | \$20,000                 | \$20,000                 |
| A9  | Annual Christmas Wonderland                         | Annual themed Christmas event to ensure repeat visitation for local families and visitors in the school summer holidays each year   | \$50,000                  | \$50,000                 | \$50,000                 |
| A10 | Greening Nowra                                      | Project to soften the experience of Nowra CBD by increasing the amount and variety of planting options  | \$20,000                  | \$20,000                 | \$20,000                 |
| A11 | Action Plan Impact Review                           | Annual data collection and reporting  | \$20,000                  | \$20,000                 | \$20,000                 |
| A12 | Art & Light Project                                 | Project building upon the potential of Berry Street to become Nowra CBD's night time and cultural precinct  | \$15,000                  | \$160,000                | -                        |
| A13 | Monthly Fresh Food Markets                          | Markets in Jellybean Park potentially run on every fourth Sunday by an independent commercial enterprise  | \$15,000                  | \$35,000                 | \$20,000                 |
| A14 | Parklet Program                                     | Purchase and installation of two parklets   | \$5,000                   | \$80,000                 | \$15,000                 |
| A15 | Try Local Campaign                                  | A program offering rewards to customers to encourage higher and more frequent spending in Nowra CBD   | -                         | \$20,000                 | \$15,000                 |
| A16 | Major Activation Feasibility Study & Implementation | Feasibility studies for Community Enterprise Hub, Night-time Rock Climbing Alley, Summer Festival Hub, Egans Place Transformation Competition and Laneway Activation - followed by implementation of the most feasible idea | -                         | \$40,000                 | \$100,000                |
|     | Contingency   |   | \$20,000                  | \$20,000                 | \$20,000                 |
|     |   |   | <b>\$470,000</b>          | <b>\$665,000</b>         | <b>\$480,000</b>         |



**ACTIONS FOR INVESTMENT**



# A1 ENDORSE THE ACTION PLAN

|        |                   |
|--------|-------------------|
| YEAR   | ENDORSED MAY 2021 |
| BUDGET | \$0               |

The success of this Action Plan relies on all stakeholders being aligned and committed to its delivery. The RSC and SCC as key stakeholders should endorse the three year plan as the primary focus for resources over the period.

## WHY IS THIS IMPORTANT?

- If the stakeholders of Nowra CBD are not aligned around the proposed actions, the Action Plan may not be implemented as desired
- Building capacity and confidence is key to guaranteeing success

## WHAT ARE THE BENEFITS?

- Agreement around the proposed actions among the stakeholders will eliminate potential barriers and help to get started with implementing the actions as soon as possible

## ACTION OVERVIEW

This Action Plan has already been developed with input from SCC Councillors and council staff, the RSC, local business representatives and Nowra's community. As such it reflects the ambitions of a wide cross section of stakeholders.

## KEY STEPS

This action is a Preparation Action to support the delivery of the Action Plan.

This involves two meetings to be conducted with the RSC and SCC to seek feedback and endorse this Action Plan.

April

- Delivery of Draft Action Plan for RSC & SCC Feedback

May

- Action Plan presentation meeting (online) with RSC members, SCC Councillors and council staff
- RSC and SCC endorsement of Action Plan in special meeting

*"Collaborative approach whereby businesses know each other, locals & visitors to move forward positively"*

## BUDGETS AND TIMELINE

|              | BUDGET | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |  |
|--------------|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
|              |        | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |  |
| FY 2020 - 21 | \$0    |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2021 - 22 |        |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2022 - 23 |        |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2023 - 24 |        |     |     |     |     |     |     |     |     |     |     |     |     |  |

## MEASURES OF SUCCESS

The successful delivery of this action can be measured as follows:



**Stakeholder Alignment**

- Endorsement of Action Plan in May 2021
- Commitment to Action Plan funding in May 2021

|        |          |
|--------|----------|
| YEAR   | 2021     |
| BUDGET | \$50,000 |

While this Action Plan and associated funding commences in July 2021, it is important to get started while energy is high. This action is about committing to a short term program of support prior to the recruitment of a Place Manager. It includes preparation for future activities, graphic design and supplier research.

### WHY IS THIS IMPORTANT?

- Lack of resources dedicated to undertaking research for implementing the actions in the period up to the appointment of a Place Manager
- Need of an external push to eliminate perceived barriers for implementation

### WHAT ARE THE BENEFITS?

- Materials required for getting started with some of the actions (e.g. the Surprise Saturday Program) will be prepared in advance
- Good starting point for a Place Manager and Nowra Activators volunteer group to take over their respective responsibilities

### ACTION OVERVIEW

There are two key areas of preparation work that are included in this action:

#### SURPRISE SATURDAY PROGRAM

It is essential that change is seen to be happening in the centre as soon as practical. Services would include developing an initial 6-week program for delivering Surprise Saturdays in Nowra (more details about this in Action A4), identifying and liaising with associated suppliers and onboarding local businesses and volunteers. This plan will then be handed over to the RSC and SCC to deliver and manage on the ground.

#### GRAPHICS

This includes setting up print and social media graphic templates and communications for marketing the Surprise Saturday program. It will also include setting up an 'I Love Nowra' Facebook page, developing a 12-week communications plan and preparing the brief for ongoing social media support (for Action A8).

### BUDGETS

The total budget allocation for this action is \$50,000 for an external consultancy to deliver the work. It involves the following indicative breakdown:

- \$22,000 for Research and Planning for 6 Surprise Saturdays
- \$14,000 for Communications and Graphics (3 months)
- \$14,000 for suppliers/ equipment required for 6 Surprise Saturdays

### KEY STEPS

May

- Request formal proposals from consultancies
- Review proposals and select consultancy which can then proceed with the work

June

- Street Walk to sign up interested businesses
- Communications and graphics brief
- Supplier research for Surprise Saturdays
- Draft program development and online program information session
- Draft graphics and call for content

July

- Communications distribution
- Program refinement and sign off
- Confirmation of team to deliver the Surprise Saturdays on the ground
- Surprise Saturday program launch

August - Mid September

- Ongoing communications
- 6 consecutive Surprise Saturdays

# A3 PLACE MANAGER FOR THE NOWRA CBD

|        |                           |
|--------|---------------------------|
| YEAR   | 2021-22-23                |
| BUDGET | \$80,000 - \$100,000/year |

Engage a Place Manager whose key responsibility is the successful delivery of this Action Plan over the next three years. The Place Manager will lead and coordinate the proposed activities and programs while liaising with various Nowra CBD stakeholders for their contributions.

## WHY IS THIS IMPORTANT?

- Shoalhaven City Council currently does not have a resource dedicated to Nowra CBD improvements
- There are several committees but no individual accountability

## WHAT ARE THE BENEFITS?

- Effective coordination and delivery of the CBD's marketing, activities, programs and physical improvements - thus improving customer attraction and attachment
- An assured point of contact in Council for businesses of Nowra CBD
- Enhanced online presence of Nowra CBD businesses
- Attraction of potential investors in Nowra CBD

## RESEARCH RATIONALE

- 'The Draft Illawarra Shoalhaven Regional Plan 2041 includes the objective 'Activate and transform Nowra City Centre'
- 'Activating the Centre' is one of the 10 focus areas of the Nowra CBD Revitalisation Strategy (2014)
- Both the workshop groups (Action Planning Workshops Feb 2021) selected this action

## ACTION OVERVIEW

The Place Manager would be engaged by the SCC on behalf of the RSC to guide the delivery of this Action Plan and manage associated budgets. Their role is not to 'do' all the actions but to facilitate participation and contributions from all stakeholders.

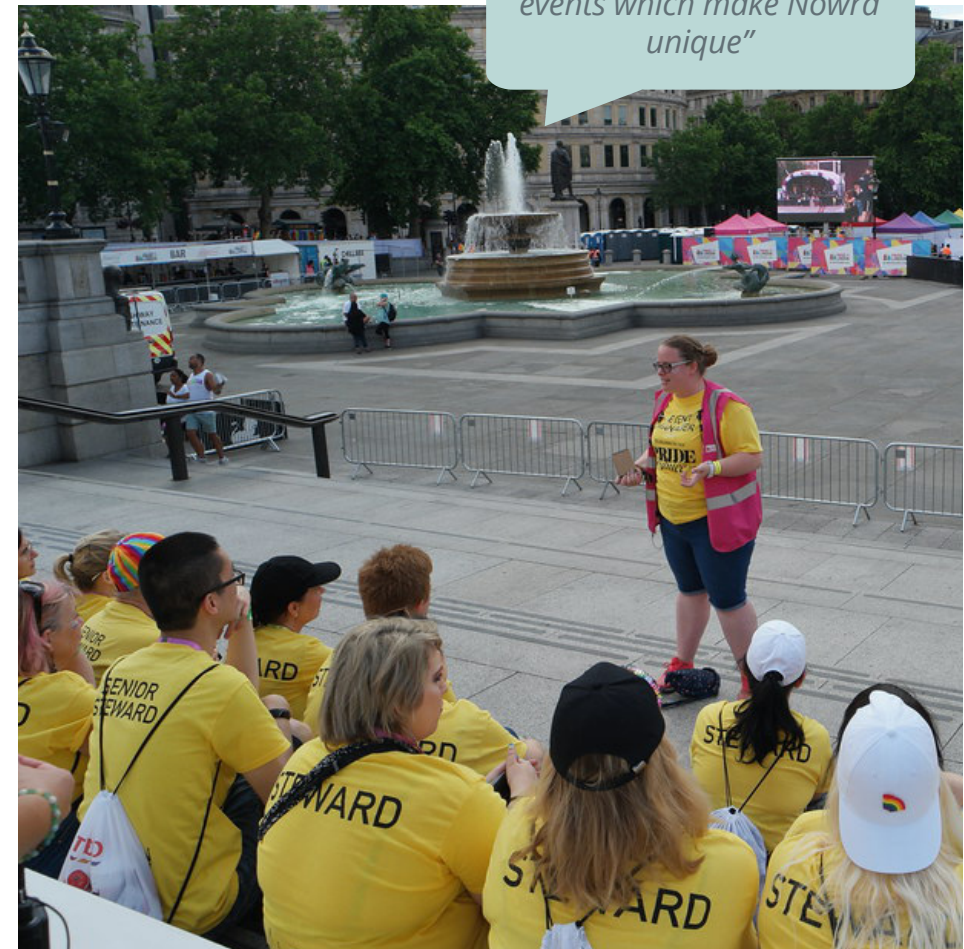
A Place Manager will be an integral member of the Council team but will work closely with various external stakeholders including the RSC, the Business Chamber and businesses in Nowra CBD. The role will be full-time but with variable hours, including some weekend work.

Essential Criteria for a Place Manager will be negotiation skills, experience of working with community groups and delivering tactical projects.

Draft KPIs for this role include:

- To establish robust partnerships with key internal and external stakeholders
- Ensure the timely delivery of the Action Plan against allocated budgets
- To act as the first point of contact for all Nowra CBD matters
- To undertake timely research of funding opportunities through external grants, apply for relevant grants and manage related finances
- To measure performance and monitor success across various initiatives
- To coordinate and manage bookings for various public spaces in Nowra CBD

*"Create and promote events which make Nowra unique"*



A Place Manager will lead and coordinate various activities, programs and events in Nowra CBD

## KEY STEPS

This action occurs once at the beginning of the program.

May

- Prepare position description and agree final KPIs
- SCC to manage recruitment

June

- Shortlist review by RSC & SCC panel
- Interviews
- Recommendation by SCC to RSC for appointment

July

- Appointment and onboarding



## BUDGETS AND TIMELINE

The total budget allocation for this action over the three years is \$240,000-300,000. It should be noted that the final budget will be determined once the scope and job description for the position have been finalised.

|              | BUDGET             | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |  |
|--------------|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
|              |                    | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |  |
| FY 2020 - 21 | \$0-               |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2021 - 22 | \$80,000-\$100,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2022 - 23 | \$80,000-\$100,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2023 - 24 | \$80,000-\$100,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |

## MEASURES OF SUCCESS

The successful delivery of this action can be measured as follows:



### Stakeholders

- Engagement and alignment of RSC and other business stakeholders
- Participation and contribution of RSC and stakeholders to Action Plan delivery



### Activity

- Delivery of planned actions according to associated budgets and timelines
- Facilitation of community led activities



### Media

- Management of communications consultants
- Positive media mentions/ social media reviews



# A4 'SURPRISE SATURDAY' PROGRAM

|        |               |
|--------|---------------|
| YEAR   | 2021-22-23    |
| BUDGET | \$75,000/year |

'Surprise Saturday' is a weekly program of family friendly activities held in Junction Court. These should be low cost, easy to deliver activities with a focus on building the perception of Nowra CBD as a place for the community to gather. People should 'know' something will always be happening, but be curious because they don't know what it might be.

## WHY IS THIS IMPORTANT?

- Currently there is a lack of things to do in Nowra CBD, especially for families with children
- Customers would like to see more activities and events planned for them in Nowra CBD

## WHAT ARE THE BENEFITS?

- New activities every weekend will attract families with children to Nowra CBD on a regular basis
- Better activation of open spaces in Nowra CBD
- Increased customer footfall and resultant increase in trading activity of surrounding businesses
- Improved perception of Nowra CBD

## RESEARCH RATIONALE

- 'Things to do in the evening (shopping, dining, entertainment etc.)' is the #1 priority for Nowra CBD as per Place Score's engagement in Jan 2021
- 'Activating the Centre' is one of the 10 objectives of the Nowra CBD Revitalisation Strategy (2014)
- Regular events in Junction Court is among the top 10 ideas of feedback survey respondents (Feb - March 2021)

## ACTION OVERVIEW

Reliable, consistent, family friendly and fun should be the hallmarks of a program of Saturday morning 'surprise activities' held in Junction Court.

Each week there should be baseline activity i.e. giant games, outdoor seating etc. This action includes an initial purchase of equipment such as a street stall, giant games, chairs and tables, rolled turf, long trolley, etc. that can be built on over time.

It is recommended that a local business be given a stall space each week for free, to sell their products or services e.g. cupcakes. Events by other organisations such as the rotary BBQ, fundraising, pop-up food etc. should be encouraged.

In addition to the baseline activity there should be a surprise e.g. a face painter, community choir, jumping castle, Easter Egg hunt, sausage sizzle, family yoga etc. Safer by design principles must be adhered to in all the activities.

Support, participation and contribution from local volunteers is essential to the success of this program. As such it is recommended a Nowra Activators volunteer group be formed. This group of 'doers' may include any stakeholders committed to delivering an exciting program and committing to helping set up and supervise each Saturday.

To build on the 'surprise element' information about the special activity will only be released on Friday.

*"More for kids and families to do - Saturday morning lawn games, crafts, entertainment"*



Nowra Activators will be a group of doers - people willing to work at the grassroots to achieve change

## KEY STEPS

This action occurs over the full three years of the program.

June (activities in this period are a part of Action A2)

- Street Walk to sign up interested businesses for first 6 Surprise Saturdays
- Prepare preliminary 6-week program overview
- Purchase baseline activity materials

July - Mid September (most of the activities in this period are a part of Action A2)

- 6 week program refinement and sign off
- Communications distribution
- Confirmation of volunteers to deliver the program on the ground
- Surprise Saturday program Launch
- Delivery of 6 consecutive Surprise Saturdays
- Place Manager, stakeholders and volunteers to build out plan for the upcoming Saturdays (potentially a 6-month plan)

Mid September onwards

- Review first 6 events and amend Program Plan as required
- Ongoing marketing and communications support



## BUDGETS AND TIMELINE

The total budget allocation for this program over the three years is \$225,000.

|              | BUDGET        | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|---------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |               | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | See Action A2 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$75,000      |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 | \$75,000      |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 | \$75,000      |     |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows:

- 
**Customers**
  - Increase in number of people/ families who visit every weekend
  - Increase in Google visitation numbers
- 
**Activity**
  - Minimum of 48 Surprise Saturdays per year
  - Increase/ maintain the diversification of activities
  - Increase in number of local business that participate
- 
**Media**
  - Regular promotions of upcoming events
  - Facebook shares
  - Instagram photos/ likes
  - Positive media stories

|        |                       |
|--------|-----------------------|
| YEAR   | 2021                  |
| BUDGET | DPIE Grant + \$15,000 |

The Junction Court Revitalisation project aims to transform Junction Court into Nowra’s soft, social, playable community heart - bringing people of all ages together through diverse regular day-night community/commercial activities. This project has received NSW DPIE’s Your High Street grant funding for implementation.

### WHY IS THIS IMPORTANT?

- Junction Court appears dated and is flanked by businesses that do not activate the public realm
- Mono functional, transient environment lacking places to stay
- Lack of sheltered space for group activity/interaction
- Space believed to host anti-social elements
- Current car-oriented design

### WHAT ARE THE BENEFITS?

- An attractive public domain with sheltered staying spaces and diversity of activities across day/night encouraging people to stay
- Pedestrian-friendly street design
- Attraction to street activating businesses

### RESEARCH RATIONALE

- Nowra CBD is perceived to perform poorly in terms of uniqueness, with attributes associated with public art, interesting visuals, unusual public space design and landmarks identified as considerations for improvement (as per Place Score’s engagement, Jan 2021)
- Improving the look and visual character of Nowra CBD is identified as a priority by feedback survey respondents (Feb - March 2021)

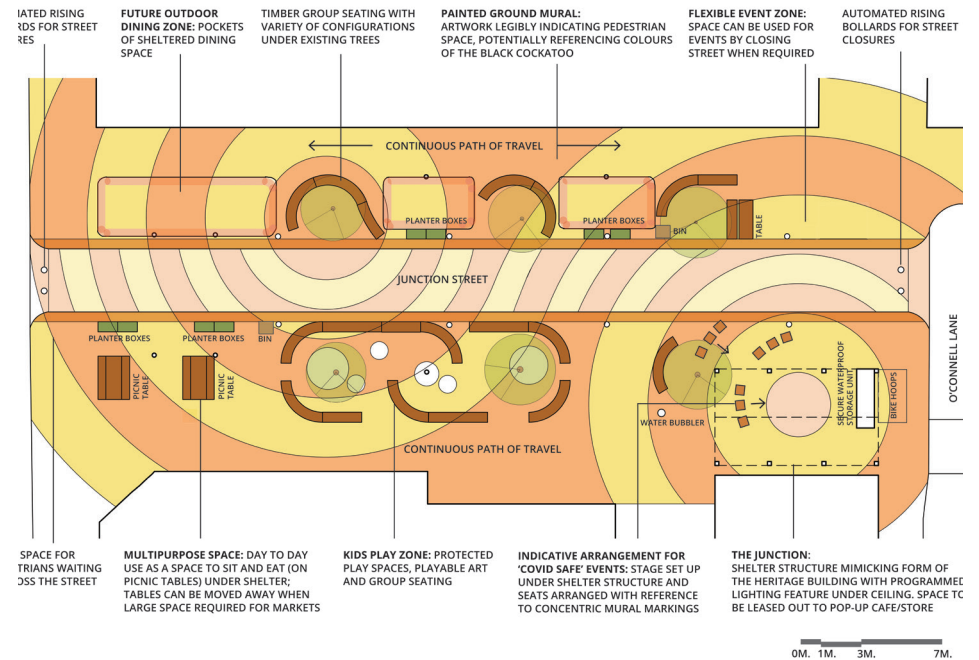
### ACTION OVERVIEW

The Junction Court Revitalisation project will be undertaken using funding through the NSW DPIE Your High Street grant program. The objective behind this project is to diversify the number of uses and improve the amenity and safety of Junction Court in order to attract people to spend time and shop in town.

This project proposes pedestrian prioritisation measures aimed at shifting the current car-oriented focus of Junction Court to a human focussed place. This will include realigning the traffic lane, installation of removable bollards, tightening kerb radii and painting an artwork ground mural. The project will see the installation of infrastructure such as modular timber seating under trees, picnic tables, a protected play zone, bike parking and performance spaces. In addition to the above, the project also involves the installation of a permanent shelter for rainy day kids’ activities and pop-up retail next to the heritage building, programmed artistic lighting feature under the ceiling of the proposed shelter and openable, modular, multi-canopy umbrellas in Junction Court.

The concept design will be reviewed with detailed information about Junction Court’s current constraints, and developed over stages seeking approvals and feedback as necessary.

*“More things to see/do e.g. open shop fronts or pop up shops. More seating/shade”*



Junction Court can be effectively transformed adopting a low-cost tactical approach



## KEY STEPS

This action will be delivered before Christmas 2021.

April

- NSW DPIE grant announcements

May - June

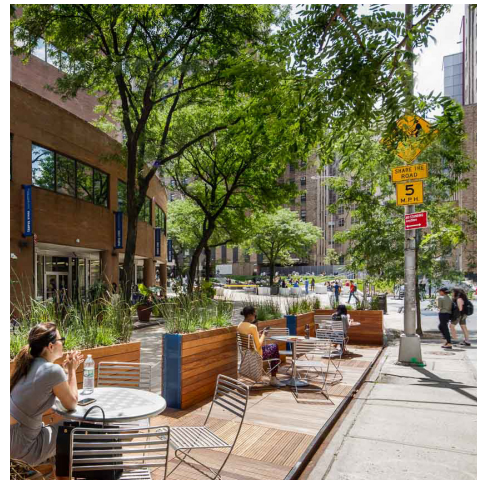
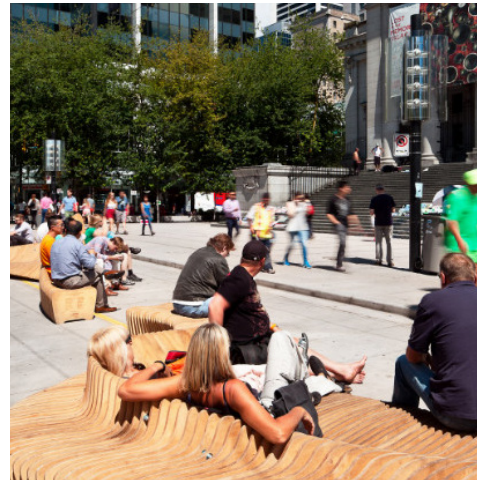
- Site visit by Council staff and design team
- DPIE 'before' place audits
- DPIE commencement reporting
- Concept design review and identification of constraints
- Preparation of return brief prior to design amendments
- Design development by design team

July - November

- Design documentation - 50% stage
- Required approvals and consultation
- Final design amendments
- Notification to business owners
- Preparation of a staging and management plan for construction work (with plan for events and activities to be moved temporarily to other areas)
- DPIE milestone reporting

November - December

- Construction activity
- Launch of open space in mid December
- DPIE 'after' place audits and Place score 'after' Place Experience assessments
- DPIE project acquittal reporting



## BUDGETS AND TIMELINE

While this action will be delivered through the DPIE grant, a budget of \$15,000 has been allocated in Year 1 to support the overall project.

|              | BUDGET                | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|-----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |                       | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | DPIE Grant            |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$15,000 + DPIE Grant |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 |                       |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 |                       |     |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows:



Place

- Increase in Place Experience Score for Junction Court
- Delivery of concept plan objectives - more places to spend time, safer and greener, etc.
- Increase in DPIE audit scores



Business

- Engagement with adjacent landowners to reactivate edges
- Aesthetic maintenance/ upgradation of shopfronts near Junction Court



Activity

- Increase in number of events/ community activities
- Reduction in anti-social behaviour
- Increase in diversity of users and length of stay



# A6 MONTHLY CLEANING AND MAINTENANCE PROGRAM

|        |               |
|--------|---------------|
| YEAR   | 2021-22-23    |
| BUDGET | \$25,000/year |

A regular clean up and maintenance of Nowra CBD's mainstreets by a refresh crew will improve the current perception around cleanliness and contribute towards building a positive identity for Nowra CBD.

## WHY IS THIS IMPORTANT?

- Nowra CBD's customers highly value cleanliness and maintenance but consider this to be negatively impacting their place experience of several mainstreets
- The perception of Nowra CBD needs to be improved and customers should feel good about visiting it

## WHAT ARE THE BENEFITS?

- Improved look and feel of Nowra CBD
- Visible cleaning activity will illustrate that positive change is taking place and discourage people from littering
- Build pride among local businesses and the community
- Ensured surveillance during less crowded hours of the day

## RESEARCH RATIONALE

- 'Keeping the CBD clean and maintained' is one of the 10 objectives of the Nowra CBD Revitalisation Strategy (2014)
- Improving the evidence of cleanliness and maintenance are priorities for the CBD according to your community
- A regular clean-up is among the top 5 ideas of feedback survey respondents (Feb - March 2021)
- Both the workshop groups (Action Planning Workshops Feb 2021) selected this action

## ACTION OVERVIEW

This action appoints a dedicated 'Refresh Crew' in the Council to undertake regular cleaning and maintenance of Nowra CBD's mainstreets.

The 'Refresh Crew' will be a highly visible team of cleaning and maintenance experts who visit Nowra CBD's mainstreets to clean, fix and to 'activate' during the less busy hours of the day every month.

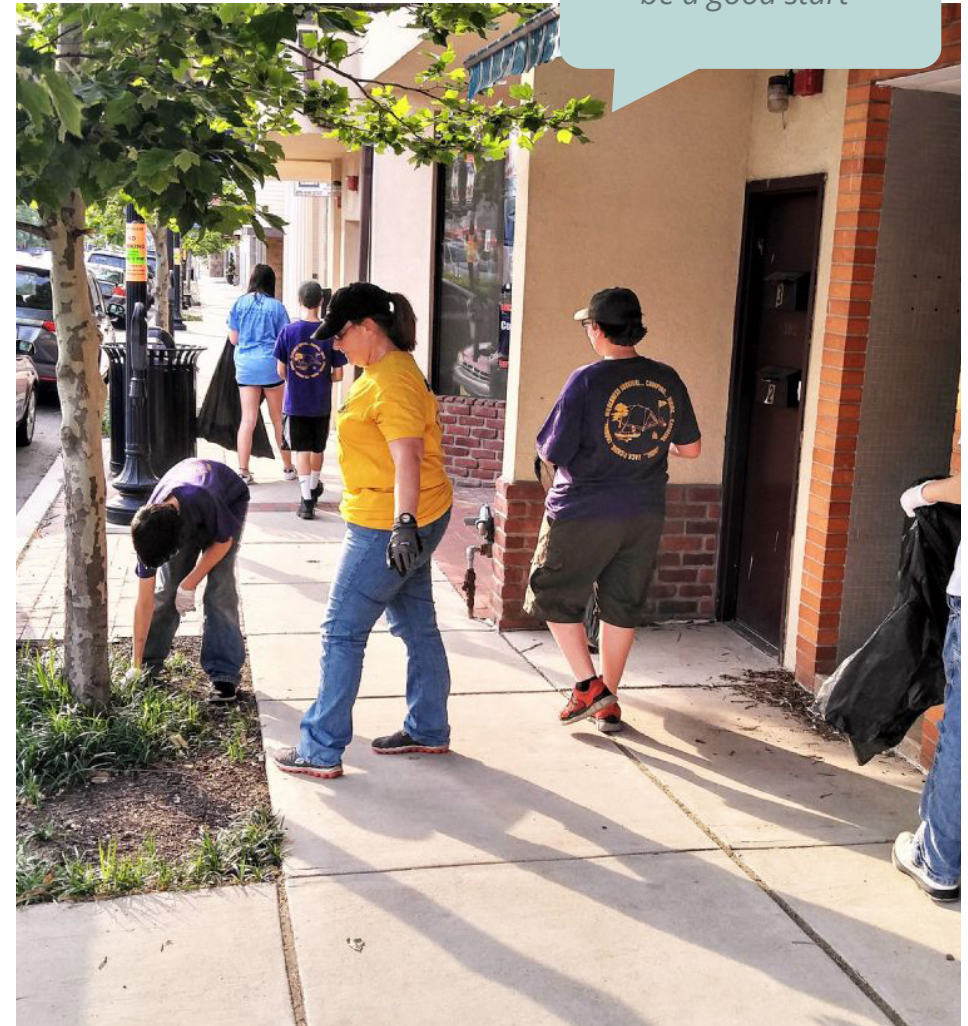
What will the crew do?

- Pick up rubbish off the ground
- Clean seats/bubblers
- Tidy planters/ tree pits
- Small fixes (e.g. pavement, paint)
- Report bigger maintenance issues
- Engage with the public

This crew will bring their own cleaning equipment and tools for quick repairs.

Special cleaning and maintenance services can be organised after public events or occurrences associated with extreme weather conditions.

*"A good clean up would be a good start"*



A visible 'Refresh Crew' will not only help improve cleanliness but also activate Nowra CBD's mainstreets

## KEY STEPS

This action occurs over the full three years of the program.

- Council’s Assets/ Waste Department to nominate the Refresh Crew members
- Preparation of a calendar of monthly clean-ups
- Purchase of crew uniforms, trolley, signage and tools
- Implementation of this action over a 6-month trial period
- Review this action and its process to refine if required. Follow with further implementation over the next 2.5 years



## BUDGETS AND TIMELINE

The total budget allocation for this program over the three years is \$75,000.

|              | BUDGET   | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |  |
|--------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
|              |          | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |  |
| FY 2020 - 21 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2021 - 22 | \$25,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2022 - 23 | \$25,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2023 - 24 | \$25,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows:



### Customers

- Improvements in Place Experience Scores associated with cleanliness and maintenance
- Reduction in complaints to SCC



# A7 CREATE AND DELIVER A MARKETING PLAN

|        |          |
|--------|----------|
| YEAR   | 2021     |
| BUDGET | \$40,000 |

Nowra CBD has no universal story that celebrates its strengths and attracts interest. We need a great story and a positive place brand. A marketing plan will help transform the current perception of Nowra CBD from an average town with nothing to do to a place that offers a unique experience to different audiences.

## WHY IS THIS IMPORTANT?

- Customer perception of Nowra CBD is not positive
- The town lacks a destinational quality which could attract visitors
- The town has limited online presence
- There is a lack of customer-targeted marketing to compete with shopping centres, online retail and regional experience towns

## WHAT ARE THE BENEFITS?

- A positive place brand for Nowra CBD
- Improved attraction for new customers including tourists
- Improved attraction for new businesses and investors
- Enhanced online presence

## RESEARCH RATIONALE

- 'Spreading the Word' which talks about marketing, promotion and communication is one of the 10 objectives of the Nowra CBD Revitalisation Strategy (2014)
- Both the workshop groups (Action Planning Workshops Feb 2021) selected this action
- Regional and local marketing campaigns are among the top 15 ideas of feedback survey respondents (Feb - March 2021)

## ACTION OVERVIEW

This action directs the development of a high level marketing plan that can tell a great story about Nowra CBD and its offer.

It should include:

- A place brand narrative and key messages that can adapt as the Action Plan is delivered and the place experience improves
- Clear actions for marketing Nowra CBD to locals and visitors including social media directions
- A simple logo and graphics pack suitable for use across a range of media
- Graphic templates for social media and printed communications

Development of the place brand and logo should adopt a collaborative process involving engagement with Nowra CBD's community, organisations and businesses. It should recognise Nowra CBD's uniqueness including its arts and growing cafe culture. The marketing plan will provide the tools to deliver the message of Nowra CBD's brand.

Any marketing for the town should be specifically geared towards the target customers. This may include articles to be shared across regional media, visitor maps and brochures, postcards, flyers, etc.

This action will guide the communications led by the Place Manager over the next three years.

*"A consistent style in decorations, building facade, advertising etc. Build a recognisable brand for CBD"*



People are often drawn to new places because of unique ways in which they are marketed

## KEY STEPS

This action occurs once at the beginning of the program.

July

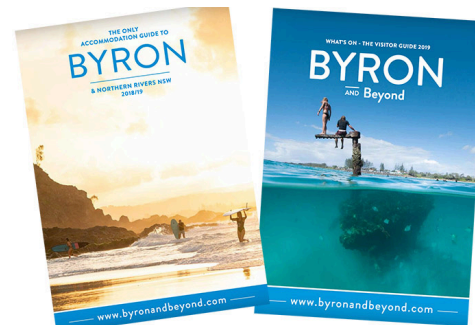
- Preparation of brief for potential consultants
- SCC to manage invited tender process

August

- Commissioned consultant to undertake required research and consultation
- Deliver a draft plan by end of the month

Mid-September

- Consultant to deliver final plan and graphics package






## BUDGETS AND TIMELINE

The total budget allocation for this action over the three years is \$40,000.

|              | BUDGET   | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |  |
|--------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
|              |          | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |  |
| FY 2020 - 21 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2021 - 22 | \$40,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2022 - 23 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2023 - 24 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |  |

## MEASURES OF SUCCESS

The successful delivery of this action can be measured as follows:

|  |   |
|--|---|
|  <b>Customers</b> | <ul style="list-style-type: none"> <li>• Increase in Net Promoter Score (based on Place Score's Place Experience Assessment Data)</li> <li>• Increase in number of customers (pedestrian counts)</li> </ul> |
|  <b>Business</b>  | <ul style="list-style-type: none"> <li>• Increase in local businesses using Nowra CBD branding in their own communications</li> </ul>   |
|  <b>Media</b>     | <ul style="list-style-type: none"> <li>• New Nowra CBD branding</li> <li>• Updated branding and narrative to key tourism sites</li> <li>• Positive media stories about Nowra</li> </ul>                     |



# A8 SOCIAL MEDIA AND GRAPHICS SUPPORT

|        |             |
|--------|-------------|
| YEAR   | 2021-22-23  |
| BUDGET | 20,000/year |

Engage an expert that can build out a monthly plan and content for social media and support graphic design for posters and other collateral.

## WHY IS THIS IMPORTANT?

- No resource dedicated to managing communications associated with Nowra CBD revitalisation actions
- Poor online presence of Nowra CBD compared to other regional towns around Sydney

## WHAT ARE THE BENEFITS?

- Making customers aware of changes happening in Nowra CBD and the activities planned for them
- Personalised communications through different forms of media will attract different types of audiences
- Potential to expand customer base
- Benefits to businesses in terms of longer trading and more revenue

## RESEARCH RATIONALE

- 'Spreading the Word' which talks about marketing, promotion and communication is one of the 10 objectives of the Nowra CBD Revitalisation Strategy (2014)
- Both the workshop groups (Action Planning Workshops Feb 2021) selected this action
- A dedicated Facebook page for Nowra CBD businesses is among the top 15 ideas of feedback survey respondents (Feb - March 2021)

## ACTION OVERVIEW

Engage a social media and graphics expert on a base retainer to engage with businesses and develop and deliver a minimum monthly content plan. The engagement should also include monthly tracking and reporting of outcomes. Additional graphic services can then be engaged as needed for specific projects.

Once developed, the marketing plan will help guide this work.

It is suggested that an external organisation be hired to provide support to the Place Manager and Council Communications team for the following items:

- Monthly meeting to understand upcoming campaigns/ activities/ programs, etc.
- Providing copy/graphics for customer-targeted communications across different media channels
- Scheduling social media campaigns
- Designing and printing hard copy collaterals aligned to different programs and activities
- Paid advertisements when required
- Monthly reporting of outcomes

"Need local marketing but not via traditional media, use Social Media"

**Labor Day**

- 1 Sun**  
**Labor Day promo**  
  
Prime your audience for Labor day with a promo video that teases your (amazing) deals.  
[Spread excitement](#)
- 2 Mon**  
**Labor Day sale**  
  
Today is the big day! Get your cash register ringing for Labor Day with this ecom-ready video.  
[Sell, sell, sell!](#)
- 3 Tue**  
**Labor day analysis**  
  
How did your Labor Day video perform on Facebook? Learn how to measure the impact now.  
[Crunch numbers](#)
- 4 Wed**  
**Wildlife D**  
  
Raise aware preservation species. Wh share the m  
[Spread the](#)

**New York Fashion Week**

- 8 Sun**  
**Sunday funday**  
  
Keep your email subscribers engaged with a teaser for news you'll share later in the week.  
[Build suspense](#)
- 9 Mon**  
**NYFW strategy**  
  
Fashion week is go, darling. Before you start posting, read this essential blog post first.  
[Become expert](#)
- 10 Tue**  
**NYFW Listicle**  
  
Cash in on NYFW with this ready-to-go listicle. Share it on your socials and your blog.  
[Keep it chic](#)
- 11 Wed**  
**NYFW sale**  
  
Promote a f week with t friendly ad.  
[Sell beautif](#)

The social media and graphics expert will look after social media campaigns and hard-copy communications' materials

## KEY STEPS

This action occurs over the full three years of the program.

August - Mid September

- SCC/RSC to finalise brief for the proposed services (based on draft communications and graphics brief developed as a part of Action A2)
- SCC to run an invited tender to potential consultants
- Communications consultant commissioned on retainer with clear KPIs

Mid September onwards

- Prepare preliminary communications program direction based on Marketing Plan (as per Action A7) for RSC sign off
- Prepare preliminary program overview
- Monthly briefings regarding upcoming activities in Nowra CBD
- Content development and scheduling of campaigns on a regular basis
- Additional graphics support as required



## BUDGETS AND TIMELINE

The total budget allocation for this action over the three years is \$60,000. Its implementation timeline is aligned with the delivery of Action A7.

|              | BUDGET   | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |          | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this action can be measured as follows:



Customers

- Increase in online engagement
- Increase in number of online followers
- Number of post shares



Media

- Diversity of post content
- Representation of multiple businesses
- Number of posts per week
- Timely support of activities and programs in Nowra CBD



# A9 ANNUAL CHRISTMAS WONDERLAND

|        |               |
|--------|---------------|
| YEAR   | 2021-22-23    |
| BUDGET | \$50,000/year |

The Annual Christmas Wonderland builds on the success of the Christmas event organised by the RSC in December 2020. Annual theme changes will ensure repeat visitation for local families and visitors around Christmas and the school summer holidays each year.

## WHY IS THIS IMPORTANT?

- The Christmas event in 2020 was successful and was positively spoken about by the community
- There is a desire to continue the tradition and deliver an event that attracts locals to Nowra CBD in the holiday season

## WHAT ARE THE BENEFITS?

- Attract families and tourists to visit
- Support increased trading activity in the holiday period eg evenings and weekends
- Improved perception of Nowra CBD as centre of community activity

## RESEARCH RATIONALE

- *'Things to do in the evening (shopping, dining, entertainment etc.)'* is the #1 priority for Nowra CBD as per Place Score's engagement in Jan 2021
- *'Activating the Centre'* is one of the 10 objectives of the Nowra CBD Revitalisation Strategy (2014)
- Improving the *'Evidence of public events'* is an improvement consideration according to your community (as per Place Score's engagement in Jan 2021)

## ACTION OVERVIEW

This action proposes to deliver a differently themed experience in Junction Court every year that celebrates the summer holidays and Christmas season.

It can be delivered in partnership with a local not for profit e.g. Rotary/ RSL and should include both the display and associated activities in Junction Court and in surrounding streets. Opportunities to work with Stocklands Nowra to cross promote could be considered.

Display considerations:

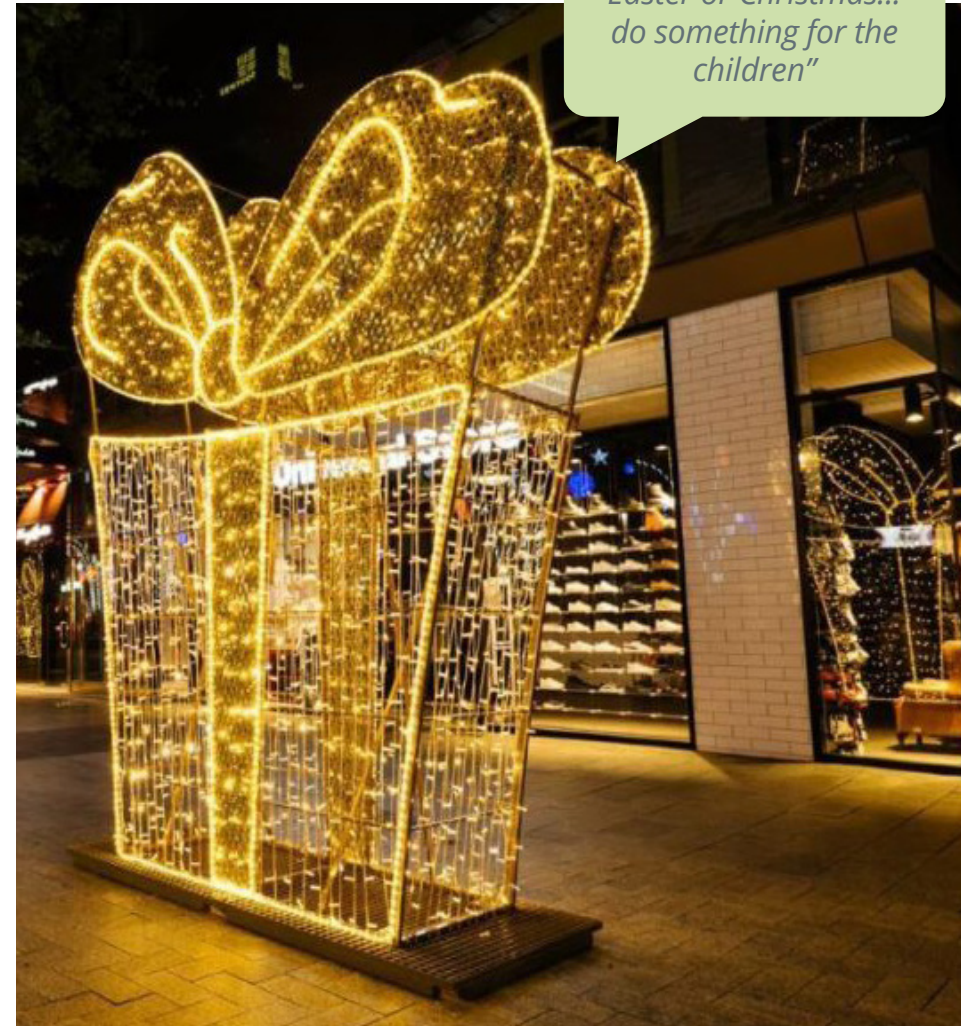
- Mix of traditional and contemporary themes
- 'Instagrammable' photo opportunities
- Staff could dress to match the theme
- An experience that you can spend time in/ interact with, not just look at

With the Junction Court Revitalisation project (Action A5) being implemented by mid-December 2021, the proposed ochre and red coloured floor mural in Junction Court would be an apt setting for a beachy summer Christmas themed event.

Supporting activity ideas:

- Shopfront display competition between stores to encourage people to explore
- Petting zoo
- Face painting
- Ice cream wagon
- Evening Christmas parade, carols
- Bake sale for local charity or school, etc.

*"On special occasions: Easter or Christmas... do something for the children"*



Having unique interactive decorations every year will encourage visitors to keep coming back to Nowra CBD

## KEY STEPS

This action repeats annually.

September

- Research into available decorations and pricing
- Determine theme, type of activities and decorations

October

- Develop program of activities and responsibilities for delivery/management with Activators group
- Develop communications and marketing materials

November

- Early distribution of communications/ promotions across regional and local media and local partners
- Booking in resources from the Activators group and the wider community who will be available to assist with setting up the installations and activities before/during Christmas

December

- Set up display for launch in mid-December
- Removal of installation



## BUDGETS AND TIMELINE

The total budget allocation for this program over the three years is \$150,000.

|              | BUDGET   | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |          | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$50,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 | \$50,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 | \$50,000 |     |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows:

|  |  |
|--|--|
|  <b>Customers</b> | <ul style="list-style-type: none"> <li>• Number of people who visit the display each day</li> <li>• Length of time customers stay in display/ centre</li> <li>• Increase in business turnover</li> </ul> |
|  <b>Activity</b>  | <ul style="list-style-type: none"> <li>• Increase in trading days/ hours</li> <li>• Increase in number of public events</li> <li>• Number of business led events/ specials/ activities</li> </ul>        |
|  <b>Media</b>     | <ul style="list-style-type: none"> <li>• Facebook shares</li> <li>• Instagram photos/ likes</li> <li>• Positive media stories</li> </ul>   |



|        |               |
|--------|---------------|
| YEAR   | 2021-22-23    |
| BUDGET | \$20,000/year |

‘Greening Nowra’ aims to soften the experience of Nowra CBD by increasing the amount and variety of planting options. This will not only enhance the comfort of staying in the public domain but also improve the visual character of Nowra CBD.

## WHY IS THIS IMPORTANT?

- Nowra CBD has great planting along Kinghorne Street and parts of Berry and Junction Street, but this is inconsistent
- Customers perceive the condition of vegetation in Nowra CBD to be its strength but would like to see more greenery and better connection with the natural environment

## WHAT ARE THE BENEFITS?

- Improved amenity and visual identity of Nowra CBD
- The environment will feel cleaner
- Enhanced physical and visual comfort will encourage longer customer stays
- Increased sense of pride for local businesses and the community
- Creation of ‘Insta-worthy’ moments

## RESEARCH RATIONALE

- ‘Elements of the natural environment’ and ‘Vegetation and natural elements’ have been identified as priorities for improvement across the Nowra CBD as per Place Score’s engagement in Jan 2021
- More greenery across Nowra CBD is the #2 idea of feedback survey respondents (Feb - March 2021)

## ACTION OVERVIEW

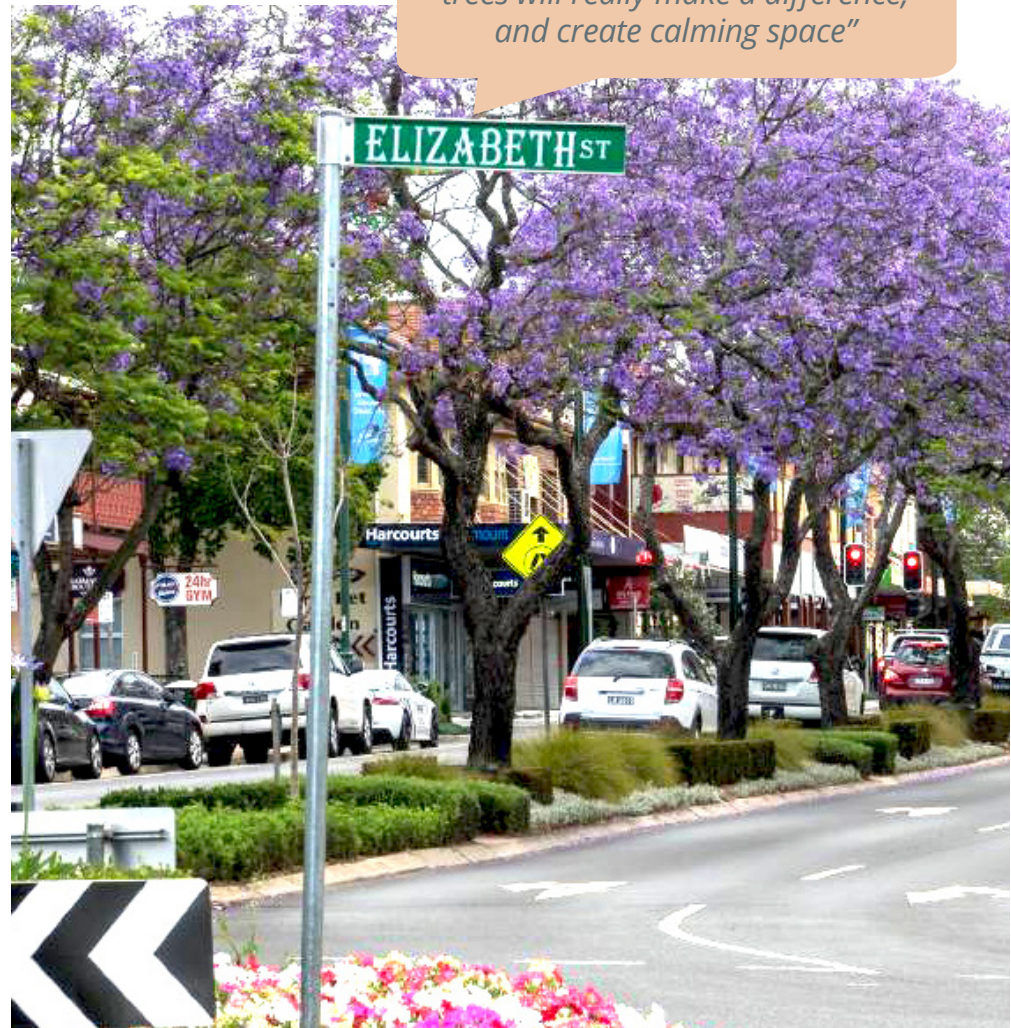
The action adds shade trees and hanging planter baskets outside shopfronts in Nowra CBD.

This program will involve two parts:

The first will see the planting of shade trees in locations identified to be suitable for planting by the Place Manager and the Council Assets team. New tree planting will be accompanied with the construction of below-ground tree management systems.

The second part of the program will see the installation of hanging planter baskets under the awnings along Junction Street. This initiative will see the involvement of local businesses. They can assist with potting and ensuring regular maintenance of plants outside their shopfronts.

*“More nice, large, well-maintained trees will really make a difference, and create calming space”*

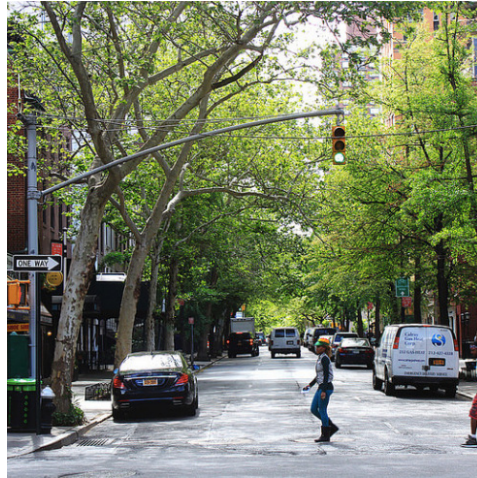


Ornamental trees like Jacarandas will create instagrammable moments attracting customers to Nowra CBD



## KEY STEPS

- Place Manager and Council Assets team to identify suitable locations for new tree planting and installation of hanging planter baskets in Nowra CBD based on safety/ DDA compliance
- Purchase of trees, plants, hanging planter baskets, soil and equipment required for potting
- Development of promotional marketing material for this action
- Onboarding businesses along Junction Street to participate in potting
- Organise potting day - business owners get to choose their desired plants in the basket outside their shopfront
- Construction of tree pits/ below-ground tree management systems and planting new trees by Council team
- Regular watering/ maintenance by Council team and businesses



## BUDGETS AND TIMELINE

The total budget allocation for this action over the three years is \$60,000.

|              | BUDGET   | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |          | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows



### Customers

- Increase in number of people who visit
- Increase in length of time customers stay



### Activity

- Increase in participation of local businesses
- Improved aesthetics of Nowra CBD
- Increase in trading



### Media

- Facebook shares
- Instagram photos/ likes
- Positive media stories

|        |               |
|--------|---------------|
| YEAR   | 2021-22-23    |
| BUDGET | \$20,000/year |

Annual reviews of the impacts of the delivery of this Action Plan are essential to ensuring maximum return on investment. This action will allow for data collection and reporting against key metrics identified for each action.

## WHY IS THIS IMPORTANT?

- Reviews provide an unbiased perspective on the success of the actions
- Identification of opportunities to learn and improve

## WHAT ARE THE BENEFITS?

- Baseline data has already been collected for Nowra CBD in early 2021
- Comparative data will clarify the impacts of new investments made as a part of the Action Plan delivery

## ACTION OVERVIEW

In Year 1 this action would include setting up a simple framework for annual review reporting that includes baseline data.

The budget allows for new Place Score data collection e.g. Junction Court 'After' Place Experience Assessment, business audit updates etc.

Social media tracking will be provided monthly from the social media consultant.

The Place Manager should ensure that simple systems are put in place to capture data regarding business participation, number of attendees at events etc.

## KEY STEPS

This action is a Governance Action to support the delivery of the Action Plan.

July onwards

- Tracking of event information
- Social media data tracking

December 2021/ January 2022

- Junction Court post development PX Assessment

June 2022

- Year 1 Review Data collection

June 2023

- Year 2 Review Data collection

June 2024

- Year 3 Review Data collection

## BUDGETS AND TIMELINE

The total budget allocation for this program over the three years is \$60,000.

|              | BUDGET   | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |  |
|--------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--|
|              |          | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |  |
| FY 2020 - 21 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2021 - 22 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2022 - 23 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |
| FY 2023 - 24 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |  |

## MEASURES OF SUCCESS

The successful delivery of this action can be measured as follows:



### Stakeholder Alignment

- Annual review completed by September each year
- Focus on metrics that can show changes over time

(This page has been intentionally left blank)

# A12 ART AND LIGHT PROJECT

|        |                                 |
|--------|---------------------------------|
| YEAR   | 2021-22-23                      |
| BUDGET | \$15,000 Yr 1<br>\$160,000 Yr 2 |

The art and light project builds upon the potential of Berry Street to become Nowra CBD’s night time and cultural precinct. It will see the installation of artworks and lighting elements connecting night time venues and cultural destinations in the town.

## WHY IS THIS IMPORTANT?

- Poor night time offering in Nowra CBD
- Several cultural destinations but lack of a cohesive thread binding them
- Perceived lack of safety at night

## WHAT ARE THE BENEFITS?

- Better safety associated with walking in Nowra CBD at night
- Creation of ‘Insta-worthy’ moments
- Increased night time attraction for customers
- Encouragement to businesses to stay open late into the evenings

## RESEARCH RATIONALE

- ‘Public Art in the CBD’ is one of the 10 objectives of the Nowra CBD Revitalisation Strategy (2014)
- ‘Lighting up mainstreets’ is the #6 idea of feedback survey respondents (Feb - March 2021)
- Nowra CBD is perceived to perform poorly in terms of uniqueness, with attributes associated with public art, landmarks etc. identified as considerations for improvement (as per Place Score’s engagement in Jan 2021)

## ACTION OVERVIEW

Berry Street is home to Roxy Cinema, Shoalhaven Regional Gallery, Nowra School of Arts, Nowra Library and some night time hospitality venues. This action proposes the installation of instagrammable art and lighting elements connecting night-time destinations along Berry Street. It will also involve painting artwork murals over the existing scatter crossings at either ends of Junction Street to clearly designate pedestrian priority and enhance visual appeal.

The art and light project will engage a local artist from the Shoalhaven region to deliver a series of elements that will serve as prominent landmarks and enhance the appeal of Berry Street as a night time precinct. Lighting features along the mainstreet can be of various types - lights suspended under awnings, projections onto historic building facades and trees, lights embedded in paving, etc. This project could be built upon over time to extend into the CBD’s laneways.

*“With plenty of mood style lighting and structures or similar objects all around to create a vibrant atmosphere”*



Instagrammable lighting features will attract people to Nowra CBD at night, improve safety and encourage businesses to stay open for longer



## KEY STEPS

- Research around the idea and preparation of artist brief and EOI materials
- Invitations to local artists to participate in the project
- Preparing a shortlist of artist EOIs
- Development of concepts by shortlisted artists
- Final artist selection by a panel including Place Manager, representatives of the Committee and the art gallery
- Development of detailed design for artworks and lighting features including murals over crossings
- Preparation of a traffic management plan
- Road closures and installation of art and light features
- Project launch and promotions



## BUDGETS AND TIMELINE

The total budget allocation for this action over the three years is \$175,000.

|              | BUDGET    | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|-----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |           | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | \$0       |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$15,000  |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 | \$160,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 |           |     |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows:



### Customers

- Increase in number of people who visit at night
- Increase in customer visitation time
- Increase in business turnover



### Business

- Increase in trading days/ hours
- Increase in number of local business staying open till late
- High interest from artists
- Improved aesthetic along Berry Street



### Media

- Facebook shares
- Instagram photos/ likes
- Positive media stories

# A13 MONTHLY FRESH FOOD MARKETS

|        |   |
|--------|---|
| YEAR   | 2021-22-23                                      |
| BUDGET | \$15,000 Yr 1<br>\$35,000 Yr 2<br>\$20,000 Yr 3 |

The Monthly Fresh Food Market addresses the high demand for fresh food by Nowra CBD’s customers and the opportunity to showcase the Shoalhaven’s fresh produce. Markets could operate in Jellybean Park and be run by an independent commercial enterprise.

## WHY IS THIS IMPORTANT?

- The current fresh food offering in Nowra CBD is limited to indoor supermarkets
- Outdoor monthly markets were conducted in Jellybean Park a few years ago but have now stopped operations
- Customers would like to see an outdoor fresh food offering in Nowra CBD, particularly on weekends

## WHAT ARE THE BENEFITS?

- Improved customer attraction to Nowra CBD on weekends
- Better activation of open spaces potentially on Sundays which are less busy compared to other days of the week
- Improved perception of Nowra CBD

## RESEARCH RATIONALE

- ‘Things to do in the evening (shopping, dining, entertainment etc.)’ is the #1 priority for Nowra CBD as per Place Score’s engagement in Jan 2021
- ‘Activating the Centre’ is one of the 10 objectives of the Nowra CBD Revitalisation Strategy (2014)
- Fresh food markets on Sunday mornings is the #1 improvement idea of feedback survey respondents (Feb - March 2021)

## ACTION OVERVIEW

The Shoalhaven region has over 65 fresh food producers. Within a 20-minute drive of Nowra CBD there are over 10 fresh food markets which run on weekends or mid-week. This demonstrates the demand for fresh food markets in the region and the opportunity to have a market within Nowra CBD itself.

Around 5 years ago, Council’s Economic Development team had called out for EOIs for running markets in Jellybean Park. The link to previous EOI materials can be found [here](#). Markets were conducted every month on the fourth Saturday however ceased to operate in the years to come.

This action proposes running an EOI process towards the end of Financial Year 2021-22 to select a market operator who can run a weekend fresh food market in Nowra CBD. It is recommended that markets be held on the fourth Sunday of the month to help activate the CBD at a usually less busy time of the week; however this should be finalised after assessing interest from market operators in the wider region. The market could be set up at Jellybean Park which offers easy access to car parking, seating and amenities.

“Nowra needs a fresh food and crafts farmers market weekly on a Saturday or Sunday morning”



Markets can be operated by Shoalhaven based entities having their own insurance



## KEY STEPS

- Place Manager to establish initial contact with market operators in the wider Shoalhaven region to assess interest in delivering fresh food markets in Nowra CBD
- Place Manager/Council Economic Development team to prepare collaterals for EOI process - market regulations, EOI template, program handout etc.
- Distribution of handouts/formal invitations to all market operators in the region
- Selection of market operator, contract and set up infrastructure
- Market operator to set up a website/ Facebook page for this action
- Launch/ commencement of operations
- Regular marketing and promotions



## BUDGETS AND TIMELINE

The total budget allocation for this program over the three years is \$70,000. FY22/23 includes set up costs.

|              | BUDGET   | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |          | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$15,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 | \$35,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows:

- 
**Customers**
  - Increase in number of people/ families who visit on weekend
  - Increase in length of time customers stay in centre
- 
**Activity**
  - Increase in trading days/ hours for main street businesses
  - Number of fresh food markets hosted
  - Number of local businesses that participate
- 
**Media**
  - Regular promotions of upcoming markets
  - Facebook shares
  - Instagram photos/ likes
  - Positive media stories

# A14 PARKLET PROGRAM

|        |               |
|--------|---------------|
| YEAR   | 2021-22-23    |
| BUDGET | \$5,000 Yr 1  |
|        | \$80,000 Yr 2 |
|        | \$15,000 Yr 3 |

The Parklet Program addresses the interest in outdoor seating and dining and the lack of kerbside space along some of the mainstreets. This program will involve the purchase of parklets that will be placed in rotation outside participating businesses.

## WHY IS THIS IMPORTANT?

- Some of the hospitality businesses in Nowra CBD lack space for footpath trading and there have been additional impacts due to physical distancing requirements
- There is a lack of group seating across Nowra CBD

## WHAT ARE THE BENEFITS?

- Encourage customers to stay longer and shop more in Nowra CBD
- Increased capacity to trade and seat diners while maintaining physical distancing
- More revenue for businesses
- Unique point of difference

## RESEARCH RATIONALE

- 'Things to do in the evening (shopping, dining, entertainment etc.)' is the #1 priority for Nowra CBD as per Place Score's engagement in Jan 2021
- Existing outdoor dining is identified as a strength of Nowra CBD (as per Place Score's engagement in Jan 2021) and hence should be built upon
- Only 12% ground floor businesses in the Nowra CBD currently trade outdoors
- More outdoor dining spaces outside cafes and restaurants is the #3 idea of feedback survey respondents (Feb - March 2021)

## ACTION OVERVIEW

This action proposes to purchase two mobile parklets to trial across different locations in Nowra CBD. The parklets will have seating, greenery and umbrellas for shade.

A call for EOIs from businesses to participate in this program is proposed at the onset of this action - and can be undertaken in Year 1. In the EOI, businesses will be required to agree with the prescribed conditions for the period of installation and maintenance of the parklets. They will also need to get approvals from adjoining business/ land owners to use parking spaces for the parklet. It is suggested that each parklet be set up for a minimum of four weeks outside the participating business.

Parklets will be purchased only if there is interest from four or more businesses across the CBD. They can be sourced from People Parkers ([www.peopleparkers.com](http://www.peopleparkers.com)).

It will be great to involve the local artist community of Nowra CBD to embellish the parklets with local artworks.

2021-22 budget includes costs associated with preparing EOI collaterals and project management  
 2022-23 budget includes purchase of two parklets, moving costs and artworks  
 2023-24 budget is allowance for moving parklets between locations.

*"Outdoor dining with longer hours than at present, even for already established businesses"*



Parklets can be easily purchased and set up outside participating businesses in Nowra CBD



## KEY STEPS

- Place Manager to prepare collaterals for EOI process - program regulations, EOI template etc.
- Preparation of program handouts
- Distribution of handouts/Invitations to all businesses in Nowra CBD
- Selection of businesses willing to participate in the program
- Preparation of a schedule for parklet setup outside participating businesses
- Purchase of parklets
- Involvement of local artist community to embellish the parklets with customised printed artworks
- Marketing distribution across various media
- Program launch



## BUDGETS AND TIMELINE

The total budget allocation for this program over the three years is \$100,000. FY22/23 includes purchase costs.

|              | BUDGET   | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |          | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$5000   |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 | \$80,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 | \$15,000 |     |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows:



### Customers

- Increase in number of people who visit
- Increase in customer visitation time



### Business

- Number of participating local businesses
- Higher demand of parklets (more than 2)
- Increase in outdoor trading

# A15 'TRY LOCAL' CAMPAIGN

|        |                                |
|--------|--------------------------------|
| YEAR   | 2022-23                        |
| BUDGET | \$20,000 Yr 2<br>\$15,000 Yr 3 |

The 'Try Local' campaign is a program offering rewards to customers to encourage higher and more frequent spending at Nowra CBD's local businesses and hospitality venues.

## WHY IS THIS IMPORTANT?

- Rotary organised a Shoalhaven LGA wide Shop Local campaign for 2 months (Oct-Nov 2020), but there is no ongoing campaign
- A consistent, long term loyalty program will ensure the CBD retains its existing customers in the face of competition from new centres and online shopping

## WHAT ARE THE BENEFITS?

- Incentives to customers for higher and more frequent spending in participating stores
- Increased loyalty to Nowra CBD's businesses
- Potential attraction for new customers
- More trading and revenue for businesses

## RESEARCH RATIONALE

- A 'Shop Local' campaign is among the top 5 ideas of feedback survey respondents (Feb - March 2021)
- 'Nowra Dine-Out Passport' and 'Workers Deals' which are local customer focussed campaigns were selected by both the workshop groups (Action Planning Workshops Feb 2021)

## ACTION OVERVIEW

'Try Local' is a collaborative campaign managed by the Place Manager and delivered by local businesses. It will generate higher revenue for local businesses in Nowra CBD and offer incentives to its customers to shop and dine there. This will also build long term loyalty between the two stakeholders. The campaign can be conducted in various ways, two potential options are:

### Option 1:

- Customers purchase over a certain amount at a specific number of participating businesses and get tokens
- On presenting a full set of tokens, customers get an assured freebie at any of the participating businesses
- All customers get a guaranteed reward

### Option 2:

- Customers purchase over a certain amount at participating businesses
- Customers attach the receipt of their purchase to a form to enter a draw and drop them into voting boxes
- Monthly lucky draw to select winners for a big reward/voucher to shop locally
- The rewards associated with this option will be of higher value, but a win cannot be guaranteed for every customer

The Place Manager should consult with local businesses to finalise the best way to run this campaign in Nowra CBD.

*"Shop local campaigns to try to attract more small businesses and franchise"*



'Try Local' campaign will be marketed with shopfront posters and online promotional materials

## KEY STEPS

- Decision around the preferred way for delivering the campaign
- Street Walk by Place Manager to onboard and sign up businesses in Nowra CBD
- Preparation and distribution of posters and required materials (e.g. entry forms for draw, ballot boxes, tokens, vouchers etc) to participating businesses
- Campaign launch and advertising through online media/ shopfront posters
- Further steps as per the preferred option for delivering the campaign



## BUDGETS AND TIMELINE

The total budget allocation for this program over two years is \$35,000. FY22/23 includes set up costs.

|              | BUDGET   | Q1  |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |          | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$0      |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 | \$20,000 |     |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 | \$15,000 |     |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows:



### Customers

- Number of people who participate in program
- Regular rewards given out to customers



### Business

- High local business participation
- Increase in sales



# A16 MAJOR ACTIVATION FEASIBILITY STUDY & IMPLEMENTATION

|        |                                 |
|--------|---------------------------------|
| YEAR   | 2022-23                         |
| BUDGET | \$40,000 Yr 2<br>\$100,000 Yr 3 |

Ideas for several legacy projects were developed for revitalising Nowra CBD. Each have their own costs and benefits. This action proposes further research on 4-5 ideas to understand their feasibility and recommend the preferred option for investment in the FY 2023-24.

## WHY IS THIS IMPORTANT?

- Diverse inputs around some ideas from Nowra CBD's stakeholders (workshop participants) and customers (survey respondents):
  - » Stakeholders did not show much support for developing a 'Community Enterprise Hub' in a CBD vacancy, however this got great support from customers
  - » Stakeholders suggested a weeknight 'Rock Climbing' activity in the CBD, however this did not get much support from the customers

## WHAT ARE THE BENEFITS?

- Thorough research of potential ideas
- Implementation of ideas that are found to be the most feasible

## RESEARCH RATIONALE

- 'Things to do in the evening (shopping, dining, entertainment etc.)' is the #1 priority for Nowra CBD as per Place Score's engagement in Jan 2021
- 'Activating the Centre' is one of the 10 objectives of the Nowra CBD Revitalisation Strategy (2014)
- Ideas such as 'Summer time festival hub' and a 'Community enterprise hub' were among the top 10 ideas of feedback survey respondents (Feb - March 2021)

## ACTION OVERVIEW

This action involves research around the following ideas to understand feasibility:

### Community Enterprise Hub:

A shared working hub in an empty tenancy offering short term leases to entrepreneurs/ young businesses.

### Night Time Rock Climbing Alley:

Activating the space next to the regional art gallery by using it for rock climbing, delivered by a private enterprise.

### Summer Festival Hub:

Activating Jellybean Park and Egans Place via a commercial enterprise delivering outdoor live music, art exhibits, programs and community activities over summer.

### Egans PI Transformation Competition:

A design competition focussing on the transformation of public land at Egans PI car park into a community-focussed open space/ development/ new public amenity that attracts external investment.

### Nowra CBD Laneways Activation:

Activating laneways connecting main streets in the CBD with car parking areas/ bus interchange.

Research will include talking to relevant people, investigating suitable locations, working out associated costs and providing recommendations around the idea(s) to proceed with implementation.

*"Do some research into how other towns have revitalised their town centres, rather than reinventing the wheel"*

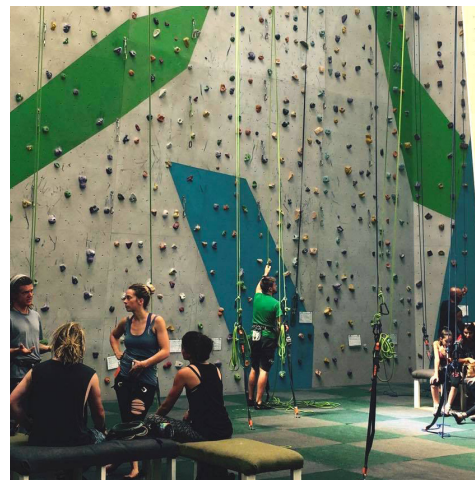


Summer Festival Hub is one of the options for activating Egans Place car park with community focussed events



## KEY STEPS

- Place Manager to appoint a suitable external organisation for feasibility research
- Site visit and interviews with relevant stakeholders, suppliers etc. to understand their interest in delivering the ideas
- Analysis of demand, competition, potential locations and costs associated with equipment, legals and insurances for each of the ideas
- Preparing a report providing the findings of the research conducted about each idea and the recommended way forward



## BUDGETS AND TIMELINE

The total budget allocation for this action over the three years is \$140,000 (this includes the funding for delivering the selected action).

|              | BUDGET    | Q1                                      |     |     | Q2  |     |     | Q3  |     |     | Q4  |     |     |
|--------------|-----------|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|              |           | JUL                                     | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
| FY 2020 - 21 | \$0       |   |     |     |     |     |     |     |     |     |     |     |     |
| FY 2021 - 22 | \$0       |   |     |     |     |     |     |     |     |     |     |     |     |
| FY 2022 - 23 | \$40,000  |   |     |     |     |     |     |     |     |     |     |     |     |
| FY 2023 - 24 | \$100,000 | Time frame dependent on Selected Action |     |     |     |     |     |     |     |     |     |     |     |

## MEASURES OF SUCCESS

The successful delivery of this program can be measured as follows:



### Business

- New Nowra-based business generation
- Reduced vacancy rates
- Interest from investors

**REVITALISING NOWRA ACTION PLAN 2021-23 - BUDGETS AND TIMELINES, 28 MAY 2021**

| Actions   | FY 2020-21       |        |             |        |
|---|------------------|--------|-------------|--------|
|   | Budget           | Apr-21 | May-21      | Jun-21 |
| A1 Endorse the Action Plan                              |                  |        |             |        |
| A2 2020-21 Preparation Work                             | \$ 50,000        |        |             |        |
| A3 Place Manager for Nowra CBD                          |                  |        | Recruitment |        |
| A4 Surprise Saturday Program                            |                  |        |             |        |
| A5 Junction Court Revitalisation Project                |                  |        |             |        |
| A6 Monthly Cleaning and Maintenance Program             |                  |        |             |        |
| A7 Create and Deliver a Marketing Plan                  |                  |        |             |        |
| A8 Social Media and Graphics Support                    |                  |        |             |        |
| A9 Annual Christmas Wonderland                          |                  |        |             |        |
| A10 Greening Nowra                                      |                  |        |             |        |
| A11 Action Plan Impact Review                           |                  |        |             |        |
| A12 Art and Light Project                               |                  |        |             |        |
| A13 Monthly Fresh Food Markets                          |                  |        |             |        |
| A14 Parklet Program                                     |                  |        |             |        |
| A15 'Try Local' Campaign                                |                  |        |             |        |
| A16 Major Activation Feasibility Study & Implementation |                  |        |             |        |
| Contingency   |                  |        |             |        |
| <b>Total Budget</b>                                     | <b>\$ 50,000</b> |        |             |        |

| Actions   | Budget            | FY 2021-22 |        |        |        |        |        |        |        |        |        |        |        |
|---|-------------------|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|   |                   | Jul-21     | Aug-21 | Sep-21 | Oct-22 | Nov-21 | Dec-21 | Jan-22 | Feb-22 | Mar-22 | Apr-22 | May-22 | Jun-22 |
| A1 Endorse the Action Plan                              |                   |            |        |        |        |        |        |        |        |        |        |        |        |
| A2 2020-21 Preparation Work                             |                   |            |        |        |        |        |        |        |        |        |        |        |        |
| A3 Place Manager for Nowra CBD                          | \$ 100,000        |            |        |        |        |        |        |        |        |        |        |        |        |
| A4 Surprise Saturday Program                            | \$ 75,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A5 Junction Court Revitalisation Project                | \$ 15,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A6 Monthly Cleaning and Maintenance Program             | \$ 25,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A7 Create and Deliver a Marketing Plan                  | \$ 40,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A8 Social Media and Graphics Support                    | \$ 20,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A9 Annual Christmas Wonderland                          | \$ 50,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A10 Greening Nowra                                      | \$ 20,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A11 Action Plan Impact Review                           | \$ 20,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A12 Art and Light Project                               | \$ 15,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A13 Monthly Fresh Food Markets                          | \$ 15,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| A14 Parklet Program                                     | \$ 5,000          |            |        |        |        |        |        |        |        |        |        |        |        |
| A15 'Try Local' Campaign                                |                   |            |        |        |        |        |        |        |        |        |        |        |        |
| A16 Major Activation Feasibility Study & Implementation |                   |            |        |        |        |        |        |        |        |        |        |        |        |
| Contingency   | \$ 20,000         |            |        |        |        |        |        |        |        |        |        |        |        |
| <b>Total Budget</b>                                     | <b>\$ 420,000</b> |            |        |        |        |        |        |        |        |        |        |        |        |



| Actions   | FY 2022-23        |        |        |        |                   |        |            |                      |        |        |        |        |             |
|---|-------------------|--------|--------|--------|-------------------|--------|------------|----------------------|--------|--------|--------|--------|-------------|
|   | Budget            | Jul-22 | Aug-22 | Sep-22 | Oct-22            | Nov-22 | Dec-22     | Jan-23               | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23      |
| A1 Endorse the Action Plan                              |                   |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A2 2020-21 Preparation Work                             |                   |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A3 Place Manager for Nowra CBD                          | \$ 100,000        |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A4 Surprise Saturday Program                            | \$ 75,000         |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A5 Junction Court Revitalisation Project                |                   |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A6 Monthly Cleaning and Maintenance Program             | \$ 25,000         |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A7 Create and Deliver a Marketing Plan                  |                   |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A8 Social Media and Graphics Support                    | \$ 20,000         |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A9 Annual Christmas Wonderland                          | \$ 50,000         |        |        |        | Planning and prep |        | Activation |                      |        |        |        |        |             |
| A10 Greening Nowra                                      | \$ 20,000         |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A11 Action Plan Impact Review                           | \$ 20,000         |        |        |        |                   |        |            |                      |        |        |        |        | Yr 2 review |
| A12 Art and Light Project                               | \$ 160,000        |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A13 Monthly Fresh Food Markets                          | \$ 35,000         |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A14 Parklet Program                                     | \$ 80,000         |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A15 'Try Local' Campaign                                | \$ 20,000         |        |        |        |                   |        |            |                      |        |        |        |        |             |
| A16 Major Activation Feasibility Study & Implementation | \$ 40,000         |        |        |        |                   |        |            | Feasibility Research |        |        |        |        |             |
| Contingency   | \$ 20,000         |        |        |        |                   |        |            |                      |        |        |        |        |             |
| <b>Total Budget</b>                                     | <b>\$ 665,000</b> |        |        |        |                   |        |            |                      |        |        |        |        |             |

| Actions   | FY 2023-24        |        |        |        |                   |        |            |        |        |        |        |        |   |
|---|-------------------|--------|--------|--------|-------------------|--------|------------|--------|--------|--------|--------|--------|---|
|   | Budget            | Jul-23 | Aug-23 | Sep-23 | Oct-23            | Nov-23 | Dec-23     | Jan-24 | Feb-24 | Mar-24 | Apr-24 | May-24 | Jun-24  |
| A1 Endorse the Action Plan                              |                   |        |        |        |                   |        |            |        |        |        |        |        |   |
| A2 2020-21 Preparation Work                             |                   |        |        |        |                   |        |            |        |        |        |        |        |   |
| A3 Place Manager for Nowra CBD                          | \$ 100,000        |        |        |        |                   |        |            |        |        |        |        |        |   |
| A4 Surprise Saturday Program                            | \$ 75,000         |        |        |        |                   |        |            |        |        |        |        |        |   |
| A5 Junction Court Revitalisation Project                |                   |        |        |        |                   |        |            |        |        |        |        |        |   |
| A6 Monthly Cleaning and Maintenance Program             | \$ 25,000         |        |        |        |                   |        |            |        |        |        |        |        |   |
| A7 Create and Deliver a Marketing Plan                  |                   |        |        |        |                   |        |            |        |        |        |        |        |   |
| A8 Social Media and Graphics Support                    | \$ 20,000         |        |        |        |                   |        |            |        |        |        |        |        |   |
| A9 Annual Christmas Wonderland                          | \$ 50,000         |        |        |        | Planning and prep |        | Activation |        |        |        |        |        |   |
| A10 Greening Nowra                                      | \$ 20,000         |        |        |        |                   |        |            |        |        |        |        |        |   |
| A11 Action Plan Impact Review                           | \$ 20,000         |        |        |        |                   |        |            |        |        |        |        |        | Yr 3 review                                   |
| A12 Art and Light Project                               |                   |        |        |        |                   |        |            |        |        |        |        |        |   |
| A13 Monthly Fresh Food Markets                          | \$ 20,000         |        |        |        |                   |        |            |        |        |        |        |        |   |
| A14 Parklet Program                                     | \$ 15,000         |        |        |        |                   |        |            |        |        |        |        |        |   |
| A15 'Try Local' Campaign                                | \$ 15,000         |        |        |        |                   |        |            |        |        |        |        |        |   |
| A16 Major Activation Feasibility Study & Implementation | \$ 100,000        |        |        |        |                   |        |            |        |        |        |        |        | Implementation Time Frame dependent on Action |
| Contingency   | \$ 20,000         |        |        |        |                   |        |            |        |        |        |        |        |   |
| <b>Total Budget</b>                                     | <b>\$ 480,000</b> |        |        |        |                   |        |            |        |        |        |        |        |   |

FOR MORE INFORMATION  
PLEASE CONTACT PLACE SCORE

PLACESCORE.ORG  
+61 (2) 8021 7027