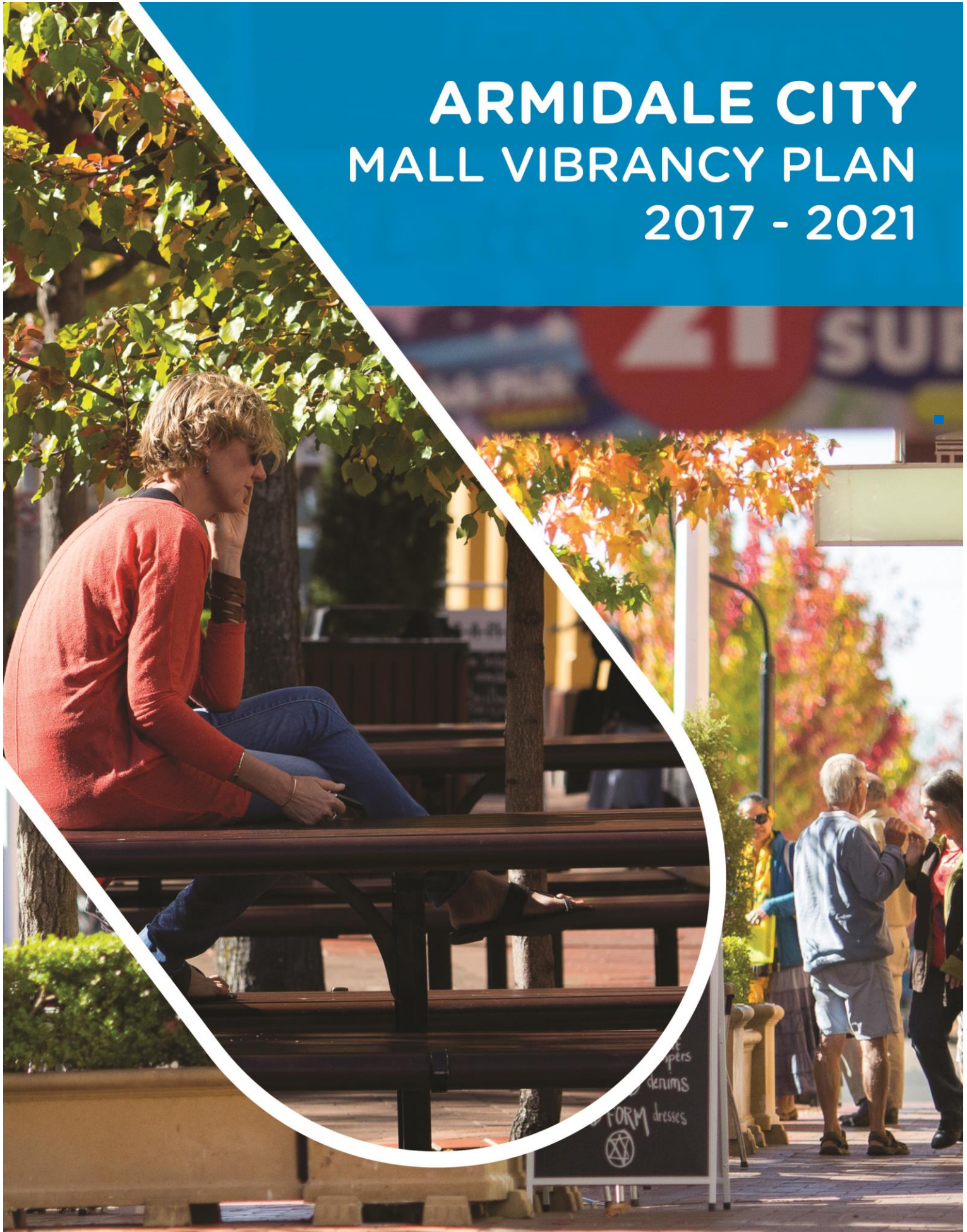


# ARMIDALE CITY MALL VIBRANCY PLAN 2017 - 2021





## SOME FACTS ABOUT THE MALL

- Beardy Street has been the heart of Armidale commerce since the mid 1800's
- In 1972 approval was granted for the closure of Beardy Street, from Dangar to Faulkner Streets.
- The mall, the second ever built in Australia , opened for Christmas trading in 1973
- Events in the mall included wool-bale rolling during Wool Expo week
- The mall was significantly re-developed in 1988 as a Bicentennial project



# FOREWORD

## THE ARMIDALE CITY MALL VIBRANCY PLAN HAS TWO COMPONENTS

1. A Strategic Framework which outlines key areas of focus for stakeholders; and
2. An Action Plan to deliver this Strategic Framework.

The Actions identified in this plan are divided into four key focus areas, each having a specific goal.

Delivery of the actions identified in this plan will require collaboration with a wide range of stakeholders, ensuring the delivery of great outcomes for the Armidale Mall and CBD.

There has been a commitment from stakeholders within the CBD together with passionate community members to engage and provide resources to deliver the actions outlined.

**KEY FOCUS AREAS**

What are we doing?

**MORE PEOPLE**

Improve the vitality within the Mall by growing the number of customers, visitors, residents and students experiencing and enjoying the Mall.

**MORE SUPPORT**

Initiate and grow marketing capability through a coordinated approach to branding, strategic planning, the delivery of events and programs, effective marketing, and reduce red tape and bureaucracy.

**INFRASTRUCTURE**

Implement infrastructure changes and planning amendments that will enable more varied use, greater vibrancy, extended seasonal activity, improved shopping convenience and access.

**MORE BUSINESS**

Develop programs to attract businesses and investment, promoting use of mall facilities, improving presentation and merchandising and enhancing business skills via a networked business community.

**Our vision is to create a dynamic urban environment that combines the core elements of retailing, entertainment and dining in the Central Mall; and promotes the establishment of residential unit developments within the Eastern Mall precinct.**

## CHALLENGES

What needs to be overcome?

- ▶ • Overcome the perception that the mall lacks variety, interest and ease of parking.
- ▶ • Overcome resistance to opening in afternoons and at weekends.
- ▶ • Encourage residents to live in the City/CBD.
- ▶ • Build links between the City and the University.
  
- ▶ • Overcome the lack of a clear marketing and events strategy.
- ▶ • Establish better communication and coordination amongst retailers.
- ▶ • Reduce red-tape and bureaucracy.
- ▶ • Implement Planning regulations that encourage city living and strengthen street level retailing.
- ▶ • Participate in business programs.
  
- ▶ • Define the Mall boundaries.
- ▶ • Out-dated infrastructure.
- ▶ • Lack of all weather access from Cinders Lane
- ▶ • Cluttered Mall.
- ▶ • Support events by providing sound, lighting & stage.
- ▶ • Improve access to the Mall and provide shelter to encourage more people.
  
- ▶ • Target business to invest/ locate in the Mall.
- ▶ • Business participation in training and development.
- ▶ • Business and stakeholders engaged in the marketing and promotion of events.

## KEY OUTCOMES

What are we planning to achieve?

- ▶ **MARKETING & COMMUNICATIONS**  
Grow the profile, reputation and appreciation of the Mall.
- ▶ **EVENTS & PROMOTION**  
Attraction of more people into the Mall increasing expenditure.
- ▶ **CITY CENTRE LIVING**  
Create an urban residential environment in the East Mall precinct.
  
- ▶ **GOVERNANCE**  
Reduced red-tape and simplified planning requirements.
- ▶ **PLANNING REGULATIONS**  
Encourage retailing, entertainment and city centre living.
- ▶ **MARKETING STRATEGY**  
Comprehensive Marketing and Events Plan in place supported by Council and retailers.
  
- ▶ **PLACEMAKING**  
Defined [Central] Mall
- ▶ **UPGRADED INFRASTRUCTURE**  
Updated infrastructure, all weather access and decluttering.
- ▶ **USE OF TECHNOLOGY**  
Enhance technology in the Mall.
- ▶ **EAST & WEST MALLS**  
East Mall traffic and parking plans reviewed.
  
- ▶ **BUSINESS ATTRACTION PACKAGES**  
Incentivise businesses to establish on the Mall.
- ▶ **BUSINESS PRESENTATION** Foster improved business presentation and appearance.
- ▶ **NETWORKING**  
Establish effective networking events, B2B transactions and customer referrals.
- ▶ **BUSINESS CAPABILITY GROWTH**  
Provide training and development programs and marketing of businesses.



BLOCK PL  
CLOSED TO  
VEHICULAR  
TRAFFIC  
7:30 AM - 12 MIDNIGHT  
MON - SUN

GLEN  
CARRON  
HANDKNITS

Key  
Sole  
MELBOURNE

bespoked

Dittoday

Proposed 'covering' of Cinders Lane for protection from the weather

# OUR NEXT STEPS

Action Plan 2017 – 2021

## KEY FOCUS AREA 1 – MORE PEOPLE

- 1.1 Marketing and Communications
- 1.2 Events and Promotions
- 1.3 City Centre Living

## KEY FOCUS AREA 2 – MORE SUPPORT

- 2.1 Governance
- 2.2 Mall Stakeholder Group
- 2.3 Stakeholder Communication and Engagement
- 2.4 Provide and Attract Targeted Sponsorship

## KEY FOCUS AREA 3 – INFRASTRUCTURE

- 3.1 Placemaking
- 3.2 Upgraded Infrastructure
- 3.3 De-clutter the Mall
- 3.4 Use of Technology

## KEY FOCUS AREA 4 – MORE BUSINESS

- 4.1 Business Attraction
- 4.2 Business Presentation
- 4.3 Business Capability
- 4.4 Networking



# MORE PEOPLE

## KEY FOCUS AREA 1

Grow the number of customers, workers, residents, students and visitors experiencing and enjoying the Mall

---

### 1.1 MARKETING AND COMMUNICATIONS

#### PRINCIPLES OF OUR APPROACH

- Establish clarity of roles and responsibilities between key stakeholder groups, particularly Council, Armidale Business Chamber and Mall retailers
- Ensure that all activity is communicated and coordinated
- Identify, integrate and communicate all key stakeholder activities
- Establish clear evaluation criteria for activities (particularly events), so we focus our efforts for maximum impact
- Utilise Mall branding at all times

#### 1.1.1 DEVELOP A BRAND STRATEGY (LOGO, BRANDING GUIDE)

Design and implement a brand strategy for the Mall to deliver a consistent message, look and feel in all promotional activity.

*Delivery: ARC (Marketing), Armidale Business Chamber and Mall Retailers*

*Completion by December 2017*

---

#### 1.1.2 DIGITAL COMMUNICATIONS (WEB, SOCIAL MEDIA, EMAIL)

Develop an integrated media approach to grow engagement of Mall retailers with customers to strengthen reputation and to inform.

*Delivery: ARC (Media and Communications), Armidale Business Chamber and Mall Retailers*

*Completion by July 2017*

---

#### 1.1.3 WHAT'S-ON IN THE MALL

Strengthen promotion of activity happening in the Mall by listing events and activities on the Mall, Council, Armidale Tourism websites and on a Community Notice Board.

*Delivery: ARC (Tourism), VIC and Mall Retailers*

*Completion by July 2017*

---

#### 1.1.4 MEDIA SUPPORT

Provide regular media support through media releases and media events to promote Mall activities and special events.

*Delivery: ARC (Media and Communications), Events*

*Ongoing*

---

#### 1.1.5 IDEAS WEBPAGE

Establish, promote and manage an ideas webpage to capture ideas and initiatives to advance the Mall.

*Delivery: ARC (Media and Communications)*

*Completion by August 2017*

---

## 1.2 EVENTS AND PROMOTIONS

UNDERTAKE ACTIVITIES THAT ATTRACT PEOPLE TO THE MALL. ACTIVITIES WILL BE EVALUATED AGAINST AND SEEK TO ACHIEVE THE FOLLOWING:

- Attracts people into the Mall and maximises their engagement and spend with local businesses.
- Enhances civic pride (people feeling good about visiting the Mall).
- Leverages and strengthens relationships between key Mall stakeholders
- Strengthens the reputation of the Mall and showcases the Mall's features and facilities.
- Aligns with and reinforces the Council's Event Management Strategy.

---

### 1.2.1 EXPAND EVENTS PROGRAM

Review existing events program for the Mall, City and region to identify potential for expanded or complimentary activities that celebrate the four distinct seasons of Armidale.

*Delivery: ARC (Tourism and Events), Armidale Business Chamber and Mall Retailers*

*Completion by July 2017*

---

### 1.2.2 STREET ENTERTAINMENT PROGRAM

Develop a program of street entertainment and buskers to increase foot traffic within the Mall.

*Delivery: ARC (Tourism and Events), Armidale Business Chamber and Mall Retailers*

*Completion by July 2017*

---

### 1.2.3 CHRISTMAS IN THE MALL

Review current arrangements for Christmas in Mall with key stakeholders to include the lighting of the Christmas Tree, additional lights and decorations throughout the Mall, event advertising and promotion.

*Delivery: ARC (media and Communications, Events), Armidale Business Chamber and Mall Retailers*    *Completion by September 2017*

---

### 1.2.4 AUTUMN FESTIVAL

Review current arrangements for the Autumn Festival with key stakeholders; including timing of the event, length of the festival, planned activities and additional complimentary events within the City and Mall to refresh and extend the duration of this event.

*Delivery: ARC (Tourism and Events), Armidale Business Chamber and Mall Retailers*

*Completion by July 2017 (for March 2018)*

---

### 1.2.5 A DAY ON THE GREEN

Liaise with key stakeholders to review activities and events surrounding ADOTG to identify opportunities for expanded and/or complimentary events in the Mall and City.

*Delivery: ARC (Tourism), Armidale Business Chamber and Mall Retailers*

*Completion by September 2017*

---

### 1.2.6 [INTERNATIONAL] NIGHT FOOD MARKET

Investigate the opportunity to develop a night food market featuring international foods on a semi-regular basis during warmer months

*Delivery: ARC (Tourism), Armidale Business Chamber and Mall Retailers*

*Completion by September 2017*

### 1.2.7 ART AND CRAFT MARKETS

Explore the opportunities to create monthly art and craft markets in the Mall.

*Delivery: ARC (Tourism), Armidale Business Chamber and Mall Retailers*

*Completion by September 2017*

---

### 1.2.8 SCHOOL HOLIDAY PROGRAM

Liaise with key stakeholders to develop a holiday event program that will entertain and attract traffic into the Mall during the school holiday periods.

*Delivery: ARC (Events), Armidale Business Chamber and Mall Retailers*

*Completion by April 2017*

---

### 1.2.9 MOVIES IN THE MALL

Develop a semi-regular program for family movies to be held in the Mall utilising a 'blow-up' screen, during the warmer months of the year.

*Delivery: ARC (Events), Armidale Business Chamber and Mall Retailers*

*Completion by September 2017*

---

### 1.2.10 CHRISTMAS RETAIL PROMOTION

Deliver a Christmas based retail promotion.

*Delivery: ARC (Tourism), Armidale Business Chamber and Mall Retailers* *Completion by September 2017 (for December 2017)*

---

### 1.2.11 EVENTS PROMOTIONAL CALENDAR

Develop a single Events Promotional Calendar.

*Delivery: ARC (Events and CRC Committee), Armidale Business Chambers and Mall Retailers*

*Completion by June 2017*

---

### 1.2.12 EXTENDED OPENING HOURS

Liaise with key stakeholders to develop an extended opening hours program including Saturday and Sunday opening. Such a program will need to be coordinated with other events, street entertainment and markets.

*Delivery: ARC (Economic Development), Armidale Business Chambers and Mall Retailers*

*Completion by June 2017*

---

## 1.3 CITY CENTRE LIVING

UNDERTAKE AND SUPPORT ACTIVITIES AND DEVELOP A PROSPECTUS THAT ENCOURAGES CITY CENTRE LIVING. ACTIVITIES WILL BE AIMED AT ACHIEVING THE FOLLOWING:

- Encourages city centre living for both younger and mature age groups.
- Encourages property owners and developers to see city residential accommodation as a viable activity.
- Demonstrates development of city centre living as a financial alternative to business/retail leasing.
- Enhances civic pride (people feeling good about living in the City).
- Improved safety and security in the inner city [at night].

---

### 1.3.1 REDEFINE THE MALL PRECINCT

Redefine the Eastern Mall precinct to incorporate the city centre living precinct.

Promote further development of Cinders Lane integrating with the car park and Civic Precinct.

*Delivery: ARC (Planning and Economic Development)*

*Completion by June 2017*

---

### 1.3.2 RESIDENTIAL DEVELOPMENT PLANNING

Commission a Residential Development Vision and Strategy for the Eastern Mall.

*Delivery: ARC (Economic Development and Planning), and Armidale Business Chamber*

*Completion by July 2017*

---

### 1.3.3 SURVEY PROPERTY OWNERS

Survey City Centre property owners to determine their appetite for supporting inner city living.

*Delivery: ARC (Economic Development), Armidale Business Chamber*

*Completion by May 2017*

---

### 1.3.4 RESIDENTIAL CONVERSION PACK

Develop a residential prospectus for parties interested in reviewing and converting commercial property to residential use.

*Delivery: ARC (Economic Development)*

*Completion by June 2017*

---

### 1.3.5 MARKET RESIDENTIAL CITY CENTRE LIVING

Market the choice for inner city living with investors, real estate agents and developers.

*Delivery: ARC (Economic Development and Tourism,*

*Completion by July 2017*

---

### 1.3.6 REVIEW PLANNING REGULATIONS

Undertake a review of Planning Regulations so as to encourage ground floor retail with residential accommodation above

*Delivery: ARC (Planning and Economic Development)*

*Completion by April 2017*

---



Artist's impression of residential  
development in Beardy Street (East)

# MORE SUPPORT

## KEY FOCUS AREA 2

Relax regulations, expand marketing activity, adopt a planned and coordinated approach and regular measurement of programs to deliver an improved result

---

### 2.1 GOVERNANCE

#### PRINCIPLES OF OUR APPROACH

- Simplified regulation of outdoor activities
  - Encouragement and promotion of activities that create 'vitality' within the Mall
  - Regular measurement of stakeholder satisfaction
  - Improved stakeholder communication and engagement
- 

#### 2.1.1 TRIAL RELAXATION OF PLANNING REGULATIONS

Undertake and evaluate a trial and pilot scheme during which DA and other Planning regulations applicable to outdoor activities are relaxed.

*Delivery: ARC (Planning), Armidale Business Chamber and Mall Retailer*

*Completion by April 2017*

---

#### 2.1.2 REVIEW VIBRANT SPACES TRIAL

Undertake ongoing stakeholder consultation to review the mall Vibrancy Plan and determine any modifications that could be adopted.

*Delivery: ARC (Economic Development and Planning), Armidale Business Chamber and Mall Retailers*

*Completion by June 2017*

---

#### 2.1.3 PUBLISH NEW OPEN SPACES POLICY

Create and publish a new Open Spaces brochure setting out details for the use of available open space within the CBD.

*Delivery: ARC (Planning and Marketing)*

*Completion by May 2017*

---

#### 2.1.4 ESTABLISH COUNCIL MALL CO-ORDINATION GROUP

Create and internal co-ordination group to process requests relating to the Mall.

*Delivery: ARC (Marketing), Armidale Business Chambers and Mall Retailers*

*Completion by April 2017*

---

#### 2.1.5 UNDERTAKE REGULAR SATISFACTION SURVEYS

Conduct annual satisfaction surveys to measure achievement of goals set-out in the Mall Vibrancy Plan.

*Delivery: ARC (Economic Development) and Armidale Business Chamber*

*From September 201*



A "Parklet" providing outside dining is proposed for Dumaresq Street opposite the New England Hotel

## 2.2 MALL STAKEHOLDER GROUP

---

### 2.2.1 ESTABLISH A MALL RETAILERS GROUP

Work with the Armidale Business Chamber to establish and support a Mall Retailers Group. Focus on vibrancy (marketing, promotion, events and entertainment), the weekend & evening economies and inner city living.

*Delivery: ARC (Economic Development) and Armidale Business Chamber*

*Completion by April 2017*

---

### 2.2.2 BUSINESS ENGAGEMENT

Undertake regular meetings with individual businesses to understand their issues and needs and to agree support activities and business development opportunities to increase economic growth.

*Delivery: ARC (Economic development and VIC)*

*Ongoing*

---

### 2.2.3 MARKETING AND PROMOTIONAL SUPPORT

Attend Mall Retailers Group meetings to discuss upcoming events and review opportunity to engage with and support participation of the Mall retailers.

*Delivery: ARC (Economic Development), Armidale Business Chamber and Mall Retailers*

*Ongoing*

---

## 2.3 STAKEHOLDER COMMUNICATIONS

---

### 2.3.1 STAKEHOLDER RESPONSIBILITY

Develop a matrix of roles, accountability, funding and delivery responsibilities for Mall Retailers, the Armidale Business Chamber, Council, Locals 4 Locals and other stakeholders to deliver this Vibrancy Plan.

*Delivery: Key Stakeholders*

*Completion by May 2017*

---

### 2.3.2 STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS

Ensure that stakeholders are kept informed about upcoming events and promotions and where practical engage with them in the planning of such activities.

*Delivery: ARC (Economic development, Tourism and the VIC)*

*Ongoing*

---

## 2.4 PROVIDE AND ATTRACT TARGETED SPONSORSHIP

---

**2.4.1** Develop Sponsorship Plan to provide and attract targeted sponsorship for events to bring more people into the CBD and Mall.

*Delivery: ARC (Economic Development) and Armidale Business Chamber*

*Completion by June 2017*

---

# INFRASTRUCTURE

## KEY FOCUS AREA 3

Provide the necessary infrastructure to support the activities, events, workers, visitors, shoppers and businesses in the Mall.

---

### 3.1 PLACEMAKING

#### PRINCIPLES OF OUR APPROACH

- Provide clear access and ease of parking when visiting the Mall
- Minimise the effect of adverse weather
- Ensure a light, bright and positive environment for workers and visitors
- Ensure that facades and infrastructure are kept modern and attractive
- Promote City Living as a way to increasing Vibrancy within the CBD

---

#### 3.1.1 ACCESSWAYS, WAYFINDING AND MURALS

Define clearly signed access ways and undertake laneway rejuvenation.

Use of murals and other art forms as a way of strengthening identity, access and connectivity.

*Delivery: ARC (Economic development, Civic and Rec Services, Public Arts Advisory Panel and NERAM) Completion by June 2018*

---

#### 3.1.2 OVERHEAD AWNING FOR CINDERS LANE

Design and construct an overhead awning to provide cover from rain in Cinders Lane.

*Delivery: ARC (Civic and Rec Services)*

*Completion by June 2018*

---

#### 3.1.3 REVIEW OF PARKING

Undertake a review of car and bike parking, its location, access, parking duration and signage.

Review Cinders Lane Car Park and bus stops in conjunction with overall Civic Precinct planning and Mall needs.

*Delivery: ARC (Regional Infrastructure and Economic Development) Completion by October 2017*

---

#### 3.1.4 ATTRACTIVE STREETS PROGRAM

Develop an Attractive Streets Improvement and Funding Program focussed on key CBD locations and Mall streets.

Include the development of 'Parklets' supporting outside dining and marketing.

*Delivery: ARC (Planning, Economic Development and Regional Infrastructure)*

*Completion by December 2017*

---

#### 3.1.5 FAÇADE ENHANCEMENT AND LIGHTING

Develop a 'façade enhancement and lighting scheme' and encourage its take-up by property owners.

Engage a lighting consultant to propose lighting options for the Mall facades (above the awnings) for inclusion within this scheme.

*Delivery: ARC (Economic Development, Civic and Rec Services, Media and Communications) Completion by December 2017*

---



Beardsley Street and Mall - Lighting - 8 different types



Beardsley Street and Mall - Garbage Bins



---

### 3.1.6 STREET AND CITY ACTIVATION

Facilitate the installation of art, murals, sculpture, displays, activity and interactive installations in publically owned facilities, spaces, parks and land.

*Delivery: ARC (public Arts Advisory panel, Economic development and NERAM)*

*Completion by December 2017*

---

### 3.1.7 ARTS AND CULTURAL FOCUS

Develop an arts and cultural plan including streetscape artworks, art galleries and studios.

*Delivery: ARC (Marketing), Armidale Business Chambers and Mall Retailers*

*Completion by July 2017*

---

### 3.1.8 SIGNAGE AND WAYFINDING

Review signage and wayfinding in the mall and surrounding precinct.

*Delivery: ARC (Economic development, Civic and Rec Services)*

*Completion by July 2018*

---

### 3.1.9 PEDESTRIAN ACCESS

Review pedestrian crossings and pedestrian movements in the central business district (CBD).

*Delivery: ARC (Economic development, Civic and Rec Services)*

*Completion by October 2017*

---

## 3.2 UPGRADED INFRASTRUCTURE

### PRINCIPLES OF OUR APPROACH

- Remove or replace out dated infrastructure to modernise look and improve Mall amenity
  - Install new infrastructure to provide added functionality and amenity
  - De-clutter and simplify movement through the Mall
  - Enhance the visual attraction of the Mall as a place to enjoy
- 

#### 3.2.1 REMOVE SHADE STRUCTURES

Remove shade structures obstructing view of art-deco hotel to create an open space for entertainment, dining and in which to locate the Christmas Tree and Lights in the Mall and other events.

*Delivery: ARC (Regional Infrastructure)*

*Completion by December 2017*

---

#### 3.2.2 UPGRADE THE EXISTING FOUNTAIN

Provide a modern water-feature/fountain which can be switched off during winter, when shared access way is in use or open space is in use.

*Delivery: ARC (Regional Infrastructure)*

*Completion by July 2020*

---

### 3.2.3 SHARED ACCESSWAY

Clear all obstacles to provide a shared access way for the length of the Mall (Dumaresq to Faulkner Streets) for use by emergency vehicles and other users.

*Delivery: ARC (Regional Infrastructure)*

*Completion by July 2019*

---

### 3.2.4 COMMUNITY NOTICEBOARD

Install an electronic Community Notice Board that displays upcoming events, major sporting events and videos.

Potential for sponsorship by CBD businesses.

*Delivery: ARC (Economic Development and Engineering)*

*Completion by July 2018*

---

### 3.2.5 CHRISTMAS TREE IN THE MALL

Christmas Lights in the Mall event to be featured in the centre of the Mall.

*Delivery: ARC (Media and Communications)*

*Completion by November/ December 2017*

---

### 3.2.6 COVERED STAGE

Design and construct a covered stage for entertainment, performances and other events.

*Delivery: ARC (Regional Infrastructure)*

*Completion by December 2017*

---

### 3.2.7 PROVIDE SOUND AND POWER

Install sound and PA equipment to be used in conjunction with the stage and to enable music to be piped throughout the Mall.

Ensure that power is available at key points throughout the Mall.

*Delivery: ARC (Economic Development and Regional Infrastructure)*

*Completion by December 2017*

---

### 3.2.8 INVESTIGATE 'PAID' ADVERTISING IN THE MALL

Review the opportunity for the provision of 'paid' advertising facilities in the Mall and implement as appropriate.

*Delivery: ARC (Economic Development) and Armidale Business Chamber*

*Completion by December 2017*

---

### 3.2.9 RECONFIGURE EAST MALL

Review the re-opening of Beardy Street/East Mall to through traffic and provide parking access on both sides of the roadway in line with city living strategy in the East Mall precinct. Align with the Mobility and Parking Study.

Review the duration of parking to be appropriate to the revised configuration.

*Delivery: ARC (Regional Infrastructure)*

*Completion by December 2017*

---

### 3.2.10 INSTALL/ RELOCATE NEW SHADE STRUCTURES

Install new shade structures.

*Delivery: ARC (Civic and Recreation)*

*Completion by December 2018*

---

## 3.3 DE-CLUTTER THE MALL

### PRINCIPLES OF OUR APPROACH

- Eliminate trip and other obstacles within the Mall
  - Ensure consistency of design in the provision of infrastructure
  - Reduce the provision of excessive infrastructure (multiple rubbish bins)
- 

#### 3.3.1 UPDATE LIGHTING FIXTURES AND BANNER POLES

Review the number, placement and design of lighting fixtures. Implement new lighting that has consistent design, is sympathetic to other lighting, appropriately positioned and 'intelligent' offering low energy consumption.

Review and replace banner and flag poles with functional and appropriately sized units.

*Delivery: ARC (Regional Infrastructure)*

*Completion by July 2018*

---

#### 3.3.2 REVIEW OF WASTE BINS

Review and upgrade the number, placement and design of waste bins to ensure consistency and functionality.

*Delivery: ARC (Waste Services)*

*Completion by July 2018*

---

#### 3.3.3 REVIEW OBSTACLES WITHIN THE MALL

Review the number and positioning of 'obstacles' within the Mall (electricity boxes, telephone boxes and booths), to reduce, eliminate or to disguise with murals and other artwork.

*Delivery: ARC (Regional Infrastructure)*

*Completion by July 2019*

---

## 3.4 UTILISE TECHNOLOGY

### PRINCIPLES OF OUR APPROACH

- In-keeping with Armidale's positioning as a 'Smart Community' utilise appropriate technology within the Mall
- Recognise the direction of future technology and be an 'early adopter'
- Reduce maintenance costs by use of on-line updating of advertising, notice boards and advertising/promotion

---

#### 3.4.1 FREE WI-FI WITHIN THE MALL

Utilise the free Wi-Fi available within the Mall precinct to advertise retailers, promote Mall events and provide information.

Ensure that coverage is available at all Mall locations with the elimination of Black-Spots.

*Delivery: ARC (Media and Communications, IT Services)*

*Completion by July 2017*

---

#### 3.4.2 MAXIMISE USE OF COUNCIL'S WEBSITE

Utilise Council's website to promote events being held within the Mall. Provide general information including opening hours, retailers, and facilities and provide access to surveys, bookings and other services.

*Delivery: ARC (Economic Development, Events, VIC, Media and Communications)*

*Completion by July 2017*

---

#### 3.4.3 COMMUNITY NOTICE BOARD

Optimise the use of the Community Notice Board to support retailers, promote events, provide information and to screen major sporting events.

*Delivery: ARC (Media and Communications, Events, VIC)*

*Completion by October 2017*

# MORE BUSINESS

## KEY FOCUS AREA 4

More businesses growth and investment in the Armidale CBD and the Mall.

---

### 4.1 BUSINESS ATTRACTION

#### PRINCIPLES OF OUR APPROACH

- To influence future development of the Mall to provide niche retail outlets and a comprehensive food destination
  - To encourage residential living within the CBD
  - To attract new businesses and maintain the vibrancy within the Mall
- 

#### 4.1.1 INFORMATION KIT FOR NEW BUSINESSES

Prepare an information kit for business attraction to the Armidale Region with an appropriate section describing retailing options and advantages and setting out the resources, technology, workforce and infrastructure available to businesses. Include case studies; promotion to include the use of Council website.

*Delivery: ARC (Economic Development)*

*Completion by July 2017*

---

#### 4.1.2 INVESTIGATE OPPORTUNITIES TO INFLUENCE TENANCY MIX

Develop an indicative proposal for mixed use retail and second floor residential use for buildings in the Mall and CBD in general.

*Delivery: ARC (Economic Development, Planning)*

*Completion by October 2017*

---

#### 4.1.3 SPECIFIC BUSINESS ATTRACTION

Seek to influence development of the Mall as a niche retail and speciality food market (including heritage hotels).

Identify and engage with businesses and actively encourage their relocation to the Mall.

*Delivery: ARC (Economic Development, Marketing)*

*Completion by December 2017*

---

#### 4.1.4 PROPERTY CONVERSION PACK

Establish a property conversion prospectus for those interested in establishing a commercial, retail, food, hospitality or leisure enterprise in the Mall precinct including expansion to Cinders Lane.

*Delivery: ARC (Economic Development, Planning, Marketing)*

*Completion by September 2017*

## 4.2 BUSINESS PRESENTATION

---

### 4.2.1 SUPPORT ACTIVATION ACTIVITIES

Support retailer and business initiatives to activate the Mall precinct.

Support promotion and use of local facilities.

*Delivery: ARC (Economic Development) and Armidale Business Chamber*

*Completion by July 2017*

---

### 4.2.2 VISUAL MERCHANDISING TOOLKITS

Develop a visual merchandising toolkit for retailers offering a range of options.

*Delivery: Armidale Business Chamber and ARC (Marketing)*

*Completion by July 2017*

---

### 4.2.3 WINDOW THEMING PROGRAM

Develop material to support the marketing plan and brand strategy for the Mall.

*Delivery: ARC (Marketing), Armidale Business Chamber and Mall Retailers*

*Completion by July 2017*

## 4.3 BUSINESS CAPABILITY

---

### 4.3.1 ON-LINE MARKETING

Conduct a series of seminars that explain the advantages and methodology of on-line marketing and e-commerce.

Introduce different option for on-line marketing and how to get started.

*Delivery: ARC (Economic Development) and Armidale Business Chamber*

*Completion by September 2017*

---

### 4.3.2 BUSINESS CAPABILITY

Conduct a series of seminars aimed at enhancing the business capability of the retailers – including customer service, finance, merchandising, marketing and advertising.

*Delivery: ARC (Economic Development) and Armidale Business Centre*

*Completion by October 2017*

## 4.4 NETWORKING

---

Ensure regular networking with and between key stakeholders including attendance at all group and planning meetings.

Plan events that will ensure regular an ongoing dialogue between stakeholders.

*Delivery: ARC (Economic development, VIC), Armidale Business Chamber and Mall Retailers*

*Ongoing*



## Program Budget 2017 – 2021

Year	Activities	Plan Reference	Estimated Cost
2017-18	New Covered Stage	3.2.6	50,000
	Sound & power throughout Mall	3.2.7	15,000
	Remove old shade structures	3.2.1	20,000
	Install/relocate new shade structures	3.3.0	40,000
	Marketing, tourism, events	1.1, 2.2.3,4.2.3,4.3.1, 4.3.2	40,000
	Residential development planning	1.3, 4.1.2	50,000
	Parking and Mobility Study	3.1.3	50,000
	<b>Total for year</b>		<b>265,000</b>
2018-19	Review/upgrade facilities (eg waste bins, lighting, tree-boxes)	3.1.5, 3.3.1, 3.3.2	40,000
	Cover Cinders Lane	3.1.2	70,000
	Upgrade accessways	3.1.1, 3.1.9	10,000
	Review/upgrade signage	3.1.3, 3.1.8	25,000
	Marketing, tourism, events	1.1, 2.2.3,4.2.3,4.3.1, 4.3.2	40,000
	<b>Total for year</b>		<b>185,000</b>
2019-20	Review/address 'Obstacles' within the Mall	3.2.3, 3.3.3	20,000
	Create 'Shared Access' Space	3.2.3	10,000
	Marketing, tourism, events	1.1, 2.2.3,4.2.3,4.3.1, 4.3.2	30,000
	<b>Total for year</b>		<b>60,000</b>
2020-21	Upgrade existing Fountain	3.2.2	18,000
	Marketing, tourism, events	1.1, 2.2.3,4.2.3,4.3.1, 4.3.2	30,000
	<b>Total for year</b>		<b>48,000</b>
<b>Total Mall Upgrade</b>			<b>558,000</b>