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**Measuring Success – Evaluating activities to  
demonstrate effectiveness to stakeholders**

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# Measuring Success –

Evaluating activities to demonstrate effectiveness to stakeholders



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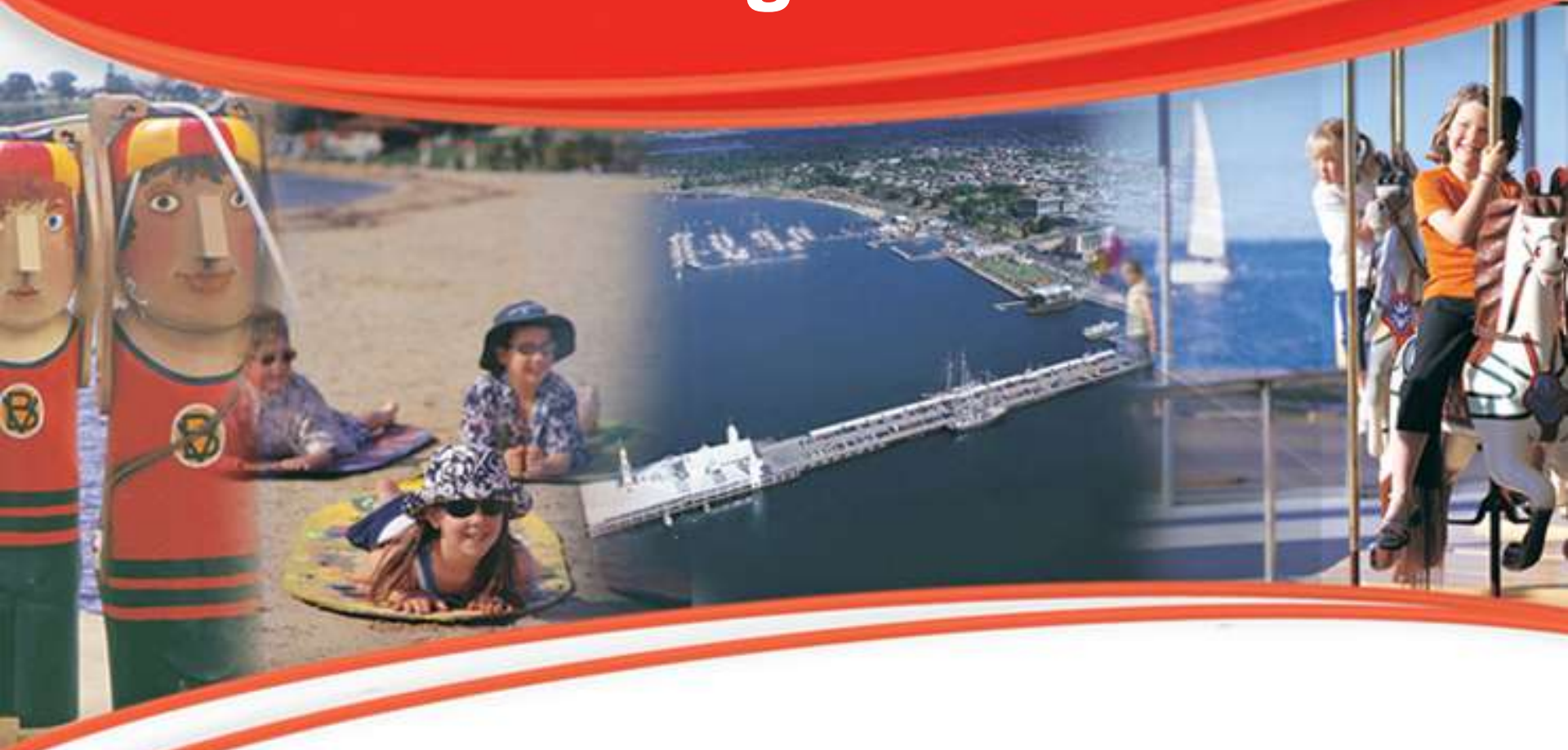
# Background

- CGCMC established in 2001 – now CGMC
- S86 Committee of City of Greater Geelong
- 2001-2006: 1200 businesses – approx \$490,000 p.a.
- 2006-2011: 1360 businesses – approx \$540,000 p.a.
  
- To market and promote Central Geelong in a coordinated and integrated manner aimed at enhancing its economic and social viability and its general amenity, making it an exciting and vibrant focus for the whole of the Geelong region.

# Key facts about Central Geelong

- Central Geelong is the social, business and cultural heart of the Geelong Region.
- Over \$590m of private development completed or underway incl. \$150m Westfield expansion since 2001.
- Further \$157m private development approved.
- Central Geelong has:
  - » 20,000 visitors per day
  - » 12,000 workers
  - » 4000 residents within Central Geelong
  - » Services a regional population of over 230,000
  - » 1350 business operators

# Central Geelong



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# Measurement – why and how?

- Instrumental in obtaining Council & property owner support for a second five year term.
- Developing a program for evaluation was a priority of the committee when it commenced.
- Allows the Committee to articulate the impact and benefits of its programs when dealing with stakeholders.

# Developing an evaluation plan

- The initial committee developed an evaluation plan that included:
  - Tracking vacancy rates
  - Pedestrian counting
  - Stakeholder perception surveys
  - Visitor perception surveys
  - Specific event & activity evaluation.

# Tracking of property vacancies

- Established a list of the key commercial real estate agents.
- Monthly fax back sheet sent to key contacts.
- Compiled monthly – distributed quarterly
- Large centre needs assistance from agents.
- Use of return mail & annual manual audit.
- Smaller activity centres can track vacancies more easily.

# Central Geelong



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# Pedestrian Counting

- Commenced quarterly - Dec 2002 to Mar 2006.
- Key locations chosen. Standard days and hours.
- Snapshot of CG during physical works.
- Counts now occur annually in June.

**How do we count?** Staff on streets with counters.

- Data is collated, trends tracked & reports prepared.

**What have we learned?:** Make sure you count before any major physical works to get good before data.

# Stakeholder Perception Survey

- Surveying of the business operators of Central Geelong.
- Conducted annually since December 2002
- Gathers data on how stakeholders perceive the value in the role of the Committee.
- Sent to all stakeholders – minimum sample size of 20%
- Electronic & hard copy surveys distributed.

# Outcomes from Stakeholder Survey

- Prior to 2006, Stakeholders perceived Committee responsible for parking, traffic, safety, physical works, public toilets & general rates.
- Low recognition of core marketing role & judged on issues outside terms of reference, control & budget.
- Name change considered 2003. Changed Sept 2006.
- Dec 2006 survey showed success of name change.
- Awareness of programs remains high in 2008
- Electronic communications has an impact.

# Visitor Perception Survey

- Conducted annually, the surveys gather vital data on the general perceptions of Central Geelong.
- The original count in December 2002 surveyed over 800 people.
- The sample size has been reduced to a more cost effective but still reflective size.
- 2009 key results – 24% use bus; 78% visit at least weekly; 94% were satisfied with their visit with 85% rating Good to Excellent; 89% could name or had heard of an activity run by CGM.

# Event & Activity Evaluation

- Every Central Geelong event and activity involving the general public is evaluated.
- Evaluation staff trained to gather information.
- Provides data for feedback
- Provides clear comparison between programs in terms of economic benefit.
- Increased use of electronic surveys via website has increased sample and reduced costs.

# Key questions to ask

- **Basic demographic questions PLUS**
- Did you come into CG especially for this activity?
- Will you do other things in CG today, if so what?
- How much will you spend at the activity or event?
- How much will you spend doing other things?
- List three places you will go?
- How did you come into Central Geelong today?
- If you drove, where did you park?  
(Off-street/ on-street within 1 – 5 blocks)
- How did you find out about the event or activity?

# Special Rate - Achievements

## Central Geelong Farmers Market

- Six years of operation.
- Two annual counts at four entrances  
Av 3000+
- Annual survey in November.
- 2008- 61% come into CG to attend the market and over 66% will do other things in CG – av. spend \$74.29 pp.
- Annual estimated economic benefit just over \$1 million.
- Costs \$60k p.a. to run



# Special Rate - Achievements

## Central Geelong Sidewalk Sales

- Since 2002, CGM coordinates & promotes this event on Melbourne Cup Day.
- In 2008, surveys showed \$1.15m million est. economic benefit p.a. to Central Geelong business operators from this one day event.
- Central Geelong Marketing spent just \$23,000 on this event in 2008.



# Special Rate - Achievements

## Central Geelong School Holiday Fun

- Attracts families to Central Geelong. 400 participants in Sept 2004 to over 5000 in 2008-2009.
- In 2009 over 90% of participants come in especially for the advertised activities with 95% staying on to shop or eat in Central Geelong.
- The School holiday activities bring in an estimated \$150,000 in economic benefit to Central Geelong businesses in 2008.
- Cost to CGM \$30,000 in 2008-2009



# Special Rate - Achievements

## Business Development

- Networking events attract over 250 business operators
- Monthly newsletter
- Innovative training opportunities
- Winner – Mainstreet Australia Awards– Management Committee of the Year 2009

## Other Activities

- Free City Bus
- Parking Maps
- Consolidated advertising
- Magic Meter Elves
- Eat Out in Central Geelong
- Event support including QVM Night Markets, exhibitions and festivals

# Other Marketing Activities



**WIN A TRIP FOR 2 TO DAYDREAM ISLAND**

Visit Moorabool Street for your chance to win a tropical holiday!

Spent \$10 in the new food courts near Moorabool Street between Taylor and Derigatory Streets between 10th July and 31st July 2009 and you will receive a bar of Cadbury Roses Chocolate. **FREE!**

**Must** go into the shop to enter a trip for two to Daydream Island just by shopping in Moorabool Street. See how to enter by downloading using the between 11am and 2pm.

Central Geelong **more**



# Evaluation templates

- Evaluation template developed.
- Information includes spend on program, value of advertising and media coverage, average spend per participant, estimated numbers and other important information
- Gives a one page snap shot to provide to Committee, stakeholders and councillors

# What does it cost?

- The evaluation program will cost \$25,000 in 2009.
- A casual pool of experienced staff established
- Increased use of electronic surveys
- Host work experience students in events and marketing working whenever possible.
- Spend on evaluation is less than 5% of total budget, but is vital in gathering information to demonstrate effectiveness.

# What can smaller activity centres do?

- Make sure you count estimated numbers at events
- Make sure you find out if people have come specifically for your event or activity and if so how much the person spent in your activity centre.
- Use newsletters, media releases and networking opportunities to promote your success to your stakeholder base.
- It helps gain support from sponsors and council for future funding of programs

# How has this helped?

- Central Geelong Marketing is able to show the special rate scheme is effective in generating economic benefit.
- Reduced the submissions and objections received in obtaining a second term of the five year special rate.
- In 2009-2010, with 1360 stakeholders, the special rate raised \$540,000, which equates to an average of \$397.05 per business and this is less than a 10x3 colour advertisement in the local paper.
- Central Geelong Marketing brings in more than \$2.5 million from its three key activities.

# What have we learned?

## Special Rate Program

- Get the name right at the start – be clear on role
- Be realistic about what can be achieved from a special rate program during a major revitalisation
- The program will always be impacted by physical works, traffic, parking and safety.
- Measure and evaluate all activities and communicate to Council & Stakeholders
- Ensure professional services needs are a focus

# Questions?

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