

St Marys Town Centre Corp KPIs

1.1. Strong Governance and Forward Planning								
Action	Description	Measurement	Delivery	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
1.1.1 Board Meetings	St Marys Town Centre Corporation to hold a minimum of 10 Board Meetings per financial year. Meeting agendas and minutes to be shared with Council, for publication on Council's website	Dates of board meetings to be recorded. All reports uploaded from each board meeting shared with PCC.	Annually hold 10 board meetings. 1 week after each Board meeting.	July 16th, 2024 August 20th, 2024 September 17th, 2024	October 15th, 2024 November, 20th, 2024 December 17th, 2024	January 21st, 2025 February 25th, 2025 March 18th, 2025	April 15, 2025 May 20th, 2025 June 17th, 2025	
1.1.2 Conflict and Risk	Conflict of Interest and Risk Register to be included in Agenda and minuted, updated for each Board meeting.	Conflict of Interest and Risk Registers tabled on Agenda and recorded on minutes each meeting. Information on registers regularly maintained.	Monthly (ongoing)	July – yes, noted in registers August - yes, noted in registers September - yes, noted in registers	October - yes, noted in registers November - yes, noted in registers December - yes, noted in registers	January - yes, noted in registers February - yes, noted in registers March - yes, noted in registers	April - yes, noted in registers May - yes, noted in registers June - yes, noted in registers	
1.1.3 Board Training Induction	All new Directors to be provided copies of the Deed of Agreement, Board Charter and other relevant induction materials. All Directors to receive appropriate governance training on an annual basis.	Record of induction of Directors kept. <i>Record of training held annually by Council</i>	Annual after AGM each year or updated as needed as Board changes occur. <i>Council to provide training annually.</i>	The Deed of Agreement (SLA) was not ready to hand out as it was still to be ammended. All other materials were provided.	New Board Members provided with relevant information.	No new Board Members this quarter.	No new Board Members this quarter.	
1.2 Business Performance and Reporting								
1.2.1 Quarterly reporting to Council	Provide a quarterly report of progress against KPIs to Council	Report sent to Council by due date.	October, January, April and July each year.					
1.2.2 Annual Report and Financial Audit	To prepare an Annual Report for Board sign off. To engage an independent auditor and prepare Annual Audited Financial	Annual report and financial audit prepared and completed. Signed agreement sent to Council by 30 July.	By 30 September each year	Annual Report & Financial Audit Submitted 25.9.25	Not required this quarter	Not required this quarter	Not required this quarter	Not required this quarter
1.2.3 Annual General Meeting	To prepare and hold an AGM in line with St Marys Town Centre Corporation's constitution and ASIC requirements.	To deliver an AGM each financial year	By 30 September each year	AGM Held Tuesday 17th September 2024	Not required this quarter	Not required this quarter	Not required this quarter	Not required this quarter
	Invitation to AGM to include property owners and tenants on SMTC database	To extend invitation and record attendance		Invitations were emailed and hand delivered to businesses. Emails were sent to property owners on SMTC database. Attendees - 20	Not required this quarter	Not required this quarter	Not required this quarter	Not required this quarter
1.2.4 ASIC Business Reporting	To ensure all Director information is updated on ASIC register.	All business information for Directors updated as required	Ongoing as required	All information checked and updated.	All information checked and updated.	All information checked and updated.	All information checked and updated.	
1.2.5 ATO	Completion of quarterly BAS statements and superannuation updated and maintained in the ATO business portal.	Record document updates and transactions for ATO.	Ongoing as required	Completed	Completed	Completed	Completed	
1.3 Business Strategy and Operational Planning								
1.3.1 Strategic Business Plan	Develop a Triennial Strategic Business Plan	Triennial Strategic Business Plan be delivered within timeframe	By 30 May 2027	Not required this quarter	Not required this quarter	Not required this quarter	Not required this quarter	
1.3.2 Annual Strategic Planning	To hold an annual strategic planning day with Board and Corporation staff to develop future planning priorities	Strategic planning day held within timeframe	By end of February each year	Not required this quarter	Not required this quarter	Our strategic and three-year business plans are progressing well. We regularly review our progress to ensure alignment with our long-term vision, making necessary adjustments to adapt to changes. This proactive approach keeps us agile and focused on driving our initiatives forward.	Not required this quarter	
1.3.3 Annual Operating Plan and Budget	Development of Annual Operating Plan and Budget, detailing the proposed program of activities and BAU expenditure of at least 95% other total funding allocation	Annual operating plan and budget developed within timeframe	By 30 th May each year	Not required this quarter	Not required this quarter	Not required this quarter	Annual Plan submitted May 20th, 2025	
2.1 Collaborative Approach								
Action	Description	Measurement	Delivery	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2.1.1 Engagement with property owners, businesses to inform Annual Operating Plan and Budget	Undertake engagement with property owners and businesses to inform the development of the Corporation's Annual Operating Plan and budget. Results of engagement shared with PCC.	Gathering activities for insight and input with businesses to shape and influence priorities, prior to development of AOP. Share outcomes with PCC.	February each year	Not required this quarter Not required this quarter Not required this quarter	Not required this quarter Not required this quarter Not required this quarter	The board consists of property owners and business owners that shape the plan and track it's progress.	Not required this quarter Not required this quarter Not required this quarter	
2.1.2 Ongoing stakeholder engagement on activity programs	Maintain strong stakeholder relationships with property owners, the Chamber of Commerce, WSBC, State and Federal Members, St Marys Village and Commercial Real Estates to inform priorities and activity programs.	Meet with PCC monthly. Meet with a minimum of 4 stakeholders monthly.	Monthly	July - Melissa McIntosh - In office appointment followed by a walk down Queen Street to meet business owners. Regular catch-ups with Commercial Real Estate Property Managers, informing the latest SMTC activities. They provide insights to outgoing and incoming businesses. Contact with the Marketing Manager from St Marys Village to discuss participation in the Halloween Trail and to confirm the opening date for Kmart.	By cultivating a strong and open line of communication with the property managers, I have had the opportunity to connect with various property owners and gain valuable insights into their needs and expectations. I have suggested they include SMTC's activities and engagement opportunities when they are leasing their properties.	December - catch-up with Marcella	June - catch-up with Tim	The final quarter has brought significant challenges, largely due to the election. Additionally, our annual Easter event required a substantial investment of time and effort, which further complicated our ability to focus on other initiatives. Amid these distractions, we have noticed notable changes in the local business landscape. Several businesses have either relocated to new premises or permanently closed their doors, reflecting the ongoing shifts in our community's economic environment.

2.1.3 Ongoing engagement with businesses	Maintain strong relationships with local businesses to inform priorities and activity programs	Connect with a minimum of 50 businesses per month	Ongoing	Maintaining regular communication with businesses regarding upcoming events, such as the Spring Festival and the Annual General Meeting (AGM). The feedback for the Spring Festival was predominantly positive, while the AGM invitation was hand-delivered. This approach elicited a mix of enthusiastic responses alongside some rather lackluster reactions. (Connections exceeded the minimum 50).	This quarter has been particularly busy, marked by consistent communication in preparation for the upcoming Halloween and Christmas events. There has been significant discussion and numerous requests regarding the Christmas window painting, which has facilitated new dialogues with typically hesitant business owners. (Connections exceeded the minimum 50).	This quarter has seen considerable activity. With the expansion of our social media presence, more businesses are showing interest in collaborating with us. The feedback has been positive, facilitating further discussions on potential partnerships and support we can offer. (Connections exceeded the minimum 50).	In this final quarter, we have seen significant activity related to the Easter Event, which was a success. This success has led to further discussions. Our social media presence continues to attract attention from businesses, and we have noticed that more businesses are enhancing their own presence across all platforms. The feedback we've received has been predominantly positive, leading to engaging discussions about potential partnerships and the support we can offer. (Connections exceeded the minimum 50).
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Objective 3 - Positive Promotion

Action	Description	Measurement	Delivery	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1.1	Social Media	Track engagement and reach. Increase follower growth by 5%	Measurement every 3 months	<p>Followers July - +55 / +189% August - +528 / +1% September - +4700 / +431% FB Q1 Total = +5283 Instagram Q1 Total = +926 Tik Tok Q1 Total = +4451</p>	<p>Followers October - +346 / -96% November - +145 / -56% December - +93 / -38% FB Q2 Total = +584 Instagram Q2 Total = +538 Tik Tok Q2 Total = +1131</p>	<p>Followers January - +265 / +90% November - +131 / +1% December - +38 / +38% FB Q3 Total = +434 Instagram Q2 Total = +166 Tik Tok Q2 Total = +165</p>	<p>Followers April - +126 / +223.6% May - +155 / +2% June - +74 / +1% FB Q3 Total = +355 Instagram Q2 Total = +189 Tik Tok Q2 Total = +146</p>
Community Connections	<p>Create, Promote and share stories from businesses to enhance a positive perception of the Town Centre.</p> <p>Website</p> <p>Stage 1 – upload directly</p> <p>Stage 2 – increase gallery and event notices</p> <p>Stage 3 – Blog – Promote and provide updates taking place in the Town Centre and businesses</p>	<p>Track progress of works and click through rate.</p>	<p>Measurement every 3 months</p>	<p>The SMTC Social Media Content Creator began the quarter with creating reels for our businesses. These reels highlight their offers and tell a story. The views were across 3 platforms. Facebook – Tik Tok – Instagram Facebook Reels Oceanarium Aquarium – 12.5k views Finders Keepers – 314k views St Marys Bakery – 27.5k views AW Textiles – 189k views Spring Festival – 13.2k views St Marys Pharmacy – 4.7k views Ned's Butchery – 420k views Salvation Army – 7.5k views Fernz Café – 11.9k views Zahra's Pizza – 81.1k views</p> <p>This work in this space is progressing.</p> <p>Event notices are uploaded.</p> <p>We are working with businesses to provide details they wish to be promoted.</p>	<p>Facebook Reels Super Pinoy – 84k views Van Dams – 4.6k views Certified Pizza – 20.2k views Super Tools – 2.5k views Kebab is Kebab – 9.7k views AWOL Creations – 1.7k views St Marys Fish Market - 18.3k views</p> <p>The updates to the page are being implemented based on the business contact list that we keep.</p> <p>Event notices are uploaded.</p> <p>We continue to request details from the businesses to share.</p>	<p>Facebook Reels Hustled Pilates – 1.9k views Golden Choptsticks – 51k views Skin Essentials – 2.7k views Untamed Flowers – 3.4k views Knockout Nutrition – 660 views Hair Options by Mary – 6.6k views Easter Tease - 816 views Easter Egg Prize - 687 views Easter Event - 6.5k views</p> <p>Event notices are uploaded.</p> <p>We continue to request details from the businesses to share.</p>	<p>Facebook Reels Acai on Queens – 88.8k views Skye's the Limit for Hair Mural – 4.6k views Nothin' but Country – 3.8k views Sydney Charcoal Chicken – 46.8k views</p> <p>The initiatives in this area are progressing steadily, reflecting our commitment to achieving important outcomes.</p> <p>Event notices are uploaded.</p> <p>We are still requesting information from businesses to share. We are collaborating with them to provide details they want to promote.</p>
3.1.2	Activate the Town Centre with annual seasonal events. Deliver special events that connect community with businesses. Scale each event to outcomes from the pulse check.	Event attendance, budget and actual spend. Obtain 85% satisfaction level with local business	Ongoing		<p>Halloween Trick or Treat Trail Budget - \$30k – Actual \$31,555 Attendance – 3.5k This year proved to be very different. The numbers peaked in the final week with the tickets through Eventbrite reaching capacity by Friday. There were 3 early pick-up dates offered to minimise the queues on the day. The first 2 were</p>		<p>Easter Egg Hunt Budget - \$30k – Actual \$32,327</p>

Festivals and Events		Event attendance, budget and actual spend. Obtain 85% satisfaction level with local business		<p>St Marys Spring Festival Budget - \$60k – Actual \$57,130 Attendance – 30k Sponsor – St Marys Diggers and Band Club Media partner - Nepean News</p> <p>This year, we outsourced the street stalls and entertainment for the festival. As a result, there was an 80% increase in the number of stalls compared to the previous year. However, we reduced the number of stages from three to two. Working with an entertainment organiser allowed us to present a fantastic lineup of performances. The MCs for both stages were also performers, and they delighted the audience with their talent.</p> <p>Mayor Todd Carney officiated the opening ceremony alongside SMTC Chair Faye Aboghazaleh. Organising the parade proved to be challenging, as some participants dropped out. We should consider plans for future events beyond the 50th anniversary.</p> <p>Overall, the 2024 St Marys Spring Festival was a success, with Mayor Todd Carney present for most of the day. Additionally, many businesses on Queen Street reported strong sales and extended their hours due to the large crowds.</p>	<p>very slow. The final one was significantly better but there were still a lot to be collected. On the day it was consistent for 3 hours with pickups and non-registered participants.</p> <p>Registered – 1699 Unregistered – 249 TOTAL – 1948</p> <p>Gina (NRS) believed that this was the best year she had ever seen. The busiest time was from 10 am to midday.</p> <p>The barrel entries were 1731. With most entries from St Marys, followed by Mt Druitt and Penrith. Entrants were from all over Sydney, with a splattering of regional NSW and even the ACT. The entertainment was a huge hit and very well received by all. With lots of great reports and gratitude on the day.</p> <p>Overall, the day went smoothly with no significant incidents. All businesses were pleased with the numbers and the uplift it brought them. Both on the day and since.</p> <p>Christmas 2024 Christmas Carols and Markets - Lang Park Event / Business Network / Tree / Business Windows Budget - \$60k - Actual - \$81,161 Sponsorship - \$31,900 - Total Spend \$ 57,377 Sponsors St Marys Band & Diggers Club - \$11k Parklife Metro - \$11k Ray White Diamantidis Group - \$5.5k Heavenly Celebrations - \$2,750 TAG RE - \$2,750 Attendance - 2,500 - 3,000 Despite ever changing weather, including rain.</p>	No major events took place in this quarter. Preparations for our upcoming Easter Egg Trail were in progress.	Attendance – 2.8k Local families enjoyed ongoing event traditions including an Easter egg hunt throughout SMTC businesses, Easter hat parade, Easter stage show, Bunny meet & greets, The Carrot Patch - where children could take home a fresh carrot for the Easter bunny, free fairy floss, face painting, and local dance school performances. Additionally, entertainment including a stilt walking hula hoopist entertained families along with a new craft activity where children could decorate their own bunny ears. An additional craft section was dedicated to painting tiles for the Magnetic Places Art installation courtesy of Diamando Koutsellis. Attendees were asked to pre-register their children for the Easter egg hunt and the Eventbrite listing received a huge 2,491 registrations - the event's highest ever pre-registration figure. Three early collection dates were held to encourage customers to collect their Easter hunt passports early and avoid queuing on the day. The estimated attendance on event day was a record 2,800+ people, highlighting the growing popularity of ongoing free family events presented by SMTC and their appeal to the local demographic. Overall, the day proceeded smoothly without any significant incidents. All businesses were satisfied with the numbers and the uplift it provided them, both on the day and afterwards.
3.1.3 Town Centre map	Create and distribute a Town Centre map promoting local businesses and events with input from local community. This has been identified as an opportunity through the Draft Place Plan.	Collaborate with PCC to create and deliver. Capture updates through an audit and amend quarterly.	December 2024	Not required this quarter	This issue is pending but will soon be discussed with the relevant personnel.	Discussions still pending with the relevant personnel.	Discussions still pending with the relevant personnel.
3.1.4 Charity Events / Fundraising	Identify and collaborate with local charities. Explore opportunities with local businesses who part-take in their chosen charity. All events to take place in the Town Centre and encourage local business participation.	On per quarter. Record event and outcomes	Ongoing as required.	July -Attended the Luke Priddis - Ladies Long Lunch event at SMDBC	This quarter focused on event management tasks, including the Halloween Trick or Treat Trail and the first Christmas Carols and Markets. There was an opportunity to collaborate with the Salvation Army but they decided to keep it in-house.	I have been attempting to liaise with local charities and assist them with fundraising, but without success.	We have developed a strategy that aims to provide meaningful support to various charities and causes by supplying SMTC Gift Vouchers. These vouchers can be redeemed with a selection of designated businesses within the Town Centre, which includes a variety of shops and food outlets. By allowing these vouchers to be used in this way, we not only encourage community engagement but also enhance the visibility and patronage of local businesses. Additionally, these
3.1.5 Facilitate engagement with council	SMTC to actively support Council led initiatives and activations. Explore opportunities to collaborate and participate when applicable.	Number of Council initiatives promoted. Number of initiative SMTC participate in.	Ongoing as required As required	Social media posts and in office posters July – 2 August – 1 September - 0 Nil	October – 5 November - 1 December - 0 Nil	January – 1 February - 2 March - 2 Nil	April – 4 May - 1 June - 0 Nil
Objective 4 - Enhancing Place Appeal							
Action	Description	Measurement	Delivery	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1.1 Façade Project # St Mary's Place Plan Project	Identify potential improvements and engage with businesses / property owners. Focus on signage, painting, outdoor dining and rear of property improvements – lighting. This reflects findings through the draft place plan.	Assist a minimum of 10 business annually.	Ongoing.	August – 3 – Skin Essentials / Big Big Aloha / Unique Care Group September – 2 - Smash Takeaway / Paradigm Physiotherapy	December –1 - Hi Dins Café	NIL	There is a growing trend of signage companies not showing up or not meeting our requirements outlined in our program. The goal was to complete work for at least 4 businesses, but this will hopefully happen in the next quarter.
4.1.2 Murals # St Mary's Place Plan Project	Identify potential sites for murals and art installations. Engage with PCC regarding possible opportunities.	Minimum of 2 murals annually depending on availability.	Ongoing.	Fernz Cafe - Art installation on roller door and bordering tiles.	Nil	NIL	Skye's the Limit for Hair - Art installation on roller door
4.1.3							

East lane Shade Sail Capital Project	Facilitate the completion of the East Lane Shade Sail Capital Project.	Engagement of construction contractor, construction and completion within agreed timeframe	31 December 2024	Permission letter to amend the drawings was finally received July 1st 2024. Permission was obtained from PCC to amend drawings. Drawings amended and DA with NSW Planning Portal uploaded August 26th. Application accepted by PCC – September 6th	Notice of Determination and Stamped Approved Plans were finally approved by PCC on November 6th.	The process of getting a budget-friendly quote has started. Tender Requests – 6 Tender declines – 2 Tender Quotes - 3	Alfresco Shade has been appointed the as the company to construct the Shade Sail Project. Delivery is on track for installation mid August
4.1.4	Contribute to vibrancy by encouraging business pop-ups. Seek tenancies for the empty shops along Queen Street.	Identify and discuss with relevant landlords. Track and record outcomes.	Ongoing.	The properties initially outlined in the Place Plan are scheduled for demolition, pending the developer's approval of his Development Application (DA). Discussions have been held with several businesses, but due to current challenging circumstances, there are limited participants.	This quarter, 33 properties were vacant, with 13 at street level. Only 11 of the 33 are available for lease. I frequently meet with Property Managers on Queen Street. The properties they manage prefer long-term leases. Negotiations have begun with the owner of 111-113 Station Street and 2 Queen Street. The owner wants to paint the exterior to improve the block's appearance. Awaiting quotes.	There has been a lot of movement and there are now 35 vacant properties. Only 14 of these are available For Lease. Seven of these are at street level. Three are very large premises and are seeking Long Term Leases. Still awaiting quotes from the owner of 111-113 Station Street and 2 Queen Street.	There has been more activity this quarter. Currently, there are 29 vacant properties, with only 13 available for lease. Of these, five are located at street level. Two of the properties are very large, and both are seeking long-term leases. One of the large premises previously listed For Lease has been retained by the lessor for storage until the lease expires. Obtained quotes from the owner of 111-113 Station Street and 2 Queen Street. Now awaiting a start date. There has been no other interest shown from other building owners or businesses.
Interior and / or exterior Activations	Consider exterior upgrade options. This reflects findings through the Draft Place Plan.						
Objective 5 - Engaged and Informed Businesses							
Action	Description	Measurement	Delivery	Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.1.1 Local Business Networking	Undertake business networking events held in the St Marys Town Centre, to connect local businesses together and share relevant information.	Minimum 6 per year.	Ongoing	July – nil August – Caffe Cherry Beans – 8 attendees September – SMDBC – merged with AGM – 20 attendees	October - nil November - nil December - nil	January - nil February – Coffee Catch-up. Cassandra's on the Park. Attendees - 10 March – Luncheon Network Meeting. Held at SMTC HQ. Attendees - 13	April - Lunch-time tunes Coachmans Park. Attendees-10 May - nil June - nil
5.1.2 Newsletter	Compile a monthly newsletter to inform and engage businesses of relevant opportunities and news relevant to the St Marys Town Centre.	Increase in open rate by 10%.	Monthly	July – nil August 13th - open rate -50.2% September 13th – open rate - 44.8%	October 25th – open rate - 43.3% November 13th -open rate -48.3% December 20th – open rate -50.3%	January 8th – open rate - 48.1% February 18th -open rate -38.3% March 20th – open rate -57.9%	May 2nd – open rate - 45.2% May 30th -open rate -60.3% June 20th – open rate -45.7%
5.1.3 Business Engagements	Pulse check – secure an independent research consultant to engage with businesses and identify improvements, opportunities and place perception.	Outcomes will be used to drive and influence KPI's for the upcoming year.	Every 2 years	Not required this quarter	Not required this quarter	Not required this quarter	Not required this quarter
5.1.4 Information Seminar	Hold an event to provide information regarding the developing landscape and opportunities in the St Marys Town Centre	Collection outcomes and findings to develop future events. Obtain 80% satisfaction with information provided. Share outcomes with Council.	By June 2025	Not required this quarter	Not required this quarter	Not required this quarter	The initial concept was to develop an event in alignment with the St Marys Town Centre Masterplan. With the endorsement of the plan now secured, it is essential to discuss the potential outcomes and desired results. As a Town Centre, we have the opportunity to cultivate a favorable image that can encourage others to share positive narratives about our community and its potential. Furthermore, it is essential to evaluate the effects of the enhancements implemented through the Community Improvements District (CID) Pilot Program

5.1.5 Workshops and training	Identify and communicate a range of relevant business workshops or training opportunities to local businesses. Delivery of a minimum of 6 workshops per year.	Achieve 80% satisfaction with training	Annually	Determining beneficial strategies for businesses can be challenging. They frequently do not express their preferences directly. Many businesses rely on their experience to make decisions. nil	I maintain individual interactions with businesses. Several have expressed their intention to pursue online tools for assistance. nil	The Q Agency Marketing workshops provided participants with three days of options for attendance. Each two-hour session was rich in valuable information, and the smaller group settings facilitated more focused one-on-one interactions. Ten local businesses participated in the workshops. The outcomes inspired these businesses to implement changes in their strategic direction. Following the workshops, Q Agency conducted follow-ups with all participants. - I have conducted personalised Canva training with four businesses. This has helped these businesses address their social media needs internally. It has also aided them in creating window signage and flyers. 7	Merchant Media Marketing - Social Media Workshop Workshops - 4 (April/May) Total Attendees - 13 Each workshop to last 90 minutes and accommodates a limited number of attendees to guarantee a hands-on experience. The objective is for every business owner to depart with their Google Business, Facebook, and Instagram accounts fully updated, linked, and optimized, along with a clear understanding of what to post on social media for their business. Western Sydney Business Centre – Canva Basics Workshop - 1 (Tuesday 8th April) Total Attendees - 5 5
5.1.6 Support Programs	Encourage and build capacity of local businesses in the Town Centre to apply for business grants offered through the NSW Government	Number of business grants shared with Town Centre businesses	Ongoing	I have established a professional relationship with Ryan from Services NSW Business Bureau. Ryan participates in our regular meetings and attended our AGM. I recommend businesses to connect with Ryan for individual sessions.	Various options have been evaluated for our businesses, and we will continue to pursue suitable solutions.	We continue searching for appropriate solutions.	The Multicultural NSW Stronger Together Grants Program was shared through our contact list.