

Attachments

Council Meeting

Monday 29 April 2024

10.1 Notice of Intention to Declare a Special Charge - Burwood Heights Shopping Centre

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**10.1 Notice of Intention to Declare a Special Charge -
Burwood Heights Shopping Centre**

Attachment 1 BHSC Letter to Council requesting renewal- received
29.02.2024

Attachment 2 Burwood Heights Strategic Plan 2024-2029

Attachment 3 Burwood Heights Special Charge Renewal 2024-2029 -
Proposed Declaration

**10.1 – ATTACHMENT 1. BHSC Letter to Council requesting renewal- received
29.02.2024**

29th February 2024

Alex Kaszubski
Economic Development Officer
Engineering & Investment
Whitehorse City Council

By email: alex.kaszubski@whitehorse.vic.gov.au

Dear Alex

The Burwood Heights Traders Association write to support the renewal of the Special Rates levy for Burwood Heights Shopping Centre that benefits the Burwood Heights traders.

Further to our recent meeting on 22nd February 2024, we confirm that:

- The Traders Association would like Council to formally commence the statutory process to renew the special rate scheme for Burwood Heights.
- We note that the consultation has been carried out and that the business plan and budget have been finalised and attached to this email.
- We would like to raise \$52,285.55 per annum, with a consumer price index (CPI) increase per annum, each of the five years, which commences in financial year 2024 to deliver this business plan.

The key activities that will be funded by the scheme are:

- To deliver a unified marketing and promotional strategy to increase visitation to the Centre with promotional activity, events and advertising.
- To govern the association effectively and strengthen business opportunities, stakeholder relations and advocacy.
- To advocate to stakeholders for improved physical amenities, cleanliness and streetscape improvements.
- To effectively communicate and engage with stakeholders.

In addition to this:

- The duration of the scheme is 5 years, commencing in 2024 and concluding in 2029.
- We would like the rate to be distributed by rate charge.
- We do not intend to include any additional properties or geographical areas to be included for this scheme duration and can confirm that the Marketing Coordinator will ensure that the only properties that benefit from the scheme are those that will be levied.

Thank you for your consideration.

Yours sincerely
Sharon Leeson
President – Burwood Heights Traders Association

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29.02.2024



Burwood Heights Business Association

Strategic Plan
2024-2029



10.1 – ATTACHMENT 2. Burwood Heights Strategic Plan 2024-2029

1. Introduction

The purpose of this strategic plan is to guide the development of the Burwood Heights Shopping Centre (Centre) over the next five years. It provides a framework for the Burwood Heights Business Association (Association) to realise the vision and objectives for a thriving Centre.

Burwood Heights Business Association

The Association is an incorporated body, established in 1993 representing business and property owners in the Centre. A committee is elected by members to make decisions on behalf of all property and business owners in the best interests of the association (even those property and business owners that aren't members of the association). Both property owners and business owners are eligible to apply to be members but cannot be compelled.

Details of the Association's current Committee members and Centre Coordinator is provided in the Appendix 1.

Special Rate / Charge Scheme 2024-2029

The Association has been funded by a Special Rate/ Charge Scheme (Scheme); a rate levied by Council since 2002. Council collects monies from Centre businesses and/or property owners. Funds are provided to the Association at fixed terms, based on the delivery of agreed projects over the duration of the Scheme. Monies are spent exclusively on marketing, promotions and business development of the Centre and delivered by a professional Centre Coordinator. The current scheme was declared on 1 September 2019 and is due to expire on 31 August 2024.

In February 2024, the Association approached Council with the intent to submit a request for renewal of a Burwood Heights Shopping Centre Special Rate/Charge Scheme. Following consultation, a threshold of 80% 'in principle' support was reached indicating that there was sufficient level of support shown, for Council to consider renewal of the existing Scheme.

The Association declared an intention to Council, to renew the Scheme and raise \$52285.55 per annum, with a consumer price index (CPI) increase per annum, each of the five years commencing in financial year 2024. The levy will be applied to all rateable tenancies within the Scheme boundary and paid by either the business or property owner.

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The purpose of the Scheme is to allow Centre businesses to benefit from collective resources to provide marketing, promotion and business development – the aim being to create efficiencies from the collective marketing effort.

Centre Management

The management of the Centre is complex with three body corporates. The Trader Association liaises with each of the three Body Corporates to facilitate Centre improvements. The Body Corporates' roles and responsibilities are separate to that of the Association. Committee members and the Centre Coordinator regularly meets and lobbies with the Body Corporates to achieve desired outcomes on behalf of Centre businesses.

BURWOOD HEIGHTS SHOPPING CENTRE

Centre Scheme Boundary

The Centre is located at the intersection of Burwood Highway and Middleborough Road, Burwood East. The image below illustrates the Centre's Special Rate/Charge Scheme boundary extent. As at December 2023, it included 37 rateable tenancies.

Centre Profile

The Centre is in a strategic location, being at the intersection of two major roads – Burwood Highway and Middleborough Road. It is in proximity to Deakin University, Burwood.

The Centre has a neighbourhood community focus. The shopping centre is U-shaped with properties facing both the Burwood Highway and the large car park at the rear. The Woolworths supermarket at the eastern end is the dominant use and is a landmark tenant. A building providing shops on the ground level and office suites above is a bookend at the western edge along Middleborough Road.

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Business Activity Mix

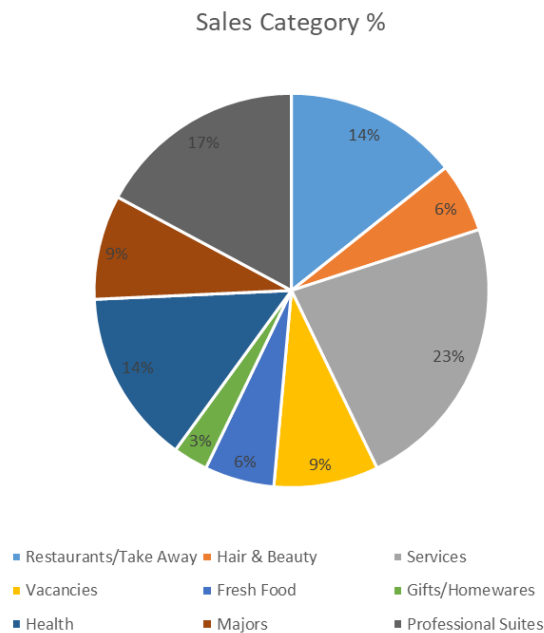
The Centre offers a range of general retail stores, optometrist, chemist, newsagent, large retail supermarket, petrol station, bakery, as well as cafes’ and restaurants. It is renowned for its wide range of personal, medical and professional services offering accounting, legal, real estate, beauty, health and medical services.

The Centre has a full line, Woolworths supermarket, BWS and AMPOL EG petrol station as its major anchor that attracts convenience shopping. This is further complemented by a variety of fresh food and produce outlets including an Asian grocery store, Artisan bakery and gourmet deli. The Centre is currently short of a Butcher, a Hairdresser/Barber, Real Estate, a Bakery and a Fruit & Veggie.

The Centre trades seven days a week though hours vary per store but generally Mon- Fri 9am - 5.30pm, Saturday 9-5 and Sunday 10-5.

As at December 2023, the Centre has 3 vacancies however 2 shops are nearing occupancy.

The chart below identifies the business activity mix of 37 rateable businesses, at September 2023:



The Centre’s most prominent offer is Services (23%), with Professional Suites (17%) and both Health (14%) and Restaurants/Takeaway (14%) close behind.

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The Centre also offers Major Retail (9%), Fresh Food (6%), Hair & Beauty (6%) and Gifts/Homewares (3%). At the time, the Centre has a 9% vacancy rate.

Refer to appendix 2 for a detailed list of Burwood Heights Shopping Centre businesses.

CONSULTATION

To inform the preparation of this business plan, consultation was undertaken with the Association Committee members, Centre Coordinator, business and property owners and representatives of Council.

Whitehorse City Council Business Owners / Operators Survey

Over June and July 2023, Council conducted a survey of business owners/operators and received 50 survey responses from 37 rateable tenancies

Whilst responses to open ended questions were very limited feedback included:

- Respondents liked:
 - Easy access to Centre shops
 - Ample car parking

- Respondents disliked:
 - Current signage
 - Declining mix of retailers and vacancies

- The most important issues that need addressing:
 - Landlords/Estate Agents having long term retail mix perspective
 - Improving tenancy mix
 - Improved signage

Strategic Planning Survey

Prior to the planning workshop Strategic Australia conducted an online survey of landlords and tenants. This largely confirmed councils survey results with further detail provided. Survey feedback included:

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Respondents liked:

- Easy access to parking
- Community orientated
- Multiple health services
- Friendly and warm staff

Respondents wanted the centre to continue to:

- Maintain communication
- Provide friendly community style service

Respondents wanted the centre to start to:

- Fill empty shop fronts
- Spend more money on repairs and maintenance

Planning Workshop

A planning workshop with business and property owners was facilitated by Strategic Australia on 5 September 2023. The workshop focused on reviewing the previous plan, what had worked well and what hadn't, and what were the key areas of focus for the new plan.

The workshop provided an opportunity to share a vision and explore opportunities, challenges and ideas for the ongoing success of the Centre in the next five years.

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KEY ISSUES AND OPPORTUNITIES

This section represents the Centre’s key strengths, weaknesses, opportunities, and threats/challenges (SWOT), as identified during consultation.

Strengths	Opportunities	Weaknesses	Threats / Challenges
<ul style="list-style-type: none"> • Major anchors – Woolworths Supermarket and AMPOL Petrol Station • Convenient shopping for goods and specialist / professional services • Established business owners with loyal customer base • Strong committee and Association • Longstanding Special Rate/Charge Scheme supported by businesses and Council • Centre Coordinator delivering a unified marketing strategy • Free ample 3 hour mix of car parking and staff car parking program • Excellent location – accessible public transport network (trams and buses) • Evening and weekend trade 	<ul style="list-style-type: none"> • Proximity to Deakin University Burwood, Burwood Brickworks, schools and Office/Business Parks • Cross synergies / collaboration with Centre businesses, community and industry groups • Body Corporates to support pop up stores in vacant shops • Support from Body Corporates and Council • Pedestrian access to businesses from front and rear entrances via Burwood Hwy • Proximity to RSPCA, John Flynn Retirement Village & Brickworks Housing Estate • Close to Suburban Rail Loop Development 	<ul style="list-style-type: none"> • Lack of consensus from property owners to invest money into operations and infrastructure • Poor signage along Burwood Hwy • Ambience and shop fronts are tired looking • Declining mix of shops, fresh food (butcher) and banking service • Insufficient allocation of Centre Coordinator resources. • Nettlefolds – Digital sign up on roof (Hope they don’t advertise competing centres/offers) – Should tenants receive compensation for lack of access to facilities while installation occurs. 	<ul style="list-style-type: none"> • Unknown plans of Woolworths tenancy and property owners • Competition with other neighbourhood and major shopping centres in proximity • Support from Council for the Special Rate/Charge Scheme during renewal • Demarcation of Body Corporates and Association roles and responsibilities • Increasing tenancy and Body Corporate rates • Increased vacancy rates • Dump Truck causing damage • Inflation/ Economy leading to reduced customer spend • Suburban Rail Loop – New Station near Deakin

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FUTURE DIRECTION

Vision

The Burwood Heights Business Association strives to embrace the one stop, convenience shopping centre experience and enhance vibrancy in the Burwood Heights Shopping Centre.

TARGET MARKET

There are predominantly three key target groups within a 3km radius of the Centre. Strategies have been based on these dominant groups, as the ideal customer profile.

Local community and shopping centre customers

- Local community ¹
- Shopping centre customers
- New residents
- Loyalty App and eNewsletter members
- Social media followers

Local customers working in the area

- Burwood Brickworks Shopping Centre
- Tradesmen
- Tally Ho Business Park
- Greenwood Officepark
- RSPCA
- John Flynn Retirement Village
- Brickworks housing estate
- Workers of the Suburban Rail Loop

Deakin University, Burwood Campus

- Students
- Lecturers

¹ Refer to appendix 3 Community Demographics

Strategic Pillars

To realise the Association's purpose, these four key strategic pillars have been identified:

1. Marketing and Promotions Focus
2. Governance Focus
3. Centre Physical Amenity Focus
4. Stakeholder Engagement Focus

The following provides a set of objectives that will aim to be progressed over the next five-year period.

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Marketing and Promotion Focus

To deliver a unified marketing and promotional strategy to increase visitation to the Centre.

The recommended set of strategies for Marketing and Centre Promotions are:

- Stage regular events with emphasis around local community appeal.
- Maximise business and increase customer base
- Increase digital media presence that drives traffic to our centre
- Increase dwell time of customers
- Increase networking opportunities for traders

Governance Focus

To govern the association effectively and strengthen business opportunities, stakeholder relations and advocacy.

The recommended set of strategies for Governance Focus are:

- Manage and sustain a functional committee to govern the Special Rate/Charge Scheme and support the Centre's marketing and promotional activities
- Meet our compliance obligations

Centre Physical Amenity Focus

To advocate to stakeholders for improved physical amenities, cleanliness and streetscape improvements.

Recommended set of strategies for Centre Physical Amenity Focus are:

- Advocate to keep the centre safe, clean and attractive to customers
- Facilitate artwork to emphasise the centre as an attractive place to visit

Stakeholder Engagement Focus

To effectively communicate and engage with stakeholders

The recommended set of strategies for Stakeholder Engagement Focus are:

- Maintain sound relationships with key stakeholders
- Advocate for tenancies that bring economic activity to the centre
- Represent views of the centre on any developments related to transport
- Advocate to increase occupancy of the retail, hospitality and other businesses premises

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The Association has a marketing and promotions program funded by an annual Scheme with a CPI increase per annum.

Expenses	Estimated cost
Newsletters/Postcards/Art/Print	\$ 3,900
Press advertising/Posters artwork	\$ 1,900
Website/Domain Registration/Social Media/ Photography	\$ 2,500
Competitions/Promotions	\$ 2,000
Distribution of Letterbox drops	\$ 3,000
Audit/Accounting Fees/Consumer Affairs	\$ 2,200
Signage and flags	\$ 1,000
Centre management fees	\$ 18,720
Social media fees	\$ 6,390
Social media subscriptions	\$ 1,200
Networking/seminars	\$ 100
Public liability insurance/APRA	\$ 1000
Entertainment/Christmas decorations/gifts	\$ 8000
Catering/entertainment	\$ 300
Total	\$52,210

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OVERALL MONITORING AND EVALUATION

The Association has a financial accountability system in place to meet the regular reporting requirements of both Consumer Affairs Victoria and the Council.

A financial report, outlining expenditure against a designated budget will be maintained and made available on request.

The Association will monitor and evaluate the achievement of the actions outlined in the Business Plan every quarter during each financial year and maintain the documentation.

At the end of the financial year, an audited financial statement detailing the annual income and expenditure will be prepared and presented at the AGM and to Council by no later than 1 September each year.

An annual budget and business plan reporting on key activities and outcomes will be prepared and presented to Council, on or before 1 September each year, in accordance with the requirements of the Scheme Agreement to release the funds.

At the AGM, a summary report of key achievements and financial reports will be presented.

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APPENDICES

These appendices provide a background and further information to support the business plan.

1. Management Committee

The Committee of the Burwood Heights Business Association for 2023/2024 are:

- President: Sharon Leeson
- Vice President: Arthur Kyriacou
- Treasurer: Enza Sirianni
- Secretary: Carrie Giacometti
- General Ordinary Members: Hubert Fong, Chloe Thae, Paula Kyriacou, Tiffany Liu, George Kallomallos, Attilio Gioia
- Centre Coordinator: Karen Webb

2. Burwood Heights Shopping Centre Businesses

A tenant list of businesses (includes 3 vacancies and 1 telecommunication tower), as at December 2023 is as follows:

Shop Number	Address	Business Name
1/	2-8 Burwood Highway	Il Amalfi Pizza and Pasta
2/	2-8 Burwood Highway	Brazilian Butterfly
3/	2-8 Burwood Highway	Comfort Feet Podiatry
3/	10-40 Burwood Highway	VACANT – SONOS RADIOLOGY COMING
4/	2-8 Burwood Highway	Woofman Ground Dog Grooming
5/	2-8 Burwood Highway	VACANT/CHICKEN SHOP COMING
5/	10-40 Burwood Highway	Kebab Yeah
6/	2-8 Burwood Highway	East Burwood Travel & Cruise
7/	2-8 Burwood Highway	H&R Block
8/	2-8 Burwood Highway	Artisan 8 Bakers
8/	10-40 Burwood Highway	Finbridge Finance
9/	2-8 Burwood Highway	Burwood Dental Care
9/	32 Burwood Highway	VACANT - EX FRUIT HUT
10/	2-8 Burwood Highway	RSPCA Op Shop
10/	10 Burwood Highway	Spectacles Plus

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10A/	36 Burwood Highway	Saurina Beauty
10+11/	36 Burwood Highway	Burwood Highway Asian Grocery
11/	2-8 Burwood Highway	Spizzico Gourmet Deli Café
11A	10-40 Burwood Highway	Active Audiology
12	12 Burwood Highway	Burwood Heights Medical Centre
12/	2-8 Burwood Highway	Mansae-K-BBQ
12/	10-40 Burwood Highway	Quality Pharmacy
13/	10-40 Burwood Highway	East Burwood Newsagency & Post Office
13/	2-8 Burwood Highway	Burwood Heights Dry Cleaners
14/	2-8 Burwood Highway	Coco Selection
42	42 Burwood Highway	Woolworths
42	42 Burwood Highway	BWS
50	50 Burwood Highway	Ampol EG
PROFESSIONAL SUITES UPSTAIRS		
Suite 1 and 2	2-8 Burwood Highway	Arthur Kyriacou & Co
Suite 3	2-8 Burwood Highway	Fong & Co. Barristers
Suite 4	2-8 Burwood Highway	Arthur Kyriacou & Co
Suite 5	2-8 Burwood Highway	Kristy Pan & Co
Suite 7	2-8 Burwood Highway	Loanbrix
Suite 7A	2-8 Burwood Highway	We House Real Estate

3. Community Demographics

The Census data (2021) includes:

- 20.9% of residents in Burwood were aged 60+ compared to 19.3% in 2016
- Analysis of the service age groups of Burwood in 2021 compared to the City of Whitehorse shows that there was a lower proportion of people in the younger age groups (0 to 17 years) as well as a lower proportion of people in the older age groups (60+ years).
- In 2021, 15.1% of the population of Burwood was aged between 0 and 17, and 20.8% were aged 60 years and over, compared with 19.4% and 23.8% respectively for the City of Whitehorse.
- The major differences between the age structure of Burwood and the City of Whitehorse were:
 - A larger percentage of 'Tertiary education & independence' (18.1% compared to 9.9%)
 - A larger percentage of 'Young workforce' (19.3% compared to 14.0%)
 - A smaller percentage of 'Parents and homebuilders' (16.7% compared to 20.5%)
 - A smaller percentage of 'Older workers & pre-retirees' (10.0% compared to 12.4%)
- From 2016 to 2021, Burwood's population increased by 110 people (0.9%). This represents an average annual population change of 0.18% per year over the period.
- The largest changes in the age structure in this area between 2016 and 2021 were in the age groups:
 - Tertiary education and independence (18 to 24) (-878 people)

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- Parents and homebuilders (35 to 49) (+298 people)
 - Young workforce (25 to 34) (+243 people)
 - Older workers and pre-retirees (50 to 59) (+164 people)
- The most significant change in the population structure was a significant decline in the Tertiary education and independence (18-24 year olds) this declined from 3,113 in 2016 to 2,235 in 2021. This may be a result of Covid-19 and overseas students returning to their country of origin.
- The number of 1 or 2 person households has increased from 55.8% to 60.5%
- The dominant household size has 2 people.
- Whitehorse had a higher proportion of high-income households relative to Greater Melbourne, with 26.7% of households earning more than \$3,000 per week, compared with 25.2%.
- Overall, 36.5% of the population born overseas arrived before 2001, and 22.5% arrived during or after 2016, compared with 36.5% and 22.5% respectively for the total population in the City of Whitehorse.

4. Strategic Plan

Our purpose

The purpose of the association is to manage, maintain and improve the Burwood Heights retail precinct and expend the monies to achieve a favourable result for retail sales and the shopping centre overall. This should be done in a fair, economical and results driven manner. It does this by assisting in the daily running of Member's businesses through marketing, management, operations, advice and services.

Strategic focus

which we will achieve through our strategic priorities...

Governance	Marketing & Promotion Focus	Centre Physical Amenity Focus	Stakeholder Engagement Focus
<ol style="list-style-type: none"> 1. Manage and sustain a functional committee to govern the Special Rate/Charge Scheme and support the Centre's marketing and promotional activities. 2. Ensure a broad representation of commercial and professional businesses on the Committee. 3. Meet our compliance obligations. 	<ol style="list-style-type: none"> 1. Stage regular centre events with emphasis around Local community appeal. 2. Maximise business and increase customer base. 3. Increase social media presence that drives traffic to our centre 4. Increase dwell time of customers. 5. Increase networking opportunities for traders. 	<ol style="list-style-type: none"> 1. Advocate to keep the centre safe and clean and attractive to customers. 2. Facilitate artwork to emphasise the centre as an attractive place to visit. 	<ol style="list-style-type: none"> 1. Maintain sound relationships with key stakeholders. 2. Advocate for tenancies that bring economic activity to the centre. 3. Represent views of centre on any developments related to transport. 4. Advocate to increase occupancy of the retail, hospitality and other businesses premises. 5. Regular communication with Body Corporate Manager.

10.1 – ATTACHMENT 2. Burwood Heights Strategic Plan 2024-2029

Governance Focus	What are the strategies to achieve this?	Timeframe
<p>Manage and sustain a functional committee to govern the Special Rate/Charge Scheme and support the Centre’s marketing and promotional activities.</p>	<ol style="list-style-type: none"> 1. Encourage traders/owners to apply to be members of association 2. Identify appropriate skills matrix for committee 3. Develop prospective committee member information pack 4. Promote committee opportunities in all networking events and other communication 5. Identify potential committee members well before AGM 6. Hold briefing session with potential committee members 7. Introduce mini committee to work on specific projects 	<p>Ongoing Year 1 Year 2 Ongoing Ongoing Annual Year 3</p>
<p>Meet our compliance obligations.</p>	<ol style="list-style-type: none"> 1. Ensure committee is aware of obligations and deadlines for compliance with CAV and Special Rate and any other grant funding 2. Develop compliance register and utilise with committee (add to agenda for information) 3. Review constitution every three years 4. Encourage committee members professional development 5. Prepare for renewal process of Special Rate Scheme 6. Educate traders on the role of the centre coordinator 	<p>Ongoing Year 3 Year 3 Ongoing Year 4 Ongoing</p>

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Marketing and Promotion Focus	What are the strategies to achieve this?	Timeframe
Stage regular centre events with emphasis around local community appeal.	<ol style="list-style-type: none"> 1. Identify centre events that will attract business 2. Investigate and apply where appropriate for alternative funding opportunities (sponsorships/grants) 3. Develop a calendar of events 4. Develop promotion program to coincide with calendar 5. Review program effectiveness (Does it achieve the objective) 	<p>Annually Annually</p> <p>Annually Annually Ongoing</p>
Maximise business and increase customer base.	<ol style="list-style-type: none"> 1. Investigate further opportunities with Deakin University, Burwood campus, RSPCA, John Flynn Retirement Village, Brickworks Housing Estate, Suburban Rail Loop 2. Increase customer database year on year 3. Monthly email to database 4. Measure click through of database 5. Liaise with Council for sponsorship opportunities with regional stakeholders 6. Encourage businesses to nominate themselves in local business awards e.g. annual Whitehorse Excellence Business Award. 7. Review program effectiveness 	<p>Year 2</p> <p>Ongoing Quarterly Monthly Ongoing Ongoing</p> <p>Ongoing/Quarterly</p>
Increase digital media presence that drives traffic to our centre.	<ol style="list-style-type: none"> 1. Assess appropriate digital media platforms for centre 2. Develop social media strategy 3. Establish key metrics to measure success of strategy 4. Implement social media strategy 5. Review success and adapt if required 	<p>Year 1</p> <p>Annually Annually Ongoing Quarterly</p>
Increase dwell time of customers.	<ol style="list-style-type: none"> 1. Identify appropriate dwell time strategies (e.g. greenery, seating, umbrellas, tables, music, great customer service etc) 2. Educate traders/Centre managers about the importance of dwell time strategies 3. Quarterly review of signage and directory. Work with retailers with specific promotions/Dining/etc 4. Review annually 	<p>Year 2</p> <p>Ongoing Ongoing</p> <p>Annually</p>
Increase networking opportunities for traders.	<ol style="list-style-type: none"> 1. Promote professional development and networking opportunities to businesses through free or low-cost programs offered by Council, government and regional groups e.g. Whitehorse Business Group Inc. and Eastern Innovation Business Centre. 2. Investigate in-Centre, visual merchandise workshops to assist with shop window and store presentation. 3. Review success and adapt if required 4. Quarterly newsletter to traders/owners to highlights what has been achieved 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing Quarterly</p>

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Centre Physical Amenity Focus	Centre Physical Amenity Focus	Timeframe
<p>Advocate to keep the centre safe, clean and attractive to customers.</p>	<ol style="list-style-type: none"> 1. Identify areas for centre improvement 2. Liaise with Body Corporate manager with case for improvement 3. Attend Body Corporate meetings 4. Collaborate with Victoria Police and Neighbourhood Houses, to increase safety awareness to businesses and the community (crime prevention kits). 	<p>Ongoing Ongoing</p> <p>Annually Year 3/4</p>
<p>Facilitate artwork to emphasise the centre as an attractive place to visit</p>	<ol style="list-style-type: none"> 1. Establish a local community artwork sub committee 2. Identify suitable locations for centre artwork 3. Develop a centre artwork plan 4. Negotiate with relevant parties for artwork site approval 5. Make submissions to relevant stakeholders 6. Measure feedback and report 	<p>Year 3 Year 3 Year 3 Year 3 Year 3 Year 3</p>

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Stakeholder Engagement Focus	What are the strategies to achieve this?	Stakeholder Engagement Focus
Maintain sound relationships with key stakeholders.	<ol style="list-style-type: none"> 1. Identify Stakeholders 2. Map Stakeholders on Engagement Matrix 3. Identify Appropriate Engagement methods for stakeholders 4. Implement Engagement Strategy 5. Measure results of strategy 	Year 4 Year 4 Year 4 Year 4 Year 4
Advocate for tenancies that bring economic activity to the centre.	<ol style="list-style-type: none"> 1. Keep abreast of trader mix 2. Where gaps exist (e.g. currently Hairdresser, fruit) meet with key stakeholders re encouraging tenancy 3. Measure impact of any developments and communicate to stakeholders 	Ongoing Annually Ongoing
Represent views of the centre on any developments related to transport.	<ol style="list-style-type: none"> 1. Identify local transport issues affecting centre 2. Develop position relating to any transport issues 3. Continue to advocate for centre when issues arise (in relevant transport related forums) 	Ongoing Ongoing Ongoing
Advocate to increase occupancy of the retail, hospitality and other businesses premises.	<ol style="list-style-type: none"> 1. Develop evidence informed information pack to highlight issues on trade and tenancy income when vacancies exist 2. Encourage centre management and owners to trial short term options where vacancies exist 3. Continue to provide centre management with available centre mix 4. Engage company to research and provide report 	Ongoing Ongoing Year 3/4 Year 3/4

10.1 – ATTACHMENT 3. Burwood Heights Special Charge Renewal 2024-2029 - Proposed Declaration

Attachment 3

Burwood Heights Shopping Centre Proposed Declaration of Special Charge for Marketing and Promotion

1. That Council proposes to declare a Special Charge under section 163(1) of the *Local Government Act 1989 (Act)* for the purposes of defraying expenses to be incurred by Council in, administratively only and subject to the approval and direction of Council, providing funds to the body operating and known as the Burwood Heights Business Association Incorporated (**Business Association**) such funds to be used for the purposes of promotion, marketing, business development and the appointment of a part time Shopping Centre Coordinator (**Coordinator**) as agreed to between Council and the Business Association (**Scheme**), all of which are associated with the encouragement of retail and commercial activity and economic development in the Burwood Heights Shopping Centre (**the Centre**).
2. That the proposed Special Charge will be based on geographic criteria, having regard to the location of those rateable properties in the area of the Scheme that are presently (or are reasonably capable of) being used for, commercial, retail or professional purposes, with the addresses of such rateable properties being more particularly described and listed in column 2 of the table forming **Annexure 1** to this proposed declaration, which rateable properties are otherwise shown as being situated within the highlighted areas enclosed by continuous thick blue line on the plan forming **Annexure 2** to this proposed declaration.
3. That in performing functions and exercising powers in relation to activities associated with the encouragement of retail and commercial activity and economic development in the area for which the Special Charge is to be declared, Council determines that the total amount of the Special Charges to be raised will be (and that Council intends to levy) an amount of \$52,285.55 per annum, raising in total an amount of \$261,427.75 over the five year period of the Scheme, with such amount being the total cost of the performance of the function and the exercise of the power by Council and the total amount to be levied being (in relation to the encouragement of retail and commercial activity and economic development) and with such annual amounts (after the first year) to be adjusted annually in accordance with movements in the Consumer Price Index (CPI)).
4. That the proposed Special Charge is to be declared (and will remain in force) for the period commencing on 1 September 2024 and ending on 31 August 2029, being a period of five years.
5. That the area for which the proposed Special Charge is to be declared is the area containing all of the rateable land known as the Burwood Heights Shopping Centre, as otherwise shown as being situated within the highlighted areas enclosed by continuous thick blue line on the plan forming **Annexure 2** to this proposed declaration.
6. That the land in relation to which the proposed Special Charge is to be declared is all that rateable land described and listed in column 1 and 2 of the table forming **Annexure 1** to this proposed declaration.
7. That the Special Charge will be assessed and levied as follows –

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- a) for the first year, the Special Charge will comprise the amounts that are set out in column 3 of the table forming **Annexure 1** to this proposed declaration; and
 - b) for each subsequent year, the proposed Special Charge will comprise the amounts that were payable in the immediate previous year, adjusted in accordance with movements in the CPI (but shall not be less than the amount payable in the immediately preceding year).
8. That Council considers there will be a special benefit to the persons required to pay the proposed Special Charge (being the owners and the occupiers of the properties listed in column 2 of the table forming **Annexure 1** to this proposed declaration) in that there will be a special benefit over and above that available to persons who are not subject to the proposed Special Charge, and directly and indirectly the viability of the Centre as a commercial, retail and professional area will be enhanced through increased economic activity because of the following –
- a) improved marketing and promotion for the Centre as a whole increasing the public awareness, profile, image and perception of the Centre and attracting increased patronage to the Centre;
 - b) all businesses will have better access to advice, information and assistance on latest trends in marketing, retailing, small business and promotion;
 - c) all businesses will benefit from having an experienced person coordinating their activities for their mutual advantage and acting as a single liaison point, lobbyist and spokesperson to represent local business within the Centre and deal with various arms of government (Federal, State and Local); and
 - d) the value and the use, occupation and enjoyment of the properties and the individual businesses in the Scheme area will be maintained or enhanced through increased economic activity.
9. That Council considers only those properties included in the Scheme area as proposed will derive a relevant special benefit from the imposition of the proposed Special Charge and that there are no wider special benefits or community benefits to be taken into account in relation to the proposed Scheme. Council presently considers and formally determines for the purposes of sections 163(2)(a), 163(2A) and 163(2B) of the Act that the estimated proportion of the total benefits of the Scheme to which the performance of the function or the exercise of power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the proposed Special Charge is in a benefit ratio of one to one (or 100%).
10. That having regard to the preceding parts of this proposed declaration, the proposed Special Charge will be levied by sending notices to the owners or the occupiers of the properties included in the Scheme which will require that the initial Special Charge set out in column 3 of the table forming Annexure 1 to this proposed declaration and the subsequent Special Charges under this Scheme must be paid in full by the date specified in the notices, which will be a date not less than thirty days after the issue of the notice, or if an owner or occupier so elects to pay the Special Charge by four equal instalments (or near equal in respect to the final instalment) by the dates fixed by the Minister by notice published in the Government Gazette being the dates on which payment by four instalments of rates and charges are fixed pursuant to section 167(2) of the Act, and further declares that interest shall be charged on all late payments of the Special Charge as set from time to time by Council pursuant to section 172 of the Act.
11. That, if the proposed Special Charge is declared, the Business Association be authorised to administer the proceeds of the Special Charge on behalf of Council on the express condition that the Business Association maintains and renews its funding agreement with Council for the period of the Special Charge.

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- 12. That if the proposed Special Charge is declared, no incentives will be given by Council for the payment of those charges before the due date for payment.

- 13. That the proposed declaration will expire if the Special Charge is not levied to each person liable to pay it within 12 months after the day on which the declaration to which the Special Charge relates is made.

Annexure 1 – Burwood Heights Shopping Centre - Special Charge Schedule by Property 2023-2024

Assessment Number	Address	2023/24 amount (rounded)
19284 9	1/10-40 Burwood Hwy	\$993.20
19283 1	2/10-40 Burwood Hwy	\$1,451.95
19282 3	3/10-40 Burwood Hwy	\$2,416.70
19281 5	4/10-40 Burwood Hwy	\$1,876.50
19280 7	5/10-40 Burwood Hwy	\$1,381.50
19279 9	6/10-40 Burwood Hwy	\$1,309.15
19278 1	7/10-40 Burwood Hwy	\$3,160.85
19277 3	8/10-40 Burwood Hwy	\$1,724.80
19276 5	9/10-40 Burwood Hwy	\$2,440.15
19275 7	10-11/10-40 Burwood Hwy	\$1,970.35
10002502 2	11A/10-40 Burwood Hwy	\$1,168.35
10002501 4	12/10-40 Burwood Hwy	\$3,744.10
781858 6	13/10-40 Burwood Hwy	\$1,332.75
763850 5	50 Middleborough Rd	\$2,962.05
19300 3	Suite 1/2-8 Burwood Hwy	\$483.95
19301 1	Suite 2/2-8 Burwood Hwy	\$351.90
10003302 6	Suite 3/2-8 Burwood Hwy	\$572.25
10003487 5	Suite 4 /2-8 Burwood Hwy	\$409.80
10003303 4	Suite 5/2-8 Burwood Hwy	\$698.65
10003488 3	Suite 6/2-8 Burwood Hwy	\$462.15
236882 7	Suite 7/2-8 Burwood Hwy	\$1,061.85
791362 7	Roof/2-8 Burwood Hwy	\$465.80
19285 6	Shop 1/2-8 Burwood Hwy	\$960.65
19286 4	Shop 2/2-8 Burwood Hwy	\$964.30
19287 2	Shop 3/2-8 Burwood Hwy	\$895.65
19288 0	Shop 4/2-8 Burwood Hwy	\$871.45
211855 2	Shop 5/2-8 Burwood Hwy	\$871.45
211856 0	Shop 6/2-8 Burwood Hwy	\$871.45
19291 4	Shop 7/2-8 Burwood Hwy	\$871.45
19292 2	Shop 8/2-8 Burwood Hwy	\$871.45
19293 0	Shop 9/2-8 Burwood Hwy	\$871.45
19294 8	Shop 10/2-8 Burwood Hwy	\$871.45
19295 5	Shop 11/2-8 Burwood Hwy	\$871.45
19296 3	Shop 12/2-8 Burwood Hwy	\$2,501.40
19297 1	Shop 13/2-8 Burwood Hwy	\$871.45
763849 7	Shop 14/2-8 Burwood Hwy	\$871.45
19273 2	42-50 Burwood Hwy	\$5,810.30
Total		\$52,285.55

10.1 – ATTACHMENT 3. Burwood Heights Special Charge Renewal 2024-2029 - Proposed Declaration

Annexure 2

