



Burwood Heights Business Association

Strategic Business Plan

2019-2024



Prepared by Strategise Group



In conjunction with Burwood Heights Business Association and Whitehorse City Council



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INTRODUCTION

Purpose

The purpose of this document is to outline the five-year Strategic Business Plan for the Burwood Heights Shopping Centre (Centre). 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. It serves as a collective voice to advocate to Body Corporates, Whitehorse City Council (Council) and Government for Centre improvements. Its focus is to design and implement a marketing and promotional strategy to revitalise and sustain the Centre's economic viability.

Special Rate / Charge Scheme 2019-2024

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 2014 and is due to expire on 31 August 2019.

On 31 January 2019, the Association submitted a request to Council for renewal of a Burwood Heights Shopping Centre Special Rate/Charge Scheme. Following consultation, a threshold of 75% '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 \$45,000 per annum, with a consumer price index (CPI) increase per annum, each of the five years commencing in 2019. The levy will be applied to all rateable tenancies within the Scheme boundary and paid by either the business or property owner.

The purpose of the Scheme is to allow Centre businesses to benefit from collective resources to provide marketing, promotion and business development.

The Association is keen to build on a successful marketing, promotions and business development program to support both new and existing Centre businesses. The Association will lobby to stakeholders to undertake initiatives in the next five years.

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

Centre Management

The management of the Centre is complex with three body corporates. The 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 July 2019, it included 37 rateable tenancies.

Figure 1. Burwood Heights Shopping Centre boundary extent



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

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, education, health and medical, hair and beauty services.

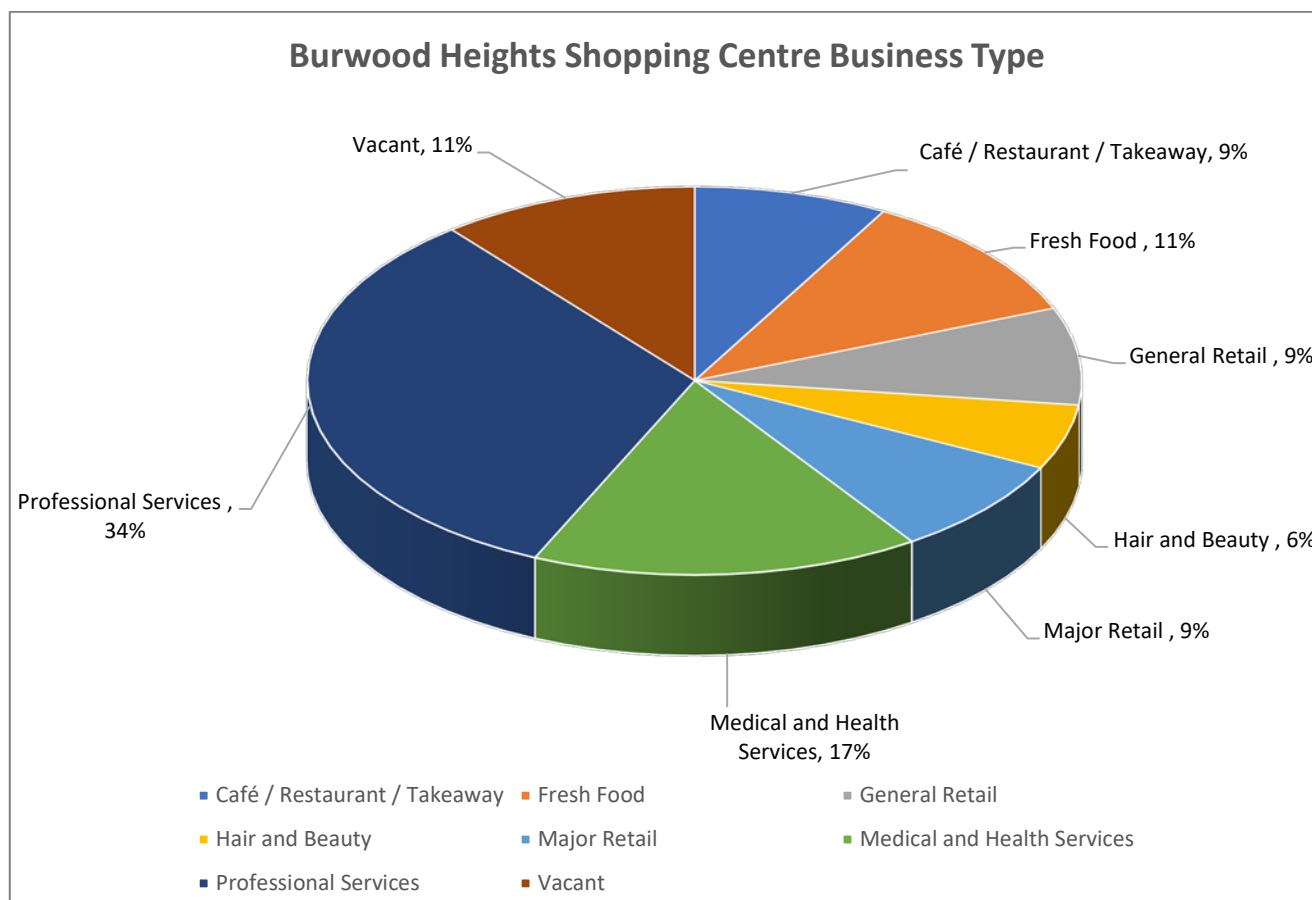
The Centre has a full line, Woolworths supermarket and Woolworths Caltex petrol station as its major anchor that attracts convenience shopping. This is further complemented by a variety of fresh food and produce outlets including fruit and vegetable shops, Sri Lankan groceries and spices and an Asian grocery store, Artisan bakery and gourmet deli. The Centre is short of a butcher, variety of discount stores and a (community) bank, which competes with nearby shopping centres.

The Centre trades seven days a week and late evenings on Thursday and Friday.

As at July 2019, the Centre has 4 vacancies (3 shops and 1 suite).

The chart below identifies the business activity mix of 37 rateable businesses, at July 2019:

Figure 2. Business type by percentage



The Centre's most prominent offer is Professional Services (34%), with Medical and Health Services (17%) and Fresh Food (11%) close behind.

The Centre also offers General Retail (9%); Café / Restaurant and Takeaways (9%); Major Retail (9%) and Hair and Beauty (6%). At the time, the Centre has a 11% 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

In March 2019, Council conducted a survey to business owners/operators and received 27 survey responses from 37 rateable tenancies.

Key findings are:

- Respondents liked:
 - Easy access to Centre shops
 - Ample car parking
- Respondents disliked:
 - Centre looking outdated and run down
 - Declining mix of retailers and vacancies
- The most important issues that need addressing:
 - Upgrade Centre
 - Improving tenancy mix
 - Increase foot traffic
- 49% of respondents were satisfied or very satisfied with marketing and promotional activities.
- A majority of respondents (55%) indicated that business turnover remained the same over the past financial year.

Overall there was a high level of satisfaction in relation to liaison and cooperation between the Association and businesses. There was also significant feedback in relation to the Centre that falls outside the scope of the Special Rate/Charge Scheme and the Association will liaise with relevant stakeholders.

Refer to appendix 3 for a summary of survey findings.

Visioning Workshop

A visioning workshop with business and property owners was facilitated by Strategise Group on 20 May 2019. The workshop focused on developing a vision and framework for the Centre's strategic plan and marketing direction. The session was attended by 13 business and property owners, representatives of the Committee, Council, and the Centre Coordinator.

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.

To ensure maximum reach of engagement, Council distributed a letter to business and property owners and the Association distributed an email to businesses to contribute any comments, if attendance was not possible.

KEY ISSUES AND OPPORTUNITIES

This section represents the Centre's key strengths, weaknesses, opportunities, and threats/challenges (SWOT), as identified during consultation. Further comments are detailed in appendix 4.

Strengths	Opportunities	Weaknesses	Threats / Challenges
<ul style="list-style-type: none"> •Major anchors – Woolworths Supermarket and Caltex 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 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 	<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. 	<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

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.

Objectives

The Association's objectives over the next five years are to:

- Improve and support Centre businesses by offering marketing, promotions and professional development to improve the Centre's economic viability.
- Promote the Centre as the place of choice for professional and retail services.
- Foster stronger support with local businesses, community groups, clubs, education institutions, private and public organisations including Council.
- Lobby the Centre's Body Corporates and property owners for appearance and physical improvements of the 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

Deakin University, Burwood Campus

- Students
- Lecturers

Key message

The Centre's key message is easy parking, friendly service and convenient shopping.



Image: proposed Burwood Brickworks Shopping Centre



Image: Deakin University, Burwood Campus



Image: Deakin University, Burwood Student Plaza

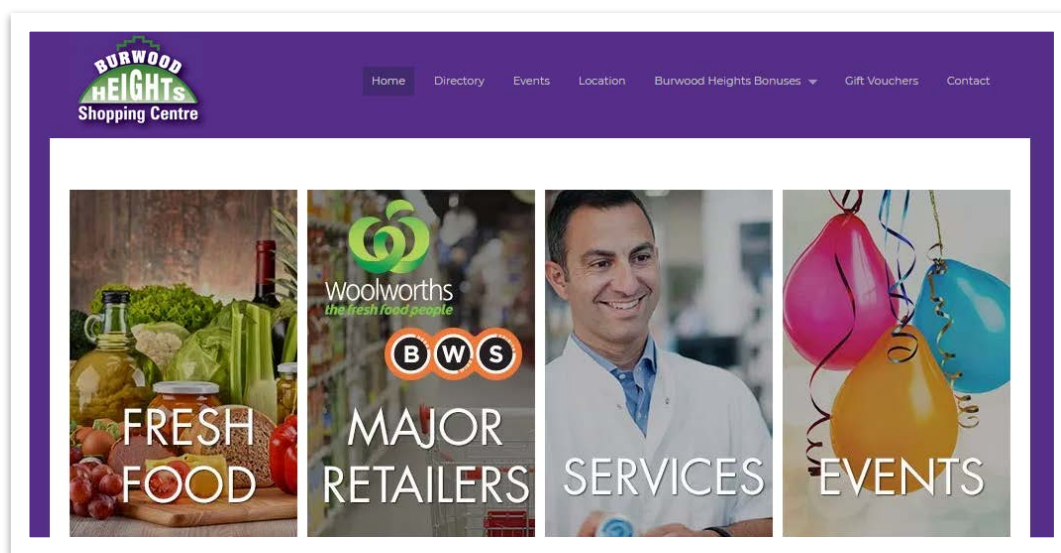
¹ Refer to appendix 5 Community Demographics

STRATEGIES

To realise the Association's vision and objectives, these four key strategies have been identified:

1. Marketing and Centre Promotions
2. Business Development
3. Physical Development and Centre Improvements
4. Management, Finance and Communications

The following provides a set of recommended strategies that underpin these four components over a five-year period.



Burwood Heights Shopping Centre website

Marketing and Centre Promotions

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:

Centre Promotional Activities

- Prepare a cost-effective 12-month marketing plan of Centre promotional activities.
- Organise 50c spend and save promotions.
- Update in-Centre Breezeway posters in laneways to promote Centre offerings.
- Donate gift vouchers to local schools and community groups.

- Investigate and apply for Council's Festive Decoration grant for up to \$3,000 (matched funding) over a 3-year period.
- Install Christmas decorations in November of each year.
- Encourage businesses to participate in Centre promotions.
- Investigate and develop sustainable, shop local, Centre branded eco-friendly bags to complement the Victorian Government legislative ban on lightweight, single-use plastic bags from November 2019.
- Consult with consumers and businesses to provide an insight to the success of the Centre's promotional activities.

Communication and Website Promotion

- Develop engaging and content rich electronic direct mail (EDM) campaigns via MailChimp.
- Develop printed, leaflet letter box drops.
- Develop relevant, engaging promotional content on the Centre's website.
- Develop website blogs to build traction and engagement.
- Enable Centre branded (new and existing) social media links on the website's homepage.
- Maintain the website business directory and update Centre promotions.
- Establish cross web links with Centre businesses and local supporting groups.

Digital Media Marketing

- Develop and implement a cost-effective digital marketing strategy to promote Centre promotional activities.
- Monitor and review social media and Loyalty App engagement, every month.
- Develop social media promotional material for special activities during each year.
- Increase social media engagement (Facebook from 44 to 1,000 and Instagram from 8 to 1,000 over five years).
- Introduce new digital platforms (YouTube, WeChat).
- Encourage social media cross-promotional engagement with Deakin University and local groups (e.g. Whitehorse Business Group Inc, etc).
- Evaluate and review the Loyalty App traction and effectiveness.
- Increase Loyalty App user membership.
- Increase business participation to promote discounts/coupons on the Loyalty App.
- Enable push notifications to Loyalty App members.

Centre Branding Promotion

- Promote the Centre's key strengths to increase the Centre's branding awareness.
- Install Centre branded flags during the year and Christmas flags in November, of each year.

Strategic Marketing and Promotion

- Develop a campaign specific to attract new residents and customers at the upcoming Burwood Brickworks Shopping Centre (align with Centre opening).
- Identify cross-synergies and promotional opportunities with local community groups and stakeholders.
- Seek support from Council to facilitate stakeholder relationships, where possible.
- Continue relationship with Fletchers Real Estate for in-kind advertising boards at each entry point and ad hoc advertising in the weekly real estate magazine.
- Facilitate buy-local campaigns leveraging from Centre business' customer databases to offer discount vouchers and loyalty cards.
- Investigate feasibility to provide a 'click and collect' service offered by participating goods and services businesses.
- Investigate feasibility of advertising at nearby bus and tram stops.



*"Draw your Mum" Mothers' Day drawing competition
displayed on Woolworths windows*

Business Development

To support new and existing Centre businesses and strengthen business opportunities, stakeholder relations and advocacy.

The recommended set of strategies for Business Development are:

- Identify barriers deterring Centre property / business owners with a shop front façade along Burwood Hwy for a front and rear entrance. Communicate findings to business owners.
- Investigate further opportunities with Deakin University, Burwood campus regarding its future expansion plans.
- Liaise with Council for business opportunities with regional stakeholders e.g. the Victorian government's North East Link project stakeholders.
- Encourage businesses to nominate themselves in local business awards e.g. annual Whitehorse Excellence Business Award.
- 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.
- Investigate in-Centre, visual merchandise workshops to assist with shop window and store presentation.
- Benchmark with other neighbouring Councils / shopping centres on how landlords are enticed to lower rental costs and maintain low vacancies.
- Liaise with other Shopping Centre Coordinators, Association Presidents and tenants to identify best practices.
- Request Council to facilitate (6 monthly) regional meetings with Shopping Centre Presidents, Vice Presidents and Centre Coordinators and regularly attend them.
- Subscribe to relevant websites to be notified of available grant opportunities.



Burwood Heights Shopping Centre - outdoor seating and car park view

Physical Development and Centre Improvements

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

Recommended set of strategies for Physical Development and Centre Improvements are:

- The Association will attend Body Corporate meetings to advocate for Centre maintenance and improvements.
- Clearly identify the scope of roles and responsibilities of (3) Body Corporates to achieve:
 - installation of new flagpoles and a pylon sign on the Burwood Highway frontage of the Centre.
 - installation of light poles and lighting in secluded areas and lanes to support the Centre's night-time economy.
 - investigate alternate low-cost lighting (solar and fairy lighting) in the Centre.
 - investigate implementation costs and grant opportunities for CCTV installation.
 - identify the business mix gap and develop an investment attraction prospectus.
 - Introduction of pop up stores in vacant shops.
 - communicate with landlords and seek their support to lower rental costs.
 - facilitate nomination of property owner champions to support initiatives.
 - manage issues that may be damaging Centre branding (e.g. cleanliness, streetscape improvements)
 - identify and review the Centre's directional signage at all entry points and Centre directory.
 - identify information required by VicRoads and collect data to pursue a permanent clearway at Middleborough Road entrance.
- Collaborate with Victoria Police and Neighbourhood Houses, to increase safety awareness to businesses and the community (crime prevention kits).



Burwood Heights Shopping Centre shops and office suites

Management, Finance and Communication

To manage and sustain a functional committee to govern the Special Rate/Charge Scheme and support the Centre's marketing and promotional activities.

The recommended set of strategies for Management, Finance and Communication are:

- Effectively sustain a functional committee and manage a Scheme program.
- Undertake financial and marketing activity reporting and make available on request.
- Undertake regulatory reporting requirements to government.
- Clearly identify the Centre Coordinator's scope of role and responsibilities to assist the Association in delivering a unified marketing and promotions program.
- Review resourcing requirements of the Centre Coordinator.
- Monitor and review when professional consultants are required to undertake specific projects.
- Communicate with Centre businesses all marketing and promotional activities (via email, EMD, hardcopy memos and face to face visitation).
- Review communication updates and frequency to businesses.
- Encourage businesses to work together as a team to support the program.
- Ensure a widespread representation of commercial and professional businesses on the Committee.
- Increase Association membership and ensure all committee members are aware of governance responsibilities.
- Develop a welcome kit for new committee members and new businesses.
- Seek support from Council towards the end of the Scheme period.

ACTION PLAN

A 12-month action plan has been prepared for 2019/20 (pro-rata) and focuses on the four key strategies. This aligns with the 5-year vision and objectives.

The action plan outlines realistic deliverables to be achieved within the first year of the Special Rate/Charge Scheme and includes:



Goal	Responsibility	Action	Measurement	Timeline
MARKETING AND CENTRE PROMOTIONS				
Increase digital presence	Centre Coordinator	Develop a 12-month digital marketing strategy.	Adopted strategy endorsed by Association	October 2019
		Monitor and review digital marketing strategy.	Monthly statistics report published	Monthly ongoing
		Increase Loyalty App discounts/coupons campaigns to one (1) campaign per month.	Loyalty App membership to increase from 172 to 300	Ongoing with 6-month review (Sep 2019 -Mar 2020)
		Introduce new digital platforms/technology e.g. YouTube, WeChat, blogs	Adoption and use of new digital technologies	February 2020
		Increase social engagement by publishing 50 social posts / shares with Deakin University and other local community groups.	Cross promotion to increase by 50%	Ongoing
		Develop and distribute one (1) eNewsletter per month to subscribers via MailChimp	Subscription to increase from 288 to 500	Ongoing

Goal	Responsibility	Action	Measurement	Timeline
Update and maintain website	Centre Coordinator	Publish engaging content and one (1) centre promotion per month.	12 Centre promotions published	Ongoing
		Maintain online directory of Centre businesses	All current businesses listed on the Directory	Ongoing
		Update social media links on the homepage	Accessible social links	September 2019
		Introduce one (1) blog per quarter	4 blogs published	Nov, Dec 2019 and Mar, Jun 2020
Attract visitation to the Centre	Centre Coordinator	Develop a cost-effective 12-month marketing plan of Centre promotional activities	Adopted plan endorsed by Association	September 2019
		Develop four (4) printed newsletter letterbox drops.	Distribution of 5,000 newsletters to homes and 300 in centre stores	Sep, Dec 2019 and Mar, Jul 2020
		Encourage businesses to participate in Centre discounts.	Support by 70% business participation	Ongoing
		Develop senior and student discounts brochures.	Distribution of 500 discounts brochures	Ongoing

Goal	Responsibility	Action	Measurement	Timeline
		Investigate feasibility of a “click and collect” service offered by participating goods and services businesses.	Preparation of report to Association	September 2020
		Update and rotate Breezeway posters in laneways to promote Centre offerings.	4 new Centre offerings per month	Bi-monthly ongoing
		Investigate and apply for Council’s Festive Decoration Grant.	Investment of (minimum) \$1,000 matched funding	Sep/Oct 2019
		Install 3 (three) Christmas flags and in-Centre decorations to promote the festive season from November.	Centre decorations installed for festive trading period	Nov 2019 – Jan 2020
		Develop a Burwood Brickworks Shopping Centre campaign to attract new customers.	Adopted campaign by Association	Align with Centre opening
Increase Centre branding promotions	Centre Coordinator	Update and change over three (3) generic Centre flags during the year.	Centre flags installed	Oct 2019 – Feb 2020
Introduce Buy Local campaigns	Centre Coordinator	Distribute (one) 1 EDM, per quarter to Centre businesses to encourage cross promotion.	4 Mailchimp EDMs to businesses	Sep, Dec 2019 and Feb, May 2020
		Organise ten (10) Buy Local Campaigns from participating Centre businesses.	Adopted support from 50% of businesses	Ongoing

Goal	Responsibility	Action	Measurement	Timeline
		Facilitate business referrals.	Increase business referrals from 20 to 70%	Ongoing
Increase stakeholder collaboration	Centre Coordinator	Identify cross-promotional opportunities with key stakeholders e.g Whitehorse Business Group, Deakin University, aged care facilities, Public Transport Victoria.	Increase engagement from 1 to 3 stakeholders	Ongoing
BUSINESS DEVELOPMENT				
Strengthen stakeholder partnerships	BHBA / Centre Coordinator	Strengthen partnerships with stakeholders (Council, Victoria Police, Yarra Trams, VicRoads, PTV, Deakin University).	Increase relationships from 2 to 4	Ongoing
Increase professional development	Centre Coordinator	Investigate visual merchandise workshop opportunities to encourage shop window and store presentation.	Adopted 30% business support to run workshops	Ongoing
	Centre Coordinator	Centre Coordinator to attend visual merchandising workshops.	Attend 4 workshops	Ongoing
Increase safety and crime prevention	Centre Coordinator	Build connections with Neighbourhood Watch to visit the Centre, annually.	37 in store leaflet drops by Neighbourhood Watch	December 2019
		Continue to work in partnership with Victoria Police to liaise with Centre businesses.	Businesses visitations by Victoria Police	Ongoing

Goal	Responsibility	Action	Measurement	Timeline
PHYSICAL DEVELOPMENT AND CENTRE IMPROVEMENTS				
Affirm roles and responsibilities of Body Corporates	BHBA	Clearly identify scope of roles and responsibilities of Body Corporates.	Agreement with Body Corporates	November 2019
Encourage night-time trading with improved lighting	BHBA	Lobby to Body Corporates and stakeholders for installation of light poles and lighting in secluded areas and lanes.	Documented correspondence with stakeholders	September 2020
	Centre Coordinator	Investigate government grants that could assist / improve Centre infrastructure.	Subscription to relevant government websites	Ongoing
Increase support of property owners	BHBA	Request an extra-ordinary meeting with Body Corporates to seek support of property owners for property improvements.	Meeting affirmed with Body Corporates	November 2019
		Collaborate with property owners to support Centre improvements.	Adopted support from 60% of property owners and Woolworths owner.	September 2020
Increase support of Body Corporates	BHBA	Seek Body Corporates' support to update the Centre and introduce further directional signage.	Documented outcomes of support from Body Corporates.	Ongoing

Goal	Responsibility	Action	Measurement	Timeline
MANAGEMENT, FINANCE AND COMMUNICATION				
Engage with Centre businesses	BHBA / Centre Coordinator	Regularly engage and communicate with Centre businesses via newsletters, visitations and meetings. <ul style="list-style-type: none"> Distribute 1 newsletter per month 1 business visitation per month Association meetings and AGM 	As per adopted marketing plan	Ongoing
		Undertake annual business surveys to identify the benefit received from the Scheme and satisfaction of the marketing and Centre promotional activities.	70% survey response rate	September 2020
Increase support from Body Corporate	BHBA	Lobby to Body Corporates for increased support of BHBA current and future activities.	Documented correspondence and attendance at AGMs	Ongoing
Effectively manage governance	BHBA	Elect a Committee of management to support BHBA.	Min. 5 ordinary members elected	October 2019
		Re-appoint a Centre Coordinator to manage the marketing and promotion of the Centre.	Re-appointment of Centre Coordinator	August 2019
		Undertake financial and statutory obligations.	Annual audited financial statements	September 2020
		Report key activities and outcomes at the AGM and Council.	Report to Council Presentation at the AGM	September 2020 November 2020

Goal	Responsibility	Action	Measurement	Timeline
Support the Special Rate / Charge Scheme renewal	BHBA	Seek support from stakeholders for renewal of the Scheme for a further 5 years.	Successful Scheme renewal	September 2019
Support future planning	BHBA / Centre Coordinator	Prepare and develop an Action Plan for 2020/21 (year 2).	Preparation of Action plan to Association	September 2020

BUDGET

The Association has a marketing and promotions program funded by an annual Scheme of \$45,000 with a CPI increase per annum.

It is estimated that the cost of undertaking the proposed initiatives outlined in the Action Plan will be \$45,000 in 2019/20 (which is year 1, pro rata).

Expenses	Estimated cost
Management	
Centre Coordinator management fees	\$18,720
Accounting and audit fees	\$ 1,400
Public Liability Insurance	\$ 800
Catering for meetings	\$ 400
APRA and Consumer Affairs	\$ 370
Marketing, Advertising and Promotions	
Loyalty app maintenance and cloud storage	\$10,752
Christmas decorations, install, dismantle & storage	\$ 4,500
Digital marketing	\$ 4,000
Quarterly newsletters, art, design and print	\$ 1,300
Website, maintenance, updates	\$ 1,005
Prizes for loyalty app (\$50 per month) / 50c spend and save promotions	\$ 600
Flag changeover and updates	\$ 535
In-Centre Breezeway poster updates	\$ 500
Professional development (training) for Centre Coordinator	\$ 118
Total	\$45,000

Financial support

To support the Centre's marketing and promotional program, the Association will:

- seek in-kind support from Centre businesses and local organisations.
- apply for a Festive Decoration Grant from Council which allows up to \$3,000 (matched funding) over a 3-year period.
- investigate and apply for government grants.

OVERALL MONITORING AND EVALUATION

The Association has a financial accountability system in place to meet the regularly 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.

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 2018/2019 are:

- President: Attilio Gioia
- Vice President: Claudio Bernardo
- Treasurer: Enza Sirianni
- Secretary: Sharon Leeson
- General Ordinary Members: Larry Field, Hubert Fong, Paula Kyriacou, Carrie Giacometti, Ben Seoh, Chris Tzimos
- Centre Coordinator: Karen Webb

2. Burwood Heights Shopping Centre Businesses

A tenant list of 37 businesses (includes 4 vacancies and 1 telecommunication tower), as at June 2019 is as follows:

Property address	Business Name
Shop 1/2-8 Burwood Highway	Il Amalfi Pizza and Pasta
Shop 2/2-8 Burwood Highway	Brazilian Butterfly
Shop 3/2-8 Burwood Highway	Vacant
Shop 4/2-8 Burwood Highway	Ultimate Hairworks
Shop 5/2-8 Burwood Highway	East Burwood Travel & Cruise
Shop 6/2-8 Burwood Highway	East Burwood Travel & Cruise
Shop 7/2-8 Burwood Highway	Great White Shark Education
Shop 8/2-8 Burwood Highway	Artisan 8 Bakers
Shop 9/2-8 Burwood Highway	RSPCA Creature Comforts
Shop 10/2-8 Burwood Highway	RSPCA Op Shop
Shop 11/2-8 Burwood Highway	Spizzico Gourmet Deli Café
Shop 12/2-8 Burwood Highway	All People Chinese Restaurant
Shop 13/2-8 Burwood Highway	Burwood Heights Dry Cleaners
Shop 14/2-8 Burwood Highway	Vacant
Suite 1/2-8 Burwood Highway	Arthur Kyriacou & Co
Suite 2/2-8 Burwood Highway	Arthur Kyriacou & Co
Suite 3/2-8 Burwood Highway	Fong & Co. Barristers
Suite 4/2-8 Burwood Highway	Nexus Psychology
Suite 5/2-8 Burwood Highway	Kristy Pan & Co
Suite 6/2-8 Burwood Highway	Vacant
Suite 7/2-8 Burwood Highway	Loanbrix
Roof 2-8 Burwood Highway	Body Corporate No 20884 (telecommunication tower)
1/10-40 Burwood Highway	Spectacles Plus
2/10-40 Burwood Highway	Burwood Heights Medical Centre
3/10-40 Burwood Highway	H&R Block
4/10-40 Burwood Highway	East Burwood Newsagency & Post Office
5/10-40 Burwood Highway	Kebab Yeah
6/10-40 Burwood Highway	Quality Pharmacy
7/10-40 Burwood Highway	Quality Pharmacy
8/10-40 Burwood Highway	Quality Pharmacy
9/10-40 Burwood Highway	Fruit Hut
10-11/10-40 Burwood Highway	Burwood Highway Asian Grocery
11A/10-40 Burwood Highway	Active Audiology
12/10-40 Burwood Highway	High & Mighty
13/10-40 Burwood Highway	Vacant
42-50 Burwood Highway	Woolworths & BWS
50 Middleborough Road	Woolworths Caltex Petrol Station

3. Whitehorse City Council Business Owners/Operators Survey Results

Council conducted a survey of business owners/operators of the Burwood Heights Shopping Centre in March 2019. Below is a summary of the survey results as provided by Council.

Background

Following a request from the Burwood Heights Business Association to renew the existing special charge, a survey was distributed (in both electronic and hard copy format) to determine the level of 'in principal' support for renewal. The survey also asked business owners/operators to provide feedback in relation to the performance of the centre during the past financial year.

Results

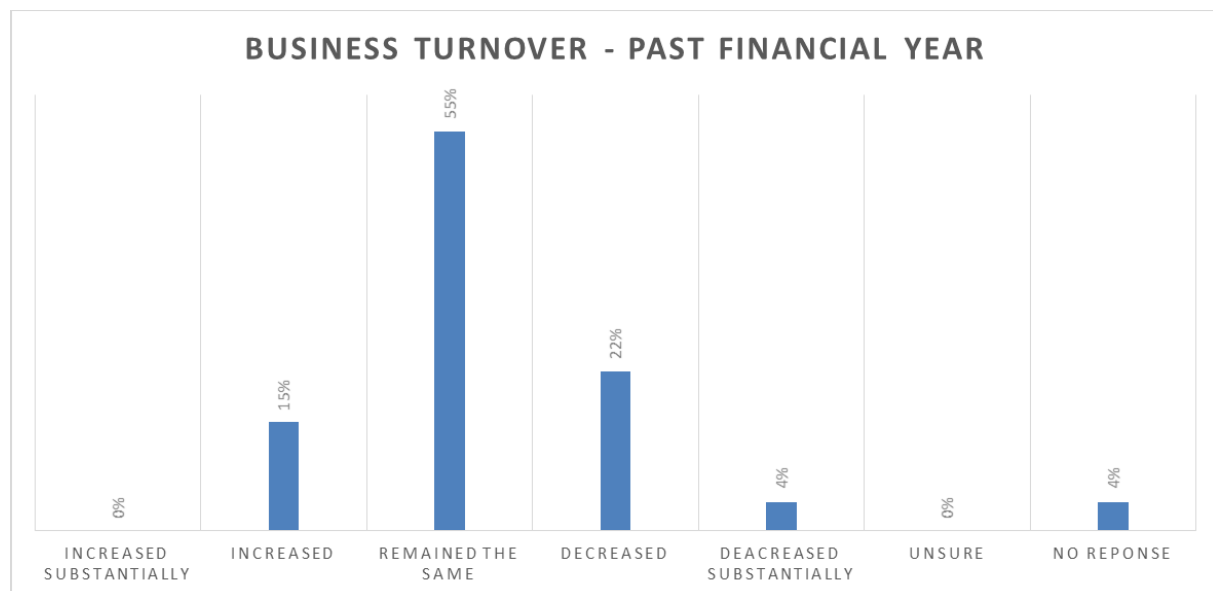
Council received 27 survey responses (representing 25 businesses*) from 37 rateable tenancies.

The following data was compiled from responses across Parts B (partial), C, D and E (partial).

Private data in other sections is not disclosed.

Part B – Your Business

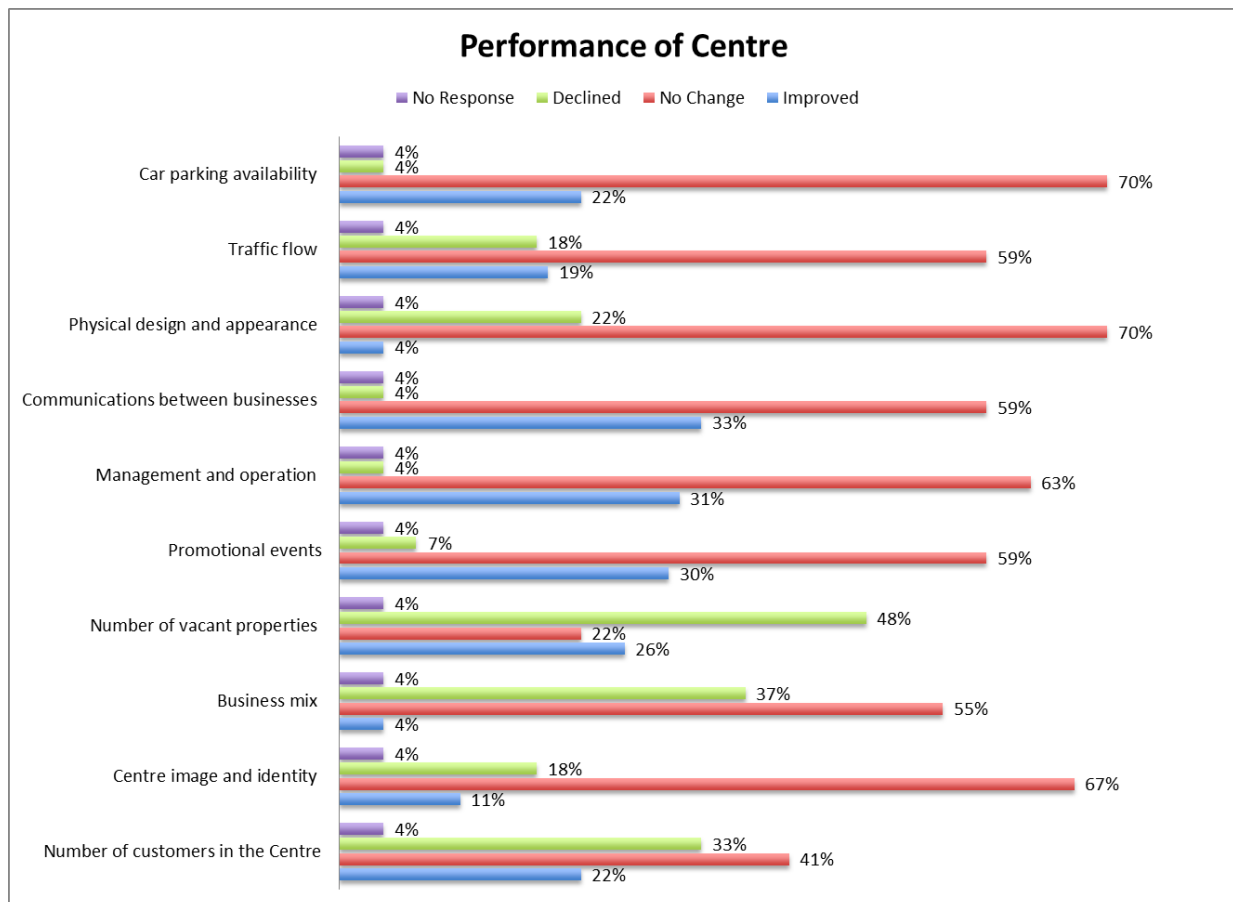
In excess of 50% of respondents indicated that their business turnover has remained the same in the past financial year, whilst over 25% indicated that their turnover has decreased.



* RSPCA submitted a response from head office and 2 entries were received from Quality Pharmacy. Please note that responses in relation to 'in principal' support for scheme renewal were not duplicated.

Part C : The Centre – How would you rate the performance of the Centre during the past financial year?

The overall perception from respondents was that the performance of the centre has remained the same over the past financial year. The one significant exception to this, was in relation to the number of vacant properties. Performance in relation to business mix, number of customers in the centre, physical design and appearance and centre image and identity recorded the highest levels of decline.



Business owners / operators were asked to reflect on aspects they liked, valued and disliked about the centre. They were then invited to nominate the most important issue that they would like addressed. Many of the aspects do not fall within the scope of the special charge and the Association is encouraged to provide this feedback to the Body Corporate for consideration / action.

Business owners / operators like and value these aspects of the Centre

- Good location / visibility
- Easy access to centre / shops
- Carparking – free and plenty available
- Convenience
- Public transport accessibility
- Welcoming
- Marketing activities uniting traders
- Friendly customers
- Compact centre
- Strong sense of community

Business owners /operators dislike these aspects of the Centre

- Centre - looking old, outdated, run down, needs refurbishing/painting
- Poor/declining mix of retailers - not enough variety, not enough retail, not enough food outlets (including healthy options)
- Too many vacancies
- Poor signage – existing signage not updated to reflect new/outgoing tenancies
- Lack of individual identity
- Low pedestrian traffic
- Lack of security – no CCTV, poor lighting (across centre and specifically at Woolworths loading and unloading areas)
- No public toilet
- Issues not addressed as promised - eg. canopy to back of centre, painting
- Management / owners not investing money into operations and infrastructure

Most important issue that needs addressing

- Centre – paint, renovate, upgrade, modernise
- Vacancy rate
- Tenancy mix – attract more retail, need a bank, tenants who will attract regular customers, increase food offerings
- Signage - more exposure to the fact that there are stores car park facing
- High rents
- Footpaths
- Increasing foot traffic
- Increase security – security cameras in laneway
- Cover walkways
- Find out if Woolworths will stay at Centre
- Need to do more advertising or promotion
- Reduce body corporate charges
- Increased marketing promotions and campaigns

Part D : Marketing and Promotion

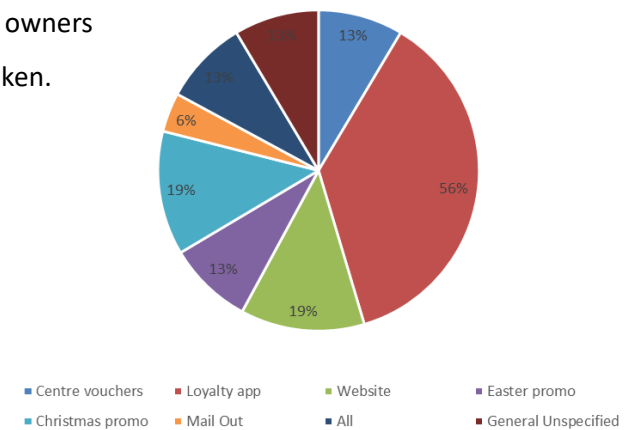
All respondents were aware of the marketing and promotional activities organised by the Association.

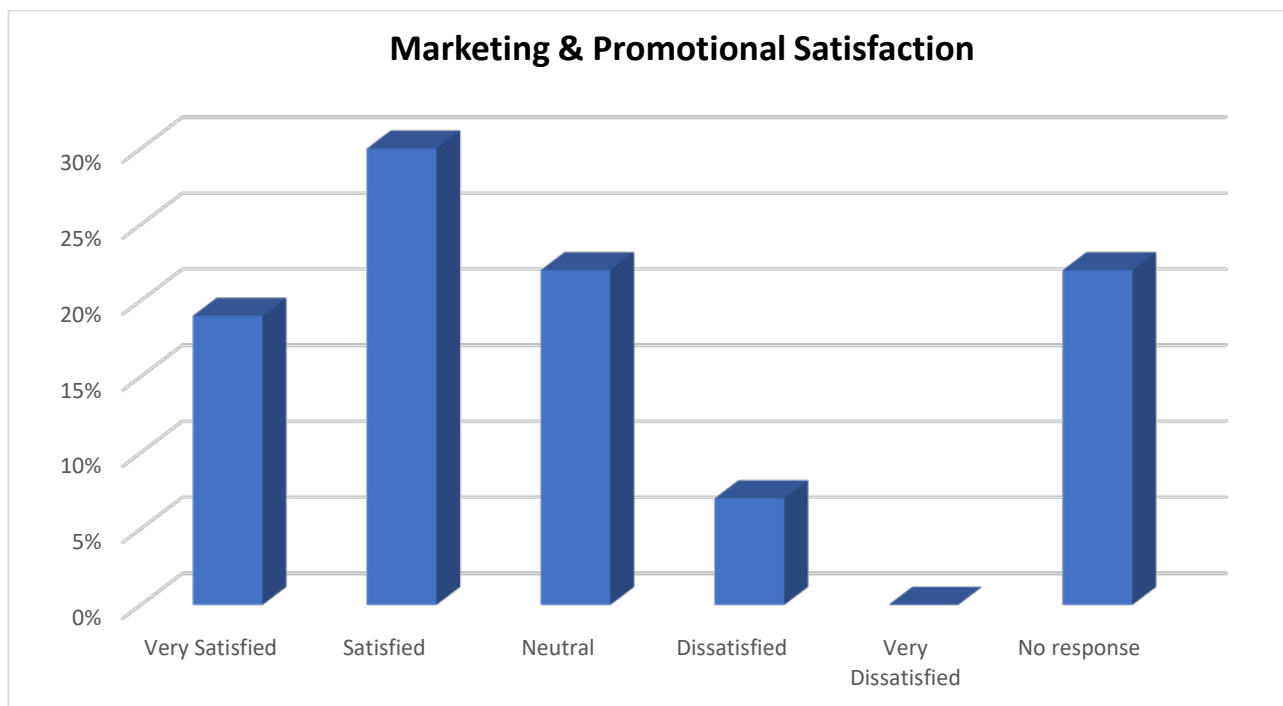
Participation in these activities was under 59%. Feedback for consideration was that business owners were not able to identify an increase in sales figures as a result of marketing activities undertaken.

Best activities organised in the past 12 months were:

- | | |
|-----------------------------|-------------------------------|
| • Virtual Reality campaigns | • Market day |
| • App campaigns | • Grand Final week |
| • Easter | • Digital – website, Facebook |
| • Christmas | • Direct mail out |
| • 50 cent campaign | • Centre gift vouchers |

Activities Participated In





Marketing and promotional activities business owners / operators would you like to see pursued in the future?

- Updated signage to accurately reflect tenancies operating in centre
- Community activities to attract more people to the centre
- Increased targeting of Deakin students/staff
- Sometimes too 'old school', need to become more professional
- Increased direct mail outs
- Carpark events
- Marketing clinics
- Virtual reality
- Marketing bags
- Expanded website
- Digital activities
- Newsletters
- A-Frame signs on Burwood Hwy directing customers

4. SWOT Other Comments

Other comments raised during the visioning workshop include:

Strengths

- Key business attractions: newsagency with postal agency, medical centre.
- Personalised and friendly customer service.
- Established retailer support / collaboration with businesses.
- Strong sense of community.
- Council's Festive Decoration Grant funding.

Opportunities

- Strengthen public and private partnerships.
- Leverage Centre business networks and databases for buy-local campaigns, promotional bundles / vouchers etc.
- Strengthen support from Body Corporates to attract fresh produce, butcher, community bank, variety discount stores in the Centre.
- Strengthen support from Council for
 - Special Rate/Charge Scheme renewal.
 - Burwood Hwy and Middleborough Rd footpath improvement.
 - Infrastructure and capital works plan.
- Leverage from the upcoming State Government North East Link project that may increase traffic along major roads e.g Middleborough Road.
- Leverage from the upcoming Burwood Brickworks Shopping Centre - staff, visitors and residents (new houses and apartments).

Weakness

- Lack of support and engagement from businesses to participate in Centre promotions.
- Physical appearance general cleanliness.
- Sheltered / covered walkway.

Threats / Challenges

- Competitive online retail trading.
- Competition with Burwood Brickworks Shopping Centre (Frasers Property Australia development) – opening to be determined.
- Other competitive neighbourhood shopping centres in proximity includes:
 - Burwood One, Mount Waverley Village, Forrest Hill Chase, The Glen, Burwood Village.
- Major shopping centres e.g. Eastland and major redevelopment of Westfield Doncaster.
- Lack of engagement from businesses.
- Low pedestrian traffic.
- Poor lighting (near Woolworths) and increase safety (CCTV).
- Property owners to maintain shops to uphold the Centre's ambience.

5. Community Demographics

The Census data (2016) estimates the median age of people in East Burwood is 38 years old. Other data includes:

- 22% of residents were aged 60+.
- The proportion of residents in Whitehorse aged 60+ was largely stable between 2011 and 2016.
- Whitehorse has more residents aged 20-24 years old than Greater Melbourne.
- The biggest growth between 2011 and 2016 in Whitehorse was in the 30-34 age group, which experienced an 18.6% increase. This was followed by growth in the 25-29 year age group (13.5%).
- Box Hill and Burwood (suburbs) have larger concentrations of residents aged 20-29 (28.5% and 30.7% respectively compared with 15.3% for the municipality).
- 20% of the population are aged under 18 years.
- 27.8% of people in Whitehorse were attending an education institution.
 - A total of 7.7% were in primary school.
 - 6.6% were in secondary school.
 - Significantly 10.7% attended a tertiary or technical institution.
- A total of 11.5% of all residents were born in China. This represents an increase of 68.6% on 2011 (at 7.3%). It is a rapidly growing demographic segment.
- The most commonly occurring household type comprises couples with dependents (34.5%).
- Nearly one quarter of households comprised of couples with no children (23.0%) and lone person households (23.1%).
- The average household has 2.6 people.
- Whitehorse had a slightly higher proportion of low-income households relative to Greater Melbourne, with 8.9% of households earning less than \$400 per week, compared with 7.5%.
- Whitehorse had a higher proportion of high-income households relative to Greater Melbourne, with 17.6% of households earning more than \$3,000 per week, compared with 16.0%.

The median weekly household income is \$1,507.



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