

7.2 Camberwell Shopping and Business Centre - Marketing and Business Development Fund

Abstract

The purpose of this report is for Council to consider submissions and objections received following public notice of Council's intention to declare a special rate and charge for a marketing and business development fund for the Camberwell Shopping and Business Centre (Centre) and to determine whether to declare the proposed Camberwell Special Rate and Charge Scheme (proposed Scheme).

The Centre's current five year special rate and charge scheme is due to expire on 30 June 2021. The scheme funds marketing and business development initiatives in the Centre. The Camberwell Centre Association (CCA) requested Council declare a renewed special rate and charge scheme to apply for five years from 1 July 2021 to 30 June 2026.

On 15 March 2021, Council resolved to commence the statutory process by giving public notice of the proposed Scheme in response to the CCA's request. Public notice of the proposed Scheme was made in The Age newspaper on 20 March 2021. Council invited submissions regarding the proposed Scheme to be lodged by 21 April 2021.

Submissions

Council received five submissions in response to the public notice from the following persons:

- the occupier of 537 Riversdale Rd, Camberwell
- the occupier of 794 Burke Rd, Camberwell
- the owner of 106/685 Burke Rd Camberwell & 409/685 Burke Rd Camberwell
- the Camberwell Baptist Church, regarding their carpark at the rear of 1 Wills St, Hawthorn East
- the occupier of 10/199-203 Camberwell Rd, Hawthorn East.

Objections

Any person who is liable for or otherwise required to pay the special rate or charge is entitled to object in writing. Council received four valid objections from the following persons, who represented five properties indicating opposition to the proposed Scheme:

- the occupier of 537 Riversdale Rd, Camberwell
- the occupier of 794 Burke Rd, Camberwell
- the owner of 106/685 Burke Rd, Camberwell & 409/685 Burke Rd, Camberwell
- the Camberwell Baptist Church, regarding the carpark at the rear of 1 Wills St, Hawthorn East.

All objections received had a right to object in their right as owners or by providing documentary evidence of their right to object. Council officers were able to establish a right to object for the five rateable properties to which the objections relate, by matching the submitter or company names, with Council's rates record of property owners or as a result of evidence provided with the submission. As such, Council officers consider bona fide objections were made with respect to a total of five properties. This equates to 0.7% of the 692 rateable properties in the proposed Scheme. Because less than 50% of those who are required to pay the proposed special rate and charge lodged an objection, Council may resolve to declare the proposed Scheme.

Implications of submissions

The objectors also made submissions in response to the proposed Scheme.

The concerns about the proposed Scheme identified in the objections and submissions are summarised in the table below.

Reason for objection	Non retail/no quantifiable benefit	Lack of affordability/impact of COVID-19	Exemption due to being a charity
Number of properties represented	3	1	1

A copy of the submissions received are circulated separately to this report for Council's consideration.

The low number of submissions and objections may be attributed to the value provided by the CCA in support of businesses throughout COVID-19. According to the CCA, every attempt was made to take a hands on approach and make direct contact with businesses individually to identify ways to support them throughout these unprecedented times. The CCA also resolved to make a concerted effort over the past five years to welcome new businesses into the area and clearly articulate the existence of the scheme, the activities it funds and the benefits to businesses of the CCA's activities.

The submission from Camberwell Baptist Church states the church is a not-for-profit organisation and the land is not used for commercial purposes and, as such, the property will not form part of the proposed Scheme based on its current use. However, if the use changed during the life of the proposed Scheme such that it is "used or adapted or designed to be used for commercial purposes" the applicable rate or charge will apply.

Council officers are of the opinion, with the exception of removal of the Camberwell Baptist Church property from the proposed Scheme, the submissions received do not warrant any change to the proposed Scheme.

Further consideration is given to the submissions in Section 4 of the report.

Declaration of the proposed Scheme will ensure support for a comprehensive marketing and business development program, which will provide a special benefit for businesses and commercial property owners in the Centre.

If declared, the proposed Scheme will apply for five years commencing 1 July 2021 and ending on 30 June 2026 and will raise approximately \$520,000 in the first year with a total levy of approximately \$2,600,000 expected over five years. The amount levied will increase each year consistent with the March quarter Consumer Price Index (All Groups, Melbourne) (CPI) which will be applied to the rate in the dollar and the minimum and maximum charges, along with any increases in the Capital Improved Value (CIV) of rateable properties during the life of the proposed Scheme.

Officers' recommendation

That Council resolve to

1. Receive and note the written and verbal submissions and objections.
2. Declare the Camberwell Special Rate and Charge in accordance with section 163 of the *Local Government Act 1989* for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Camberwell Shopping and Business Centre (Centre), which Council considers is or will be of special benefit to those persons required to pay the special rate and charge, as follows:
 - a) a Camberwell Special Rate and Charge be declared for a period of five years commencing on 1 July 2021 and concluding on 30 June 2026.
 - b) the Camberwell Special Rate and Charge be:
 - i. declared for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Centre, which Council considers is or will be of special benefit to those persons required to pay the Camberwell special rate and charge; and
 - ii. implemented by carrying out or enabling to be carried out activities to help achieve the purpose ("the function").
 - c) the following be specified as the manner in which the special rate and charge so declared will be levied, as set out in **(Attachment 1)** to this report:
 - i. **in Primary Area (Zone 1)** - in the first year of the special rate and charge scheme, a rate of 0.045 cents in the dollar of the Capital Improved Value (CIV) of each rateable property will be required to pay the special rate and charge subject to the following minimum charges per occupancy per annum.
 - ii.

Precinct	Minimum and Maximum per annum
<u>Primary (Core) Area (Zone 1):</u> Ground and upper level properties on Burke Avenue, part Wills Street, part Burke	<u>Ground level</u> Minimum - \$600 Maximum - \$5000

Road, part Riversdale Road, part Camberwell Road, part Prospect Hill Road, part Station Street and part Railway Parade	<u>Upper level/s</u> Minimum - \$300 Maximum - \$1000
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- iii. **in Primary Area (Zone 1A)** - in the first year of the special rate and charge scheme, a rate of 0.045 cents in the dollar of the Capital Improved Value (CIV) of each rateable property will be required to pay the special rate and charge subject to the following minimum charges per occupancy per annum.

<u>Primary (Peripheral) Area (Zone 1A):</u> Ground and upper level properties located north of the railway line to Victoria Road along part Burke Road and part Cookson Street	<u>Ground level</u> Minimum - \$300 Maximum - \$3000 <u>Upper level/s</u> Flat rate - \$300
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- iv. **in Secondary Area (Zone 2)** - in the first year of the special rate and charge scheme, a rate of 0.045 cents in the dollar of the Capital Improved Value (CIV) of each rateable property will be required to pay the special rate and charge subject to the following minimum charges per occupancy per annum.

v.

<u>Secondary Area (Zone 2):</u> Ground and upper level properties on part Camberwell Road, part Riversdale Road, part Burke Road, part Railway Parade and part Prospect Hill Road	Flat rate - \$300
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The quantum of the rate in the dollar of the CIV of each property in the area, and the quantum of the minimum charges, will be adjusted on 1 July 2022 and on each anniversary of that date by the March quarter Consumer Price Index (All Groups, Melbourne) (CPI) during the 12 months preceding the end of that March quarter.

The CIV of each parcel of rateable land is the CIV of that parcel of land at the time of levying the special rate and charge in each year. The CIV may alter during the period in which the special rate and charge is in force, reflecting any revaluations and supplementary valuations which take place.

- d) the following be specified as the area for which the special rate and charge is so declared:

the area highlighted in the plan annexed to this report as (**Attachment 2**) ('the area')

For the purposes of this paragraph, the area can be described generally as follows:

- i. **Primary Area (Zone 1):** This zone includes ground and upper level/s properties on Burke Avenue, part Wills Street, part Burke Road, part Riversdale Road, part Camberwell Road, part

Prospect Hill Road, part Station Street and part Railway Parade as shown on the Scheme boundary plan.

- ii. Primary (Peripheral) Area (Zone 1A): This zone includes ground and upper level/s properties located north of the railway line to Victoria Road along part Burke Road and part Cookson Street as shown on the Scheme boundary plan.
 - iii. Secondary Area (Zone 2): This zone includes ground and upper level/s properties on part Camberwell Road, part Riversdale Road, part Burke Road, part Railway Parade and part Prospect Hill Road as shown on the Scheme boundary plan.
- e) the following be specified as the land in relation to which the Camberwell Special Rate and Charge is so declared:
- all land within the area primarily used or adapted or designed to be used for commercial purposes.
- f) the following be specified as the total amount of performing the function and the total amount of the special rate and charge to be levied: the amount of approximately \$520,000 in the first year with a total levy of approximately \$2,600,000 over the five years of the scheme having regard to adjustments in the CIV of the rateable properties and the application of CPI to the rate in the dollar and minimum charges as described in paragraph 2(c) of this resolution or such other amount as is lawfully levied as a consequence of this resolution.
- g) for the purposes of section 163(2B) of the Local Government Act 1989, the benefit ratio, being the estimated proportion of the total benefits of the scheme to which the performance of the function or the exercise of the 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 special rate and charge, is 100%, as the community benefit is considered to be nil.
- h) the following be specified as the criteria to be used as the basis for declaring the Camberwell Special Rate and Charge:
- ownership of any land described in paragraph 1(e) of this resolution.
- i) the owners of the land described in paragraph 1(e) of this resolution will, subject to further resolution of Council, pay the Camberwell Special Rate and Charge in the following manner:
- j)
- k) on the same date or dates as Council's general rates are due.
- l)
- m) Council will, subject to the Local Government Act 1989, require a person to pay interest on any special rate and charge which that person is liable to pay and has not been paid to the date specified for its payment.

3. Record the following reasons for the decision of Council to declare the Camberwell Special Rate and Charge:
 - I. Council considers it is acting in accordance with the functions and powers conferred on it under the *Local Government Act 1989*, having regard to its role, purposes and objectives under the *Local Government Act 1989*, particularly in relation to the encouragement of commerce, retail activity and employment opportunities in and around the Camberwell Special Rate and Charge area.
 - II.
 - III. All persons who are liable or required to pay the special rate and charge and the properties respectively owned or occupied by them will receive a special benefit in the form of an enhancement or maintenance in land values, maintenance or enhancement in the use, occupation and enjoyment of the properties and/or from the improved vitality of the Centre; and
 - IV.
 - V. The basis of distribution of the special rate and charge amongst those persons who are liable or required to pay the special rate and charge is considered to be fair and reasonable.
4. Notify each person who made a submission or objection of Council's decision and reasons for the decision.
5. Write to the owners and occupiers of properties within the Camberwell Special Rate and Charge scheme advising them of the decision embodied in this resolution and associated appeal rights.
6. Authorise the Director Community Support to enter into an agreement with the Camberwell Centre Association in relation to expenditure of the Camberwell Special Rate and Charge scheme proceeds.
7. Authorise the Director Community Support to levy the Camberwell Special Rate and Charge in accordance with section 163(4) of the Local Government Act 1989.

Responsible director: Carolyn McClean, Director Community Support

1. Purpose

The purpose of this report is for Council to:

- consider submissions and objections received following public notice of its intention to declare a special rate and charge for a marketing and business development fund for the Camberwell Shopping and Business Centre (Centre), and
- determine whether to declare the proposed Camberwell Special Rate and Charge Scheme (proposed Scheme).

2. Policy implications and relevance to community plan and council plan

Activity centres play an important economic and community role in the City of Boroondara. There are over 5,000 businesses in 53 centres in the municipal district. Council recognises the valuable role a special rate and/or charge scheme plays in providing support for commercial centres in Boroondara and provides support to facilitate the preparation and implementation of these schemes.

The Boroondara Community Plan 2017-2027 notes a key theme as 'Your Local Shops and Businesses' which contains strategies such as 'Provide support for traders to increase vibrancy and functionality of existing retail precincts to enhance a sense of community' and 'Promote initiatives that support a diverse local business community to cater for a wider range of businesses'.

The proposed Scheme renewal also supports Council's Economic Development and Tourism Strategy 2016-2021 and its key objective to "facilitate the development of best in class neighbourhood shopping centres throughout the City". A related action in this regard is to "continue with the special rate and charge scheme program and associated support and liaison with trader associations and groups to optimise business development and marketing in key shopping centres".

3. Background

Camberwell Junction has been designated as one of three "Activity Centres" in Clause 21.08 of the Boroondara Planning Scheme which states, 'Activity centres are well established, vibrant centres that provide a wide range of activities. They provide a destination for commercial activity for those within the City of Boroondara as well as neighbouring cities'.

The Centre is expected to continue to be a:

- focal point for a wide range of economic and social activities, including retail, commercial offices, community and civic facilities, as well as leisure and entertainment uses, and
- successful and vibrant shopping centre serving the needs of local residents and visitors.

A special rate and charge scheme was first introduced in the Centre in 1996 and there have been continuous renewals since. During this 24 year period, the CCA has

implemented the schemes with Council's oversight and has undertaken a wide range of activities associated with the promotion and marketing of the Centre.

The Centre's current five year special rate and charge scheme is due to expire on 30 June 2021. The scheme funds marketing and business development initiatives in the Centre. The Camberwell Centre Association (**CCA**) has requested Council declare a renewed special rate and charge scheme to apply for five years from 1 July 2021 to 30 June 2026.

During the past five years the Centre has experienced a significant increase in marketing and promotional activity undertaken by the CCA supported by the marketing and business development fund. This includes:

- employing a marketing coordinator for the Centre
- marketing, advertising and promoting the Centre
- improving the online presence of the Centre and its businesses through a Centre directory and website - www.camberwellshopping.com.au (for the public) and www.CamberwellBusiness.com.au (for Business to Business)
- developing a comprehensive digital marketing strategy including targeted digital advertising, managing social media, posting stores' offers and news and professional PR articles on events/news/promotional periods with links to individual traders and seasonal videos (both with SEO (Search Engine Optimisation) content)
- advertising in a variety of local media - e.g. Weekly Review as well as niche publications for families and tourism
- producing the Camberwell Citizen newspaper which is delivered three times a year to 30,000 households
- running a program of promotional activities to support the retail themed periods, (e.g. Valentine's Day, Easter, Mother's Day, Father's Day, Halloween and Christmas) and major events for fashion and food (e.g. Dine In, Dine Out, Camber-Wellbeing, Christmas Family Day and Camberwell on Canvas Art Trail and regular competitions with Camberwell Gift cards as prizes)
- producing quarterly Trader newsletters and providing a Trader Portal on the website to keep members informed. A monthly EDM newsletter to the database has grown to 8,000 subscribers which includes the latest news and trader profile stories and articles
- contributing 50 percent to Council's graffiti management program in the Centre
- holding business development seminars and networking functions for businesses in the Centre to encourage business-to-business relationships and managing the Camberwell Business Club
- building closer ties with Council, local community, Camberwell Community Centre, Sunday Market and school groups; and
- liaising and advocating on behalf of the Centre with all levels of government.

As part of the proposed Scheme renewal, with the support of Council, the CCA conducted a business survey with traders in September/October 2020 and prepared the Camberwell Strategic Business Plan 2021-2026 (Strategic Plan) which articulates a vision, implementation actions and a budget for the Centre (**Attachment 3**).

The Strategic Plan envisages 'the Camberwell shopping and business precinct will continue to thrive as a vibrant lifestyle shopping strip, one of the major shopping precincts in Melbourne. The range of retail and professional service businesses will best suit and service the changing demographics of the local community.

Customers will be attracted by our creative ambience, exemplary customer service, stylish retail offer and engaging event program. We will be considered, by both customers and our traders as the primary source for information about the business services, business and community events, and reliable news about the Camberwell Junction community.'

In support of the vision, the Strategic Plan has five specific goals aimed at keeping the Centre viable and growing, to:

- *provide tangible benefits to Association members*
- *manage an effective and efficient Association*
- *seek improved physical amenity, create a personality for the precinct*
- *explore productive community partnerships*
- *manage and keep relevant a sophisticated digital strategy based around a comprehensive, informative and interactive website.*

If the proposed Scheme renewal is declared, it will assist the CCA in implementing strategies and actions to realise the vision and objectives as set out in the Strategic Plan in the coming years. This includes business recovery as a result of COVID-19, marketing, public relations, special events, business development and physical improvements as well as administrative and governance responsibilities.

The Strategic Plan envisages an annual budget of approximately \$520,000 plus annual Consumer Price Index (All Groups Melbourne) (CPI) increases, being required to deliver its vision and associated actions.

If declared, the proposed Scheme renewal will provide funds to assist the CCA in competing with other single owner hard-top centres, such as Chadstone, Doncaster and the CBD some of which have marketing and promotions budgets which are understood to be over \$1,000,000 per year.

In the interests of supporting the ongoing viability of the Centre, the CCA formally wrote to Council on 23 November 2020 (**Attachment 4**) requesting Council renew the special rate and charge scheme for the Centre. The CCA's current scheme commenced on 1 July 2016 and is due to expire on 30 June 2021. A plan of the proposed Scheme renewal area (**Attachment 2**) and details of the proposed Scheme renewal (**Attachment 1**) are further discussed in the next section of this report.

Special rate and charge schemes are active in seven other shopping centres within Boroondara and support marketing and promotional activities. They represent an important collaboration between Council and the respective trader associations in continuing to actively promote and support local businesses and the ongoing viability of the shopping centres.

Public notice of the proposed Scheme

There are currently 692 rateable properties included in the proposed Scheme area. At its meeting on 15 March 2021, Council resolved to give notice under section 163 of the *Local Government Act 1989* (the Act) of its intention to declare a special rate and charge for the Centre.

On 20 March, Council gave public notice of the proposed Scheme and provided written notice to affected owners and occupiers.

Council invited submissions regarding the proposed Scheme to be lodged by 21 April 2021 and five submissions and four objections were received. Council officers have considered the submissions and further discuss the findings in the following section of this report.

4. Outline of key issues/options

The request for a special rate and charge scheme to fund promotion, marketing and business development activities in a shopping centre must be considered by Council in line with the provisions of the Act. The Act contains several requirements to be followed by Council when considering whether to declare a special rate and charge scheme. These primarily relate to the method of calculating the levy (**Attachment 1**) and the consideration of submissions and objections (**Attachment 5**).

Section 163A of the Act entitles any person to make a submission in relation to Council's proposal to declare the Scheme.

In accordance with section 223(1)(d)(i) of the Act, Council or a committee of the Council must consider all submissions and reports made in respect of the Scheme.

Further, a person who is required to pay the special rate and charge is entitled to exercise a right of objection pursuant to section 163B of the Act. This right of objection is in addition to the right to make a submission.

Ordinarily, it is the owner of a property who has the right to object to a proposed Scheme, as they are liable to pay the special rate or charge. However, an occupier (tenant) may object (instead of the property owner) if the occupier submits documentary evidence with their objection showing it is a condition of their lease requiring the occupier to pay any special rate/charge for the property.

In accordance with section 163B(6) of the Act, Council cannot proceed to introduce a special rate or charge if a majority of those persons required to pay the special rate or charge object to the proposal.

Submissions to the proposed Scheme

Council received five submissions which expressed concern about the proposed Scheme:

- the occupier of 537 Riversdale Rd, Camberwell
- the occupier of 794 Burke Rd, Camberwell
- the owner of 106/685 Burke Rd, Camberwell & 409/685 Burke Rd, Camberwell
- the Camberwell Baptist Church regarding the carpark at the rear of 1 Wills St, Hawthorn East
- the occupier of 10/199-203 Camberwell Rd, Hawthorn East.

Objections to the proposed Scheme

Council received four valid objections representing five properties indicating opposition to the proposed Scheme:

- the occupier of 537 Riversdale Rd, Camberwell
- the occupier of 794 Burke Rd, Camberwell
- the owner of 106/685 Burke Rd, Camberwell & 409/685 Burke Rd, Camberwell
- the Camberwell Baptist Church regarding the carpark at the rear of 1 Wills St, Hawthorn East.

Of these objections, all had a right to object, in their right as owners or by providing sufficient documentary evidence of their right to object. Council officers were able to establish this by matching the submitter or company names with Council's rates record of property owners or as a result of the provision of other documentary evidence. Accordingly, Council considers these to be bona fide objections.

The submission objecting to the scheme from the occupier of 10/199-203 Camberwell Rd, Hawthorn East is not considered a valid objection as they did not provide documentary evidence of their right to object.

The objections equate to 0.7% of the 692 rateable properties in the proposed Scheme. Because fewer than 50% of those who are required to pay the proposed special rate and charge lodged an objection, Council is permitted to declare the proposed Scheme but must still consider the concerns raised.

Analysis of the submissions and objections

In addition to objecting to the inclusion of certain properties within the proposed Scheme, each submission and objection received by Council made comments regarding the proposed Scheme. Council must consider these comments prior to determining whether to declare the proposed Scheme.

The reasons for objecting to the proposed Scheme are summarised in the table below.

Reason for objection	No quantifiable benefit/non retail	Lack of affordability/impact of COVID-19	Exemption due to being a charity
Number of properties represented	3	1	1

a) No quantifiable benefit derived from the proposed Scheme including for non-retail businesses

Two valid objections received stated there would be no benefit derived from their involvement in the proposed Scheme especially as they are non-retail businesses. They stated, "We do not benefit one iota from your proposal and this will make it harder for us to secure tenants." One stated "Their (CCA) strategy is general and not aligned with business requirements, more importantly they do not measure the return of investment (ROI) of their activities to the businesses. The CCA activities has never had value to my business."

Council officers' analysis

The proposed Scheme is designed as a comprehensive marketing and business development program to benefit all businesses in the Centre. It is not limited to supporting just retail businesses with shopfronts. The five year Strategic Business Plan (**Attachment 3**) adopted by the CCA, outlines a series of marketing, business development and networking initiatives geared to provide special benefits to a wide range of businesses in the Centre.

These initiatives contribute to the success and vibrancy of Camberwell as a shopping and business centre and are made possible through the proposed Scheme funds as it is considered difficult for an individual business operator to achieve all of these initiatives on their own.

In particular, special benefit can be demonstrated especially for non-retail uses as follows:

- provision of a business listing on the Centre directory and website
- the development of closer relationships with other business operators in the Centre through business networking sessions seminars and workshops organised by the CCA especially for professional services
- an opportunity to be featured in monthly newsletters by the CCA
- regular trader updates via print, email and the CCA website
- a Centre wide graffiti removal scheme
- access to a single point of contact and advocacy through the CCA's committee
- maintenance or enhancement of property values by reason of being located in a more vibrant, safe and clean shopping precinct and
- access to regular business seminars on a range of topics.

b) Lack of affordability/impact of COVID-19

One valid objection received stated “during 2020 and 2021 due to COVID-19, many small businesses are struggling and need relief and help, not more charges.”

The objection opposed the scheme on the grounds there are vacancies within the precinct and that the rates which are high enough do not warrant a special rate and should cover the cost of promotion already. They further recommend the special rate should be put on hold for twelve months after which time there will be more stability for ‘survivor’ traders to take advantage of the program.

Council officers' analysis

While financial hardship is not a consideration in determining whether to introduce a special rate and charge scheme, if the proposed Scheme is introduced, individual businesses may request Council to consider options on the grounds of financial hardship. It is important to note evidence would need to be produced by the ratepayer in support of the request, and a decision will be made at Council's discretion.

It is considered the collective marketing program organised by the CCA would be a key measure to continue promoting the Centre and improving its trading performance.

c) Exemption due to being a charity

An objection has been made with respect to the rear of 1 Wills St, Hawthorn East, on the basis the property is a carpark associated with the not-for-profit Camberwell Baptist Church, who has requested an exemption from the proposed scheme. The exemption is being sought on the basis the property is “a private, secured carpark that is not open or available for use by the general public. While we do gain an income from renting a number of spaces in our carpark to the local businesses, half the time they are available.”

Council officers' analysis

The proposed Scheme distinguishes properties only on whether land is “used, or adapted or designed to be used for commercial purposes”.

In this instance, Council officers recommend this property be removed from the proposed Scheme as it is not used solely for commercial purposes. However, if the subject property changes its use during the life of the proposed Scheme such that it is “used, or adapted or designed to be used for commercial purposes”, the applicable rate or charge will apply.

Assuming all six rateable properties have an established right to object to the proposed Scheme and were treated as valid objections, this equates to 0.86% of the 692 rateable properties included in the proposed Scheme.

The low number of submissions may be attributed to the value provided by the CCA in support of businesses throughout COVID-19. According to the CCA, every attempt was made to take a hands on approach and make direct contact with businesses individually to identify ways to support them throughout this unprecedented time. The CCA also resolved to make a concerted effort over the past five years to welcome new businesses into the area and clearly articulate the existence of the scheme, the activities it funds and the benefits to businesses of the CCA's activities.

Council officers have considered the objections and submissions received. The proposed Scheme delivers a coordinated marketing and business development program providing collective benefit and supports the competitiveness of the Centre. On balance, it is considered the issues raised in the objections and submission do not warrant the relevant properties being removed from the proposed Scheme, with the exception of:

- the rear of 1 Wills St, Hawthorn East, on the basis the subject property is associated with the Camberwell Baptist Church and is not used solely for commercial purposes.

However, if the subject property changes its use during the life of the proposed Scheme such that it is “used, or adapted or designed to be used for commercial purposes” the applicable rate or charge will apply.

5. Consultation/communication

On 20 March 2021, a Public Notice declaring Council's intention to introduce a Camberwell Special Rate and Charge for a marketing and business development fund was published in the Age newspaper. In addition, a letter was sent to all affected property owners and occupiers outlining the details of the proposed Scheme and providing information on how a submission or objection could be made. Submissions and objections were required to be lodged by 21 April 2021.

Four valid objections and five submissions were lodged with respect to a total of six properties. This equates to approximately 0.87% of the 692 rateable properties in the proposed Scheme.

If Council decides to declare the proposed Scheme, all affected property owners and occupiers will be notified of Council's decision and appeal rights under sections 185 and 185AA of the Act.

6. Financial and resource implications

If declared, the proposed Scheme will be in place for a period of five years between 1 July 2021 and 30 June 2026. The proposed Scheme has been designed to reflect the varying level of special benefit likely to be derived by various properties, depending on their location within the precinct.

In the first year of the proposed Scheme renewal, the total amount to be raised is estimated to be \$520,000 with a total amount of approximately \$2,600,000 expected over five years. The amount levied is likely to increase each year given the application of the CPI to the rate in the dollar and the minimum charges, along with likely increases in the CIV of rateable properties over the life of the proposed Scheme.

Administration of the proposed Scheme renewal (if declared) will take place through Council collecting the Camberwell Special Rate and Charge proceeds and then distributing them to the CCA in two instalments each year to spend in accordance with their strategic and annual business plans.

The provision of Scheme funds to the CCA will be in accordance with the terms of an agreement entered into between Council and the CCA, which will impose obligations regarding the use of Scheme funds and reporting to Council.

The costs of administrative time involved in establishing the proposed Scheme, ensuring the funds are collected and approving business plans and financial reports upon which the expenditure is based is accommodated within the Local Economies team departmental budget.

In the absence a special rate and charge scheme, the CCA would not have the funds to pursue its objectives.

7. Governance issues

The list of prescribed human rights contained in the Victorian Charter of Human Rights and Responsibilities has been reviewed and it is considered the proposed actions contained in this report present no breaches of, or infringements upon, those prescribed rights.

The officers responsible for this report have no direct or indirect interests requiring disclosure.

If Council chooses to declare the proposed Scheme, the administration of the CCA will be subject to an agreement between Council and the Association.

8. Social and environmental issues

Supporting the continuing viability of local shopping centres through promotion and marketing funds provides a positive impact on community and social wellbeing by offering the local community places for interaction and convenient access to services.

Successful and vibrant local shopping centres provide the local community with accessible services and the need to travel less to obtain goods and services, and in doing so, provide an environmental benefit.

9. Evaluation and review

If the proposed Scheme renewal is declared, Council will enter into an agreement with the CCA in relation to expenditure of the proceeds.

Under this agreement, the CCA will be required to submit an annual budget and business plan to Council for approval prior to each financial year. The CCA will also be required to provide financial statements and reports and a member of the Local Economies team will attend the CCA's Annual General Meeting.

Payment of Scheme funds to the CCA will be dependent upon the CCA complying with its obligations under the agreement. This ensures a level of accountability concerning the use of Scheme funds.

10. Conclusion

The process outlined in this report provides a summary of submissions received following public notice of Council's intention to declare a special rate and charge for a marketing and business development fund for the Camberwell Shopping and Business Centre for the purposes of Council's consideration of declaring the scheme.

The request before Council represents an ongoing commitment by the CCA to a coordinated approach to promoting the Centre and ensuring its continued long-term viability. It is considered the continuation of the special rate and charge scheme through the proposed Scheme renewal is an appropriate and important cooperative initiative between the CCA and Council.

Manager: Nick Lund, Manager Liveable Communities

Report officer: Lucinda Bakhach, Local Economies Lead

ATTACHMENT 1**Details of the Proposed Camberwell Special Rate and Charge scheme****Duration**

It is proposed that the Camberwell Special Rate and Charge (proposed Scheme renewal) for the Camberwell Shopping and Business Centre (Centre) be declared for a period of five years commencing on 1 July 2021 and concluding on 30 June 2026.

Purpose

It is proposed that the renewed Scheme be declared for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Centre, which Council considers is or will be of special benefit to those persons required to pay the special rate and charge.

The proposed Scheme renewal will provide the Camberwell Centre Association (CCA) with a source of funds enabling them to undertake activities, such as:

- Employ a marketing coordinator for the Centre
- Market, advertise and promote the Centre
- Improve the online presence of the Centre and its businesses through a Centre directory and website - www.camberwellshopping.com.au (for the public) and www.CamberwellBusiness.com.au (for Business to Business)
- Continue to develop a comprehensive digital marketing strategy including targeted digital advertising, managing social media, posting stores offers and news and professional PR articles on events/news/promotional periods with links to individual traders and seasonal videos (both with SEO (Search Engine Optimisation) content)
- Maintain publication of the Camberwell Citizen newspaper delivered three times a year to 30,000 households
- Run a program of promotional activities to support the retail themed periods, (e.g. Valentine's Day, Easter, Mother's Day, Father's Day, Halloween and Christmas) and major events for fashion and food (e.g. Dine In, Dine Out, Camber-Wellbeing, Christmas Family Day and Camberwell on Canvas Art Trail] Regular competitions with Camberwell Gift cards as prizes.
- Curate quarterly Trader newsletters and a Trader Portal on the website to keep members informed. A monthly EDM newsletter to the database of 8000 subscribers includes the latest news/ Trader profile stories and articles
- Contribute to Council's graffiti management program 50:50
- Hold business development seminars and networking functions for businesses in the Centre to encourage business-to-business relationships and managing the Camberwell Business Club
- Build closer ties with Council, local community, Camberwell Community Centre, Sunday Market and school groups
- Liaise and advocate on behalf of the Centre with all levels of government

ATTACHMENT 1

There is also some scope for allowing the proceeds from the proposed Scheme renewal to be spent on administrative costs associated with its management. For example, the CCA may employ a part-time bookkeeper to assist with preparation of the budget and financial records relating to the proposed Scheme renewal, the salary of whom may be paid for out of the proposed Scheme funds. The role of such a person is limited to management and administration of the proposed Scheme renewal, and may not extend to the carrying out of the CCA's affairs generally.

The above activities are all associated with the encouragement of commerce, retail and professional activity and employment at the Centre. The proposed Scheme renewal will enhance the viability of the precinct as a commercial, retail and professional area through increased economic activity.

Area

It is proposed that the proposed renewed Camberwell Special Rate and Charge apply to all rateable properties used, adapted or designed to be used primarily for commercial purposes in the Centre.

The area can be generally described as follows:

- (i) Primary Area Zone 1: Primary Area (Zone 1): This zone includes ground and upper level properties on Burke Avenue, part Wills Street, part Burke Road, part Riversdale Road, part Camberwell Road, part Prospect Hill Road, part Station Street and part Railway Parade as shown on the Scheme boundary plan.
- (ii) Primary (Peripheral) Area (Zone 1A): This zone includes ground and upper level properties located north of the railway line to Victoria Road along part Burke Road and part Cookson Street as shown on the Scheme boundary plan.
- (iii) Secondary Area (Zone 2): This zone includes ground and upper level properties on part Camberwell Road, part Riversdale Road, part Burke Road, part Railway Parade and part Prospect Hill Road as shown on the Scheme boundary plan.

Maximum Total Levy

Before declaring a scheme, Council must determine the "total amount" of the special rate and charge to be levied. The total amount may not exceed the maximum total amount calculated by the formula:

$$R \times C = S$$

where –

R is the benefit ratio, being the estimated proportion of the total benefits of the scheme to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will

ATTACHMENT 1

accrue as special benefits to all of the persons who are liable to pay the special rate and charge;

C is the total cost of the performance of the function or the exercise of the power; and

S is the maximum amount that may be levied from all persons who are liable to pay the special rate and charge.

Benefit ratio – ‘R’

A further formula is used to determine the benefit ratio (R):

$$\frac{\text{TSB (in)}}{\text{TSB (in) + TSB (out) + TCB}} = R$$

TSB (in) is the estimated total special benefit for those properties that Council proposes to include in the scheme.

TSB (out) is the estimated total special benefit for those properties with an identified special benefit that Council does not propose to include in the scheme.

TCB is the estimated total community benefit.

This formula is found in the *Ministerial Guideline on Special Rates and Charges* published in September 2004.

With respect to the total special benefits, it is determined that all rateable properties used, adopted or designed to be used primarily for commercial purposes in the Centre (as generally described above in the section under “Area”) will receive a special benefit from all of the activities undertaken with scheme funds.

With respect to community benefits, there are no community benefits included in this scheme. Any benefits to people visiting the businesses in the Centre are included in the special benefits.

The calculation of the benefit ratio is therefore as follows:

$$\frac{1.0 (100\%)}{1.0 (100\%) + 0 + 0} = 1.0 (100\%) \quad]$$

Total cost of the service – ‘C’

The total amount of the scheme is \$2,600,000 or such other amount as is lawfully levied as a consequence of the declaration. This figure is estimated by the CCA based on their previous expenditure, and five year strategic business and financial plan.

Maximum amount – ‘S’

ATTACHMENT 1

Having calculated the total cost and the benefit ratio, the maximum total levy, in accordance with section 163(2A) of the *Local Government Act* 1989, is \$2,600,000 or such other amount as is lawfully levied as a consequence of the declaration. It is proposed to levy this amount.

Apportionment

The determination of apportionment criteria (or the basis of distribution of the Camberwell special rate and charge) is a separate process from the calculation of the maximum total levy.

It is proposed that the Camberwell Special Rate and Charge will be assessed and levied as follows.

- (i) in Primary Area (Zone 1) - in the first year of the special rate and charge scheme, a rate of 0.045 cents in the dollar of Capital Improved Value (CIV) of each rateable property required to pay the special rate and charge subject to the following minimum charges per occupancy per annum.

Precinct	Minimum and Maximum
Primary (Core) Area (Zone 1): Ground and upper level properties on Burke Avenue, part Wills Street, part Burke Road, part Riversdale Road, part Camberwell Road, part Prospect Hill Road, part Station Street and part Railway Parade.	Ground level Minimum - \$600 Maximum - \$5000 Upper level/s Minimum - \$300 Maximum - \$1000

- (ii) in Primary Area (Zone 1A) - in the first year of the special rate and charge scheme, a rate of 0.045 cents in the dollar of Capital Improved Value (CIV) of each rateable property required to pay the special rate and charge subject to the following minimum charges per occupancy per annum.

Primary (Peripheral) Area (Zone 1A): Ground and upper level properties located north of the railway line to Victoria Road along part Burke Road and part Cookson Street.	Ground level Minimum - \$300 Maximum - \$3000 Upper level/s Flat rate - \$300
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- (iii) Secondary Area (Zone 2) - in the first year of the special rate and charge scheme, a rate of 0.045 cents the dollar of Capital Improved Value (CIV) of each rateable property required to pay the special rate and charge subject to the following minimum charges per occupancy per annum.

Secondary Area (Zone 2):	Flat rate - \$300
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ATTACHMENT 1

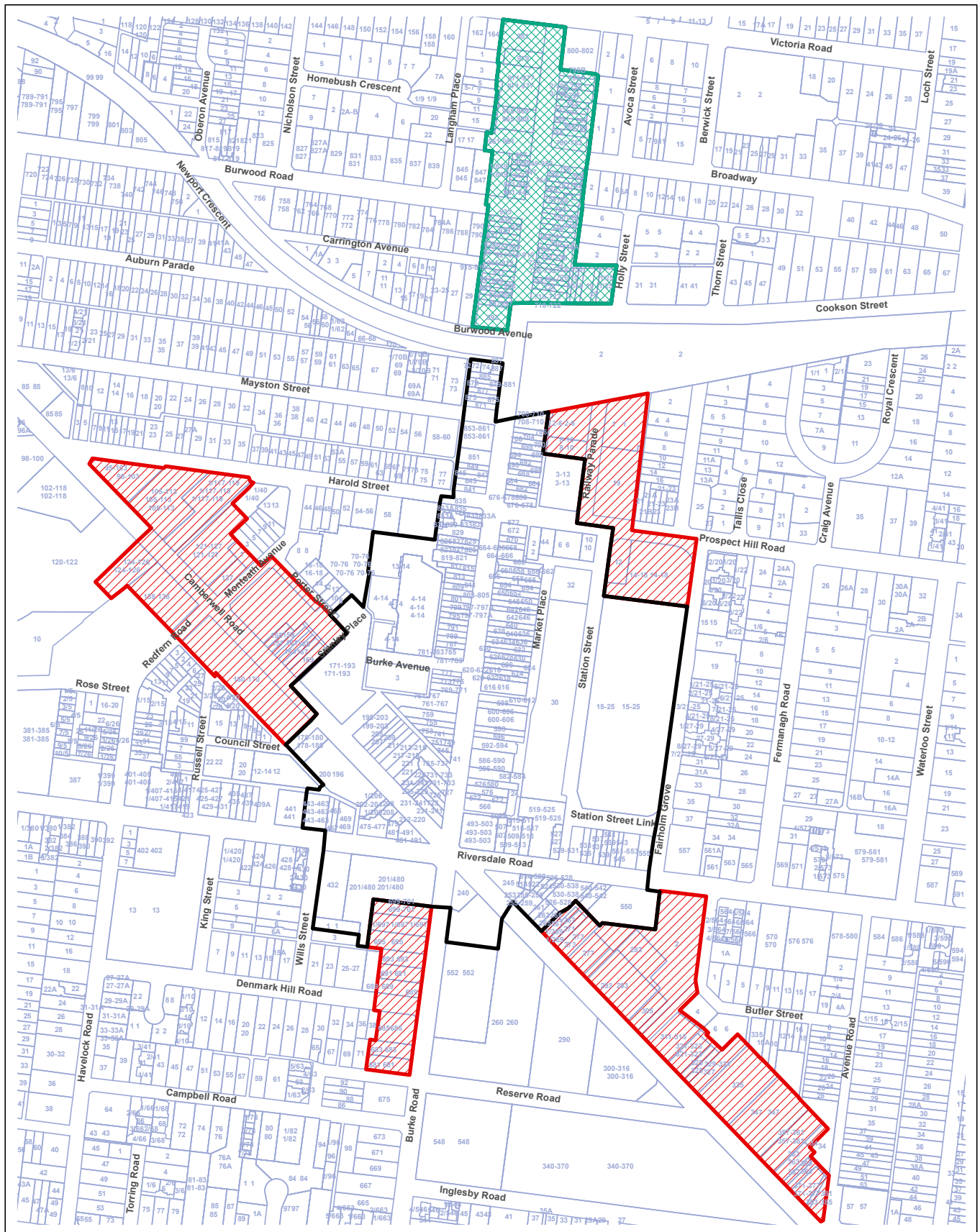
Ground and upper level properties on part Camberwell Road, part Riversdale Road, part Burke Road, part Railway Parade and part Prospect Hill Road.	
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It is further proposed that the owners of the land in the Camberwell Special Rate and Charge scheme pay the Camberwell Special Rate and Charge on the same date/s as Council's general rates are due, and that they be required to pay interest on any amount which has not been paid.

CPI

The quantum of the rate in the dollar of the CIV of each property in the area, and the quantum of the minimum and maximum charge, will be adjusted on 1 July 2022 and on each anniversary of that date by increasing the quantum by the percentage increase in the March quarter Consumer Price Index (All Groups, Melbourne) (CPI) during the 12 months preceding the end of that March quarter.

The Proposed Camberwell Special Rate and Charge Scheme



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Strategic Business Plan

2021-2026

Prepared by

Camberwell Shopping Centre Association Inc.

November 2020



Camberwell Strategic Business Plan**1****1. INTRODUCTION**

The purpose of this report is to outline the five year Strategic Business Plan for the Camberwell shopping and business precinct. The Plan provides a consolidated vision for the centre together with an integrated set of strategies to achieve the vision and improve the centre. The Plan has been prepared after consultation with businesses within the precinct, the current Camberwell Centre Association committee and Boroondara Council, with assistance from Peter McNabb.

The Business Plan is based on:

- The statement of purposes of the Association
- The *Camberwell Centre Association Marketing Plans for 2018-19 and 2019-20*
- *Survey sent precinct traders – CCA Traders Survey August 2020*
- *Boroondara Economic Development Strategy and Draft Activity Centre Strategy*
- *Camberwell Junction Structure Plan (2011)*
- *Other Council strategies and policies*
- *Workshop discussion with representatives from the Association*

The Camberwell Centre Association is an incorporated body representing owners and business operators of approximately 692 properties in the centre. The Statement of Purposes of the Association is as follows:

- *To act as the central co-ordinating body to revitalise the Camberwell Shopping Precinct*
- *To serve as a collective voice for businesses in the centre*
- *To direct and manage funds collected for marketing and business improvement in the precinct*
- *To develop a brand for the Camberwell Shopping Precinct*
- *To organise marketing, promotion, business and community development programs to enhance the precinct*
- *To connect with existing customers in the precinct and undertake activities to attract new customers*
- *To encourage stronger customer loyalty to the goods and services provided in the precinct*
- *To communicate regularly with traders and other business operators in the precinct*
- *To assist in improving the mix of businesses in the precinct where possible*
- *To assist and advise business in the precinct on techniques to improve their performance*
- *To continue to develop a stronger relationship with Council in discussing matters of mutual concern to improve the precinct*
- *To lobby Council & Government for improvements in the appearance and operation of the precinct*

The Association operates through a Committee of Management and a centre manager. The Association has been funded by a special rate levied by the City of Boroondara, since 1996. The current five year term runs from 2016-2021 and raises approx. \$613,000 per annum [CPI adjusted] as well as any income that is generated from the marketing activities run by the association.

The details of the Committee and manager as well as the special rate are provided in the Appendix.

Camberwell Centre Association

2. PROFILE OF THE CENTRE

Camberwell is one of Melbourne's premier shopping strips and recognised by the State Government as a major activity centre, located approx. eleven kilometres east of the Melbourne CBD. A special rate marketing levy has been in place since 1996. In 2016, Council declared the current special rate for marketing and business development of the centre to raise \$500,000 [CPI adjusted per year] for each of the five years commencing in 2016-2021. The current special rate expires 30 June 2021.

The Camberwell business precinct is a focal point for a wide range of economic and social activities, including retail, commercial offices, community and civic facilities, as well as leisure and entertainment uses. Camberwell is a highly successful and vibrant shopping centre that serves the needs of local residents and visitors from inner-middle suburban areas, as well as people who visit the centre for work and has easy access from the city to attract international or national visitors.

The retail mix includes small independent specialist businesses as well as three supermarkets, a discount department store, traditional fresh food market and a good representation of national brand chain stores. The primary retail catchment area is within three to five kilometres of the centre primarily to the east of the centre.

All the major banks together with small scale offices form the predominant part of this important commercial role. Complementing both the retail and office roles is Camberwell's café, restaurant and entertainment offer, a key magnet being the Rivoli cinemas.

A boom in residential apartment development within 1 km of the precinct will see an increase in density but also opportunities for increased local business with less reliance of cars and influence age, ethnicity and lifestyle over the next five years.

Marketing Overview

The marketing program undertaken by the Camberwell Centre Association has focused on improving the digital position for the precinct to best provide a vehicle for traders to have an online presence, and share their offers, news and events collectively, as well as those undertaken by the association for the entire precinct. The core site is CamberwellShopping.com.au which hosts a webpage for each trader that operates as micro site with google mapping, SEO and links to their core sites or social media. There are also microsites to support major events to allow for targeted and niche promotion i.e. food, major events, professional services. All have social media and link to each other.

The websites and digital promotion capture subscribers to ensure direct communication to interested customers. They are sent a monthly e-newsletter and online articles written by professional journalists, which also helps with SEO. Articles include seasonal and retail themed news linking back to relevant stores as well as trader profiles of business operators to share the behind the scene stories.

Advertising includes niche print for main or specific events. With the local paper closed the main print is the lifestyle newspaper Camberwell Citizen. It is subsidised by the association to reflect local stores, events and news with 3 editions per year themed around prime events with a distribution of 30,000 locally. Direct mail supports specific events, annual tourist publications including Chinese translations and digital advertising. A program of promotions each year

Camberwell Centre Association

Camberwell Strategic Business Plan**3**

include the key retail periods of Valentines, Easter, Mother's Day, Father's Day as well as major events for Fashion [*Seasonal*], Food, and the *Christmas Family Day*. Specific promotions are designed to promote the peripheral areas and categories like – *Camberwell on Canvas* [Burke Hill] and *CamberwellBeing* for the health and wellness sector. Competitions are run online every month with prizes being centre wide vouchers

COVID 19 affected the ability to run some events late 2020 but they are scheduled to be run in 2021 as per the promotions calendar. A fallout from the disruption to businesses from this health pandemic may continue into 2021. Initially vacancy rates may remain high but revised rental expectations may attract new business opportunities. Customers are more receptive to supporting local traders and more likely to feel safe in strip shopping areas than large malls.

Boroondara Council's local strategies will positively impact on the future of the Camberwell activity centre. The *Camberwell Junction Structure Plan 2011* supports retail and commercial uses by guiding planning and development. Its vision for Camberwell Junction is 'for a contemporary and sustainable activity centre which accommodates growth and opportunities for change but does this without compromising the valued character and heritage of the strip shopping centre'. The *Camberwell Junction Access Plan 2014* and *Camberwell Junction Parking Study 2014* have also sought to support local businesses.

However the structure plan needs updating and some of the initiatives have not been fully implemented. These include improved landscaping and extended footpath trading outposts and opportunities for public art. The Council now has a place making team which could help with a clear direction for the improved ambience of the precinct.

3. KEY ISSUES AND OPPORTUNITIES

Strengths

The strengths of the centre are considered to be its wide mix of retail and commercial activities; the everyday convenience of the supermarkets, fresh food outlets and banks; its range of specialist retail businesses and well known franchise chain stores; very strong commercial services sector and health and wellness services, leisure and entertainment niche provided by the cafes, restaurants and Rivoli cinemas; availability of public transport; traditional produce market, affluent catchment area, historical connection for many people

Weaknesses

The weaknesses of the centre are considered to be its spread out structure; perceived lack a clear identity; limited medium term parking, high risk of parking infringement, traffic congestion, bland streetscape that hasn't been updated, fewer unique businesses, high rents, large shops which mean high costs, increased services at the expense of traditional retail.

Opportunities

The opportunities of the centre are considered to be Council support and resources to support physical improvements in the centre; remove parking metres on Burke Road, engaging with residential development in and near the centre; create ambience through public art and laneway activation. Promote shop local. Encourage traders to offer extending shopping

Camberwell Centre Association

Camberwell Strategic Business Plan**4**

hours to offer paced shopping opportunities. Concern for public safety may limit the number of people shopping regularly but many will feel safer in a strip centre than a mall.

Threats

The threats to the centre as we commence the 2020/21 period are heightened by the COVID 19 pandemic. The fallout will not be fully felt until later this year. Some businesses will not survive the lockdown period or when government subsidies for rent and staff are revoked. The precinct will have higher vacancies for a period of time as landlords will also need to review the sites value/potential and if there will be less demand for retail space.

The increased take-up of online sales will also affect the traffic flow to the stores and visitation to the centre, though it has forced small businesses to get their online offer improved and this may help them individually. Major centres will continue to be a threat Doncaster, Chadstone, Tooronga, Victoria Gardens, enclosed centres with improved facilities, stylish décor and increased parking. Smaller local precincts may be better able to tap into village style, offer a more eclectic business mix and personal experiences whereas increased density of development around the junction may become overwhelming.

4. FUTURE DIRECTIONS**Vision**

Camberwell shopping and business precinct will offer an extensive range of retail and professional services to best suit and support the evolving demographics of the local community. We will be recognised as the best lifestyle shopping strip in Melbourne with customers attracted by our creative ambience, exemplary customer service, stylish retail offer and vibrant and engaging event program.

Goals

- **Provide tangible benefits to Association members**

This will involve an active marketing program, effective communication with stakeholders and business development support.

- **Manage an effective and efficient Association**

The committee of management will meet governance requirements through regular meetings, sound procedures and responsible funds management.

- **Seek improved physical amenity, create a personality for the precinct**

Included in this goal are the needs to improve precincts appearance and to seek improvements in infrastructure, design, streetscape, art and facilities such as parking and pedestrian access and shop upgrades

- **Explore productive community partnerships**

Within resource constraints support will be provided for local charitable organisations and opportunities for mutually beneficial programs and events identified and implemented.

Camberwell Centre Association

Camberwell Strategic Business Plan**5****Objectives**

- To improve awareness of range of businesses, amenities, promotions and events and website
- To develop our 'brand' and 'personality' for the precinct to give it a strong image and identity for both our customers and the traders to buy into
- To seek the best parking options, pedestrian access for customers and staff
- To encourage public transport and bike riders, [both customers and staff]
- To improve visitation to peripheral areas i.e. Burke Hill / Riversdale & Camberwell Roads
- To build on centre's position as the major retail centre in Boroondara and as a premium strip shopping centre in Melbourne
- To increase customer visitation
- To maintain lower than average vacancy rates
- To attract quality businesses to the area

Mission Statement of the Association

The mission of the Camberwell Shopping Centre Association is to:

To represent the individual retail and professional service businesses in the Camberwell Junction business precinct by creating a profile for the precinct and marketing this to attract potential customers.

Principles and Values

The values that underpin the precinct are for all our members and stakeholders to work together with integrity, consideration, respect and support toward each other, staff, customers, visitors and the local community. The values that drive our Association are accountability, openness, cooperation, and responsiveness.

5. STRATEGIES AND ACTIONS

The following set of strategies and actions aims to realise the vision for the Camberwell centre.

The key priorities over the next five years are:

5.1 Marketing and Public Relations**Branding**

The recommended strategies are:

- Explore new branding for new era. Develop from "*we've got it all*" with a consistent style guide for our logo on all print and digital collateral.
- Continue sub-message *Find it at Camberwell* to reinforce broad offer/digital connection
- Highlight the key points of difference between Camberwell and other centres
- Develop strategies to deal with the issues that are damaging the Camberwell brand (e.g. Visual appeal, parking)

Camberwell Centre Association

Camberwell Strategic Business Plan**6****Strategic Marketing**

The recommended strategies for the centre's target markets are:

- Coordinate the marketing of both the Camberwell centre as a whole and its different precincts, retail categories and professional services
- Regularly update and expand the Association's digital presence, build on subscribers database and social media links, have websites as core information hubs and drive customers to them with a mix of media including: social media / digital and traditional advertising/ competitions /posters/database newsletters/ direct mail/ radio
- Continue local promotion via local press/magazines for events.
- Include trader stories/profiles to personalise the precinct and create stronger connections/loyalty, highlight quirky businesses, family run franchises
- Continue a specific marketing program to promote the full range of commercial and professional services at Camberwell and networking/education seminars and relationships with the Camberwell Business Club and Business Boroondara Network
- Aim to establish stronger links with head offices and the major groups including Camberwell Place ,Camberwell Village, The Fresh Food Market, Rivoli, Target, Woolworths, Coles, Aldi
- Continue to work closely with Sunday Rotary Market particularly through MDF initiatives and develop more cross promotion via social media.
- Continue to foster marketing links with other community/sporting organisations that are connected with Camberwell, and engage in cross-marketing activities
- Welcome new businesses and continue cross promotional opportunities for retailers and for them to meet each other and the committee regularly
- Support and contribute to Council's business initiatives like Boroondara Biz

Special Promotional Events

The recommended strategies are:

- Build on the existing successful category events such as CamberWellbeing event, seasonal campaigns and develop new food events – What's On the Menu in Camberwell
- Build on the community events like Christmas Family Day experience and grow precinct events like Camberwell on Canvas Art on Show
- Maintain monthly online competitions around advertising and promotion of key retail times such as Mother's Day, Father's Day and themed events
- Encourage stores to engage more in-store in conjunction with the events

Camberwell Centre Association

Camberwell Strategic Business Plan**7****5.2 Business Development****Retaining and Improving Existing Businesses**

The recommended strategies over the long term are:

- Apply collective pressure on businesses to make improvements to shop facades, signage and internal presentation to project a smarter more engaging image
- Continue with a programme of network and educational events and workshops to support retail and professional services
- Help small businesses build resilient online marketing and sales opportunities

Improving the Business Mix by Attracting Appropriate New Businesses

It is recommended that the following measures be taken to strengthen the centre's business mix:

- Monitor Camberwell's business mix to identify gaps and develop a list of desired new businesses (e.g. boutique or unique businesses)
- Develop a brief prospectus for investors outlining the case for establishing the proposed new operations in the centre, indicating its current mix, primary catchment area, socio-demographic profile, and future vision
- Approach landlords and real estate agencies and encourage them to attract the desired new businesses, suggest pop-ups for empty stores
- Directly approach the desired new types of businesses and present them with the prospectus, and encourage them to locate at Camberwell

5.3 Community Development

It is critical to strengthen connections with the local community. The recommended strategies are:

- Advertise and promote community activities through the Association's website, social media and in-centre notice boards
- Develop links and projects with local churches and sporting clubs, advertise their events on the Association website
- Work with Council's Landscape Design team to continue laneways mural projects
- Develop opportunities with MDF Funds for community support
- Representative on the Board of Camberwell Community Centre
- Organise interaction with new residents of key intensive development sites

Camberwell Centre Association

Camberwell Strategic Business Plan**8****5.4 Physical Improvements**

The Camberwell Junction Structure Plan outlines a range of streetscape, car parking and transport improvements as part of the ongoing revitalisation and redevelopment of this Principal Activity Centre. The recommended strategies are:

- Lobby Council to provide the necessary funding to ensure that the capital works recommendations in the Structure Plan are completed
- Encourage Council to utilise developer contributions for public art in the centre
- Continue to lobby Council to create and use cash –in-lieu funds associated with new developments for new parking facilities in the centre
- Support PRAG to ensure Council's audit of facilities with respect to cleanliness and safety
- Undertake minor projects to achieve small physical/ creative improvements in the centre
- Seek support from landowners to improve their buildings including exterior cleaning and painting and replacement of broken tiles on shopfronts
- Continue the ongoing graffiti removal program 50:50 with Boroondara Council

6. MANAGEMENT AND FINANCE

For the success of an ongoing business development and marketing program at Camberwell, it is critical to sustain a strong association with back-up resources.

6.1 Camberwell Shopping Centre Association

The recommended strategies to sustain and improve the management and communication processes are:

- Continue to elect a Committee of at least six persons each year. Work to ensure a representation on the Committee from different types of businesses with different skills in different parts of the centre and commercial/professional businesses. Provide governance training for Committee members
- Organise four formal Committee meetings a year
- Continue to hold the weekly promotions meetings as an open forum to all businesses to obtain feedback on activities and encourage new ideas
- Continue to ensure that businesses in the centre work together as a team by communicating with them regularly through newsletters, emails and face-to-face visits. Produce and distribute four newsletters a year with more information on what is on offer to engage and enthuse.
- Facilitate social business networking nights

Camberwell Centre Association

Camberwell Strategic Business Plan**9****6.2 Centre and Marketing Coordination Team**

It is imperative that the Association continues to employ a manager to coordinate support staff when required, to undertake the marketing, business development, community development, and administration. Professional marketing companies may be used for specific projects and further back-up assistance may be provided by university students. A key focus is to attract sponsorship to grow the program.

6.3 Financial Strategy

The Camberwell program has been based on an annual special rate that started at \$500,000 on 2016 and increased to over \$600,000 plus income generated by events. However due to the unprecedented and unforeseen impact of the COVID health crisis from mid-2020, and the economic fallout it was decided that the levy for the new period 2021-26 should be reduced to offer relief to traders and landlords. Factoring in annual CPI increases will help keep pace with increased costs and the core program can be maintained. It was decided to reduce the percentage rate while maintain the zones to be equitable.

It is estimated that the cost of undertaking the proposed marketing, community and business development initiatives outlined in the Strategic Business Plan for 2021/26 will be approximately \$520,000, with consumer price index (CPI) increases per annum. A strategic breakdown of the overall budget in 2021-26 among key activities is estimated as follows:

• Advertising/ Marketing/ Events	\$ 280,000
• Physical Projects [signs, Xmas decs]	\$ 50,000
• Business development and networking	\$ 20,000
• Community development	\$ 10,000
• Digital [databases/social media/websites]	\$ 30,000
• Management fees	\$ 85,000
• Administration/ rent	\$ 25,000
• Insurances	\$ 3,000
• Accountancy/audit expenses	\$ 5,000
• Contingency	\$ 12,000

It is important to have an ongoing and secure source of funding to cover the costs of the proposed initiatives. The rate structured as 0.45% rate in the dollar of each property's capital improved value (CIV). There will be no changes to the zone boundaries, no changes to the minimum or maximum rates charged.

Zone 1 represents properties in the prime area, south of the railway line and close the to the junction – This will stay as a minimum of \$600 and the maximum of \$5000 for ground floor, for upper levels the minimum will stay at \$300 and maximum of \$1000.

Zone 1A, properties north of the railway line as a minimum of \$300 and a maximum of \$3000 for ground only, upper level will be a max and min rate of \$300.

Camberwell Strategic Business Plan**10**

Zone 2, properties in the peripheral area, will remain as a rate of \$300. In each of the subsequent four years of the scheme, all property contributions to be increased by CPI. The minimum and maximum amounts are relative to the benefits for each zone

To enable the program to grow further, the Association will continue to seek sponsorship for events and create income opportunities [through events] from groups other than our rate members, to supplement the special rate funds. The Association is to have the capacity to apply for Federal, State and municipal grants to undertake projects.

The Association is to continue to have a financial accountability system in place to meet the reporting requirements of both Consumer Affairs Victoria and the City of Boroondara's contract with Business Associations relating to the special rate.

A financial report, outlining expenditure against a designated budget will be provided to Council each full and half year. An audit of the Association's annual income and expenditure is to continue to be prepared at the end of the financial year and presented to the Association's AGM as well as to the City of Boroondara.

6.4 Monitoring and Evaluation

The degree of achievement of the actions outlined in the Business Plan is to be evaluated at regular intervals throughout each financial year.

Key performance indicators to be included in the evaluation are:

- extent of completion of projects specified in the Business Plan
- extent of business involvement and engagement with the Association Committee
- level of business participation in activities and promotions
- business and customer perceptions about the success of individual promotions and advertising campaigns
- business perceptions about changes in the overall profile and trading performance of the centre
- financial accountability

The Business Association prepares a half year and full year report at the end of each financial year of the program. The report addresses the degree of compliance with the performance indicators outlined above. It is to be submitted to Council as part of the accountability requirements for the program. It also is to be used as a basis for developing a more detailed action program and budget for the following financial year.

The degree of achievement of the actions outlined in the Business Plan is to be evaluated at regular intervals throughout each financial year.

Camberwell Centre Association

Camberwell Strategic Business Plan**11****Appendix**

The Appendix provides further background information on the Camberwell centre, its management committee, centre manager and special rate details. Key policies and strategies approved by Boroondara City Council that are relevant to Camberwell and its association, and the recent Government funded report on international student visitation and tourism opportunities.

Management Committee

The Committee of the Camberwell Centre Association and Centre Manager for 2020/21 are:

- President - Henk Kelly-Kobes
- Vice President – Ray Orr
- Secretary - Beverley Wooffindin
- Treasurer – Tim Kilham
- Manager – Kerry Daly
- Committee member – Chris Risteski
 - Neil Earle
 - Natalie Daw
 - Adam Axon
 - George Keskerides
 - Wayne Chen

Current Special Rate Details

The Association is funded primarily by a special rate covering 721 rateable properties across the precinct. The first rate was established in 1996, the current rate was introduced in 2016 for a five year term. In 2016, Council declared the special rate for the centre to raise \$500,000 in each of the five years commencing in 2016-21 [CPI adjusted] The minimum annual amount levied for any single rateable property is \$300, and the maximum annual amount is \$5,000. The special rate expires on 30 June 2021.

Boroondara City Council Strategies and Policies***Camberwell Junction Structure Plan (2008)***

The Structure Plan adopted by Council in October 2008 and updated in 2011 sets out a framework to guide changes to land use (locations for shops, offices and community services), built form (height and setback of buildings) and public spaces. It gives direction to Council when it considers new development proposals and public works.

In the Plan, “the vision for Camberwell Junction is for a contemporary and sustainable activity centre which accommodates growth and opportunities for change but does this without compromising the values, character and heritage of the strip shopping centre. Key elements will be a lively and dynamic mix of land uses with jobs, housing and community facilities, a pedestrian friendly environment with a human scale, themed landscaping and linked precincts; improved accessibility through better connected public transport, walking and cycling networks, and traffic and parking measures to reduce adverse impacts on residential

Camberwell Centre Association

Camberwell Strategic Business Plan**12**

areas; a sensitive approach to planning and design which respects the amenity of surrounding residential neighbourhoods, and urban design measures to protect and enhance those elements in the built form which produce Camberwell Junction's valued character."

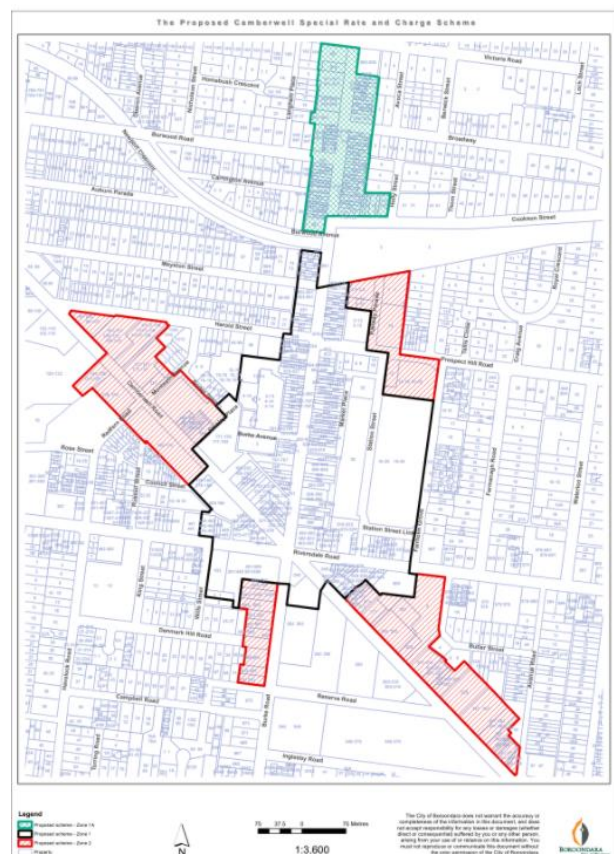
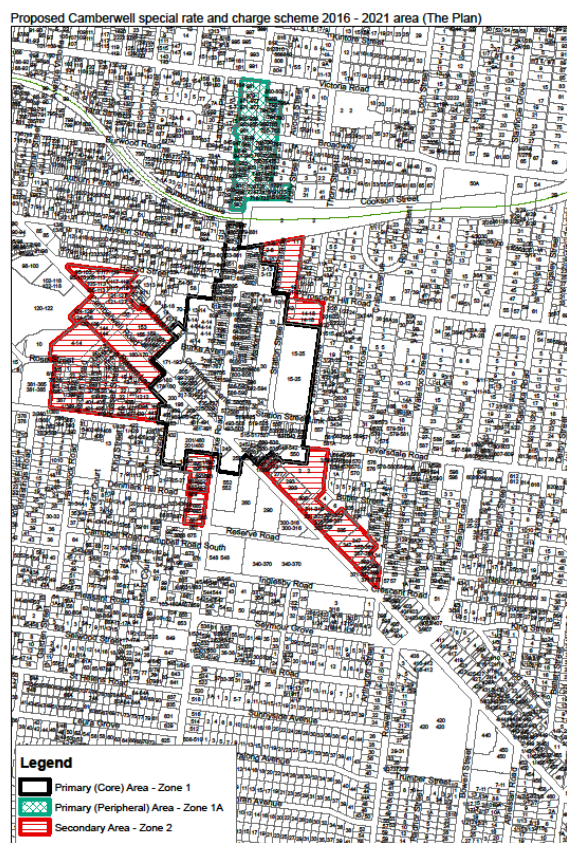
Other Strategies which relate to the precinct include:

- Camberwell Junction Access Plan (2014)
- Laneways Strategy for Shopping Centres (2015)
- Boroondara Economic Development and Tourism Strategy (2016)
- Boroondara Community Plan (2017)

Figure 1 Extent of the Camberwell Special Rate Area

2016-2021

2021-2026



Camberwell Centre Association

Socio-Economic Profile of the Catchment Area of the Camberwell Shopping Centre

The catchment of the Camberwell Shopping Centre covers an area within a five - kilometre radius of the centre, with the primary area extending through Kew, Hawthorn, Camberwell, Canterbury, Balwyn and Surrey Hills.

The five-kilometre area consists of most of the City of Boroondara. Key characteristics of this area are:

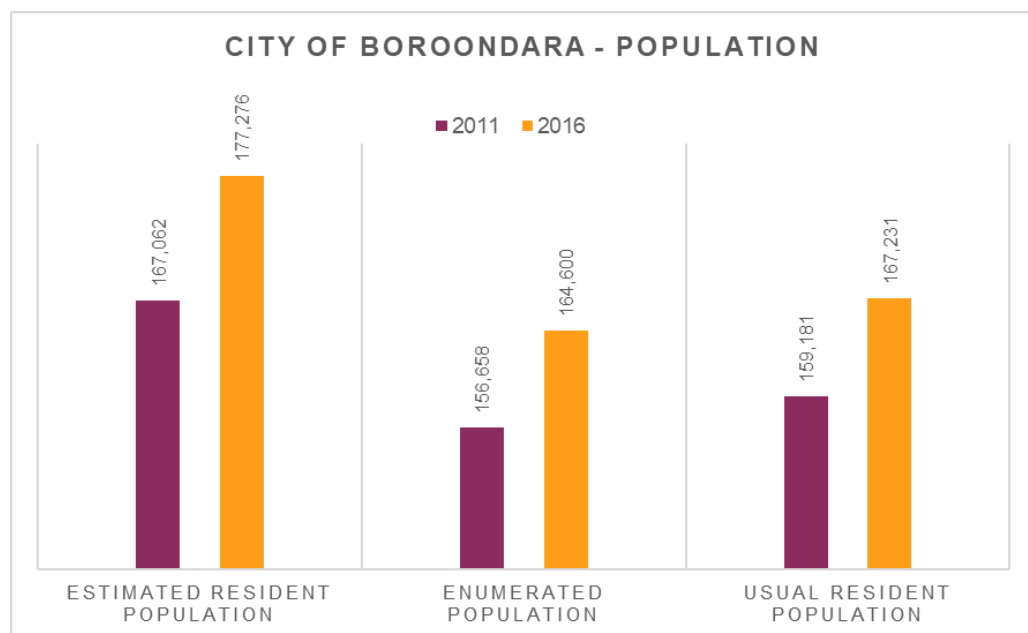
- A total of 177,276 residents in 2016 with an estimated 183,199 in 2019
- Population projections suggesting there will be about 210,900 residents by 2041
- Increases in population due to in migration particularly from China. Residents with Chinese ancestry represented 15% of the population in 2016, an increase of over 7,000 residents since 2011
- An overall medium population density of 30.45 persons per hectare compared with 5.09 for Greater Melbourne, 47.75 for the City of Melbourne and 51.97 for the City of Yarra
- An increased population density of more than 50 persons per hectare in specific areas within two kilometres of Camberwell Junction as a result of the increasing number of multi-storey apartments. This trend is likely to continue with the Camberwell Village development and other apartment projects planned for nearby areas such on Camberwell Road, Burke Road North and Cookson Street
- Older age structure with the main emphasis over 50 years and teenage family groups
- Large number of retirees, some of which are asset rich and income poor
- Higher proportion of couple families with children as well as a lower proportion of one-parent families compared with Greater Melbourne
- Higher proportion of lone person households and a similar proportion of couples with out children compared with Greater Melbourne
- An increasing number of young professionals, affluent older people and those with an Asian and Indian ancestry occupying the apartment towers near the Junction
- High income profile, particularly in the highest brackets – resulting in Boroondara being one of the two lowest municipalities in Victoria in terms of social-economic disadvantage
- High level of educational qualification - 46.9% had a Bachelor or Higher degree qualification in 2016, higher than Greater Melbourne.
- 90,500 employed residents

These features indicate a very strong consumer base for the goods and services, particularly at the high end, offered by the Camberwell Shopping Centre.

More detailed information on these socio-economic characteristics are outlined in the Boroondara Economic Development and Tourism Strategy (2016) and the charts below from material in the Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 compiled and presented by consulting firm .id

Camberwell Strategic Business Plan**14****Population**

City of Boroondara - Total persons	2016			2011			Change
Population	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	2011 to 2016
Estimated Resident Population	177,276			167,062			+10,214
Enumerated Population	164,600			156,658			+7,942
Usual Resident Population	167,231			159,181			+8,050

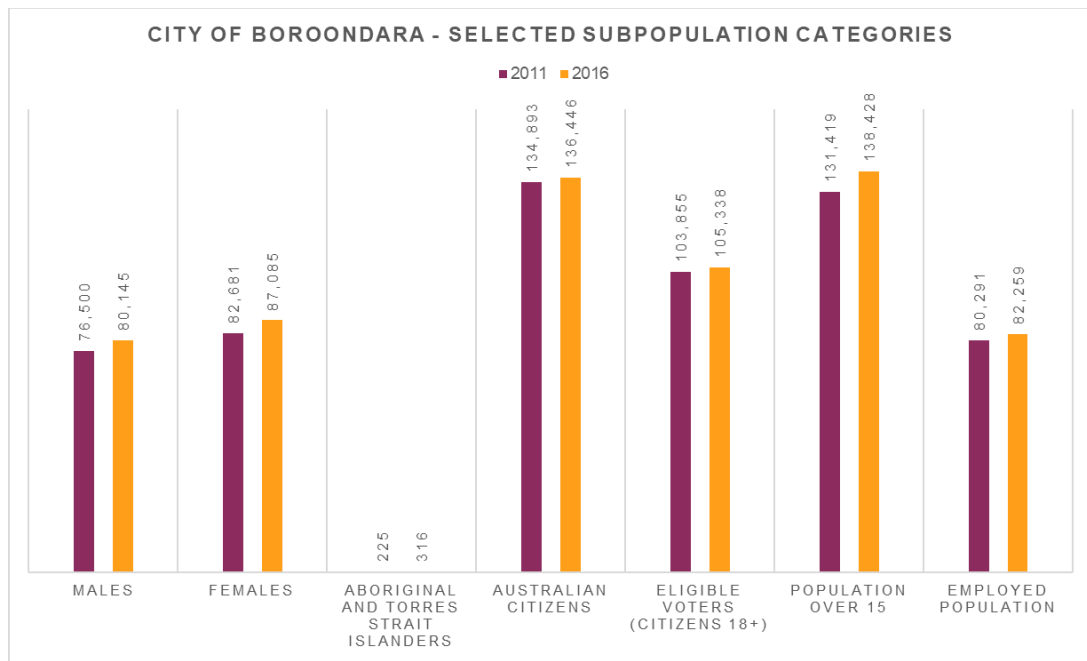
**Selected Subpopulation Categories**

City of Boroondara - Total people (Usual residence)	2016			2011			Change
Population group	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	2011 to 2016
Males	80,145	47.9	49.0	76,500	48.1	49.2	+3,645
Females	87,085	52.1	51.0	82,681	51.9	50.8	+4,404
Aboriginal and Torres Strait Islander population	316	0.2	0.5	225	0.1	0.5	+91
Australian citizens	136,446	81.6	79.6	134,893	84.7	83.0	+1,553

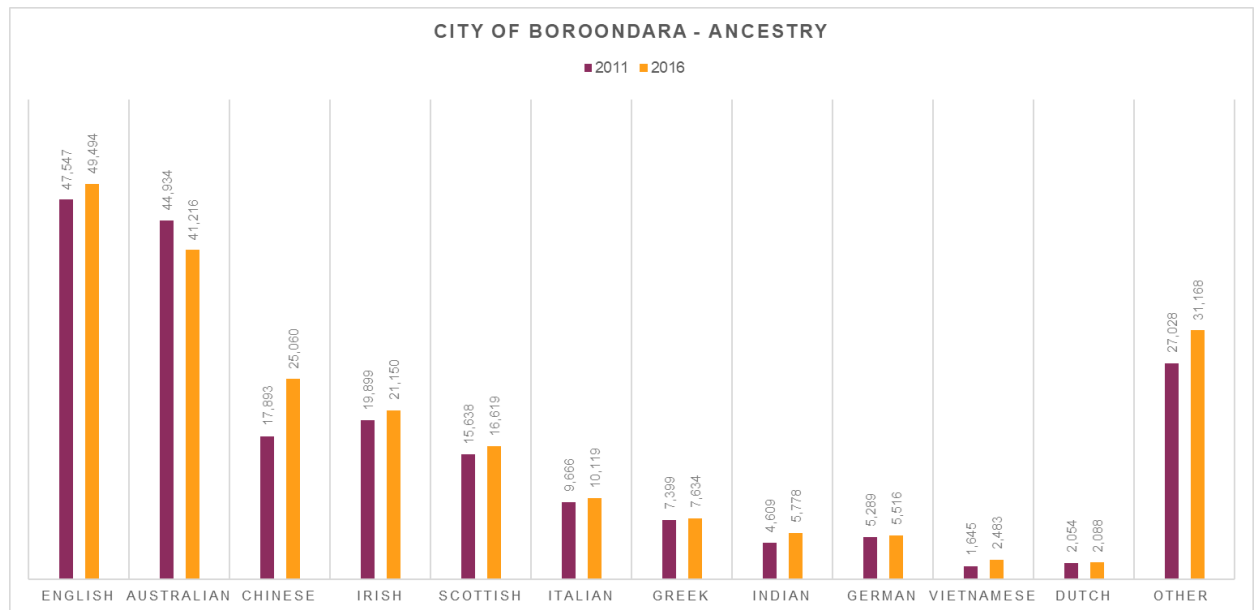
Camberwell Centre Association

Camberwell Strategic Business Plan**15**

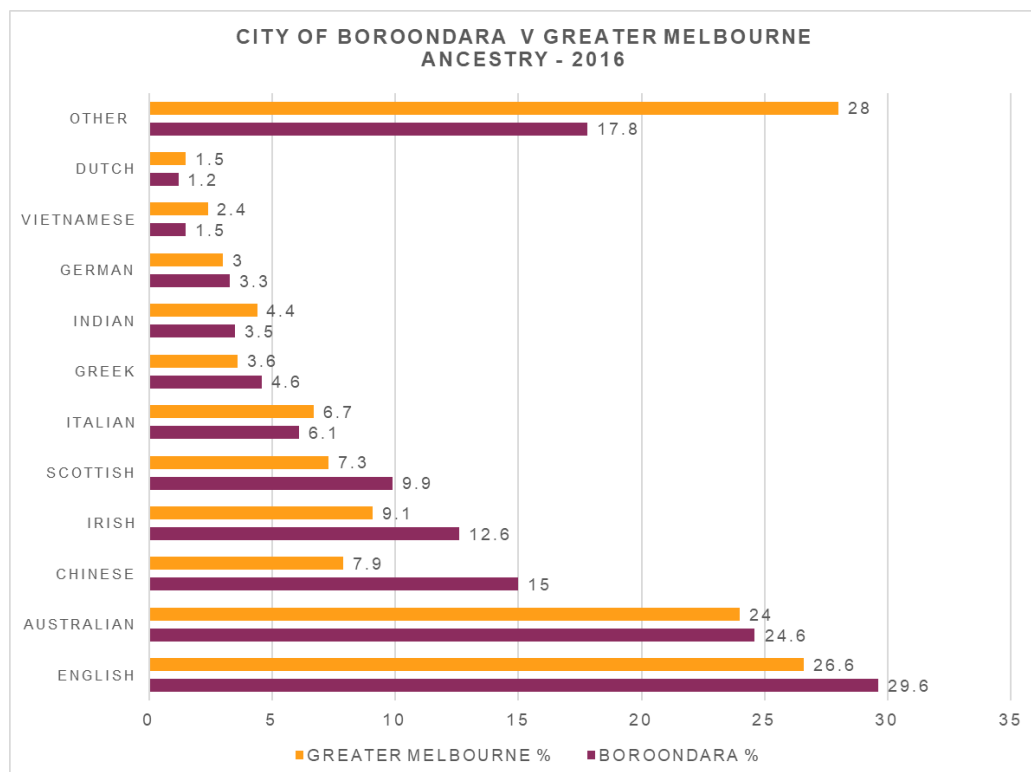
Eligible voters (citizens aged 18+)	105,338	63.0	60.8	103,855	65.2	63.6	+1,483
Population over 15	138,428	82.8	81.7	131,419	82.6	81.5	+7,009
Employed Population	82,259	94.4	93.2	80,291	95.5	94.5	+1,968

**Ancestry - Ranked by Size**

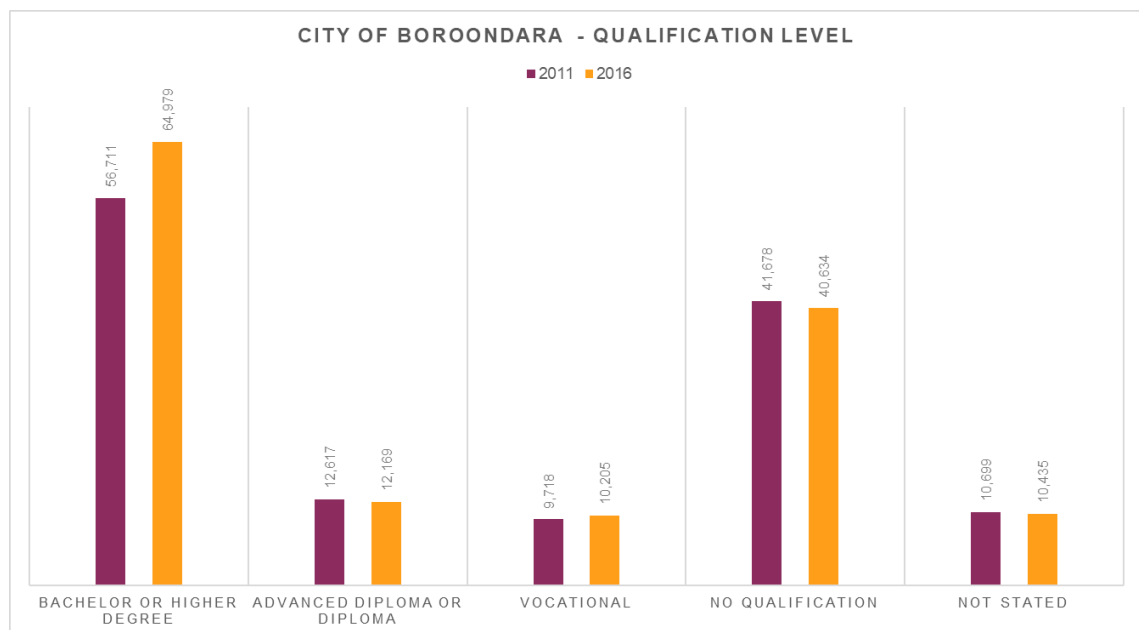
City of Boroondara - Total persons in Top 11 Categories (Usual residence)	2016			2011			Change
	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	
English	49,494	29.6	26.6	47,547	29.9	26.9	+1,947
Australian	41,216	24.6	24.0	44,934	28.2	26.4	-3,718
Chinese	25,060	15.0	7.9	17,893	11.2	6.1	+7,167
Irish	21,150	12.6	9.1	19,899	12.5	8.8	+1,251
Scottish	16,619	9.9	7.3	15,638	9.8	7.2	+981
Italian	10,119	6.1	6.7	9,666	6.1	7.0	+453
Greek	7,634	4.6	3.6	7,399	4.6	3.9	+235
Indian	5,778	3.5	4.4	4,609	2.9	3.2	+1,169
German	5,516	3.3	3.0	5,289	3.3	3.0	+227
Vietnamese	2,483	1.5	2.4	1,645	1.0	2.0	+838
Dutch	2,088	1.2	1.5	2,054	1.3	1.6	+34
Other	31,168	17.8	28.0	27,028	16.0	23.9	+4140

Camberwell Strategic Business Plan**16**

Camberwell Centre Association

Camberwell Strategic Business Plan**17****Highest Educational Qualification Achieved**

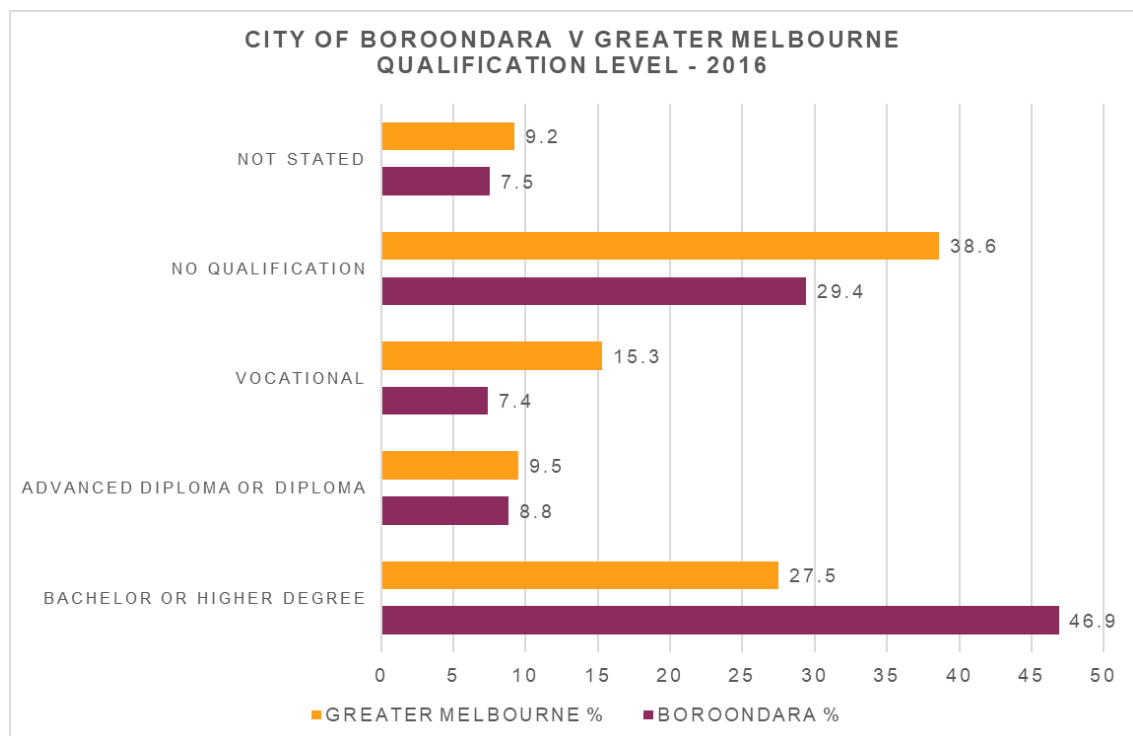
City of Boroondara - Persons aged 15+ (Usual residence)	2016			2011			Change 2011 to 2016
	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	
Bachelor or Higher degree	64,979	46.9	27.5	56,711	43.2	23.6	+8,268
Advanced Diploma or Diploma	12,169	8.8	9.5	12,617	9.6	8.8	-448
Vocational	10,205	7.4	15.3	9,718	7.4	15.0	+487
No qualification	40,634	29.4	38.6	41,678	31.7	42.4	-1,044
Not stated	10,435	7.5	9.2	10,699	8.1	10.3	-264
Total persons aged 15+	138,422	100.0	100.0	131,423	100.0	100.0	+6,999

Camberwell Strategic Business Plan**18**

 Camberwell Centre Association

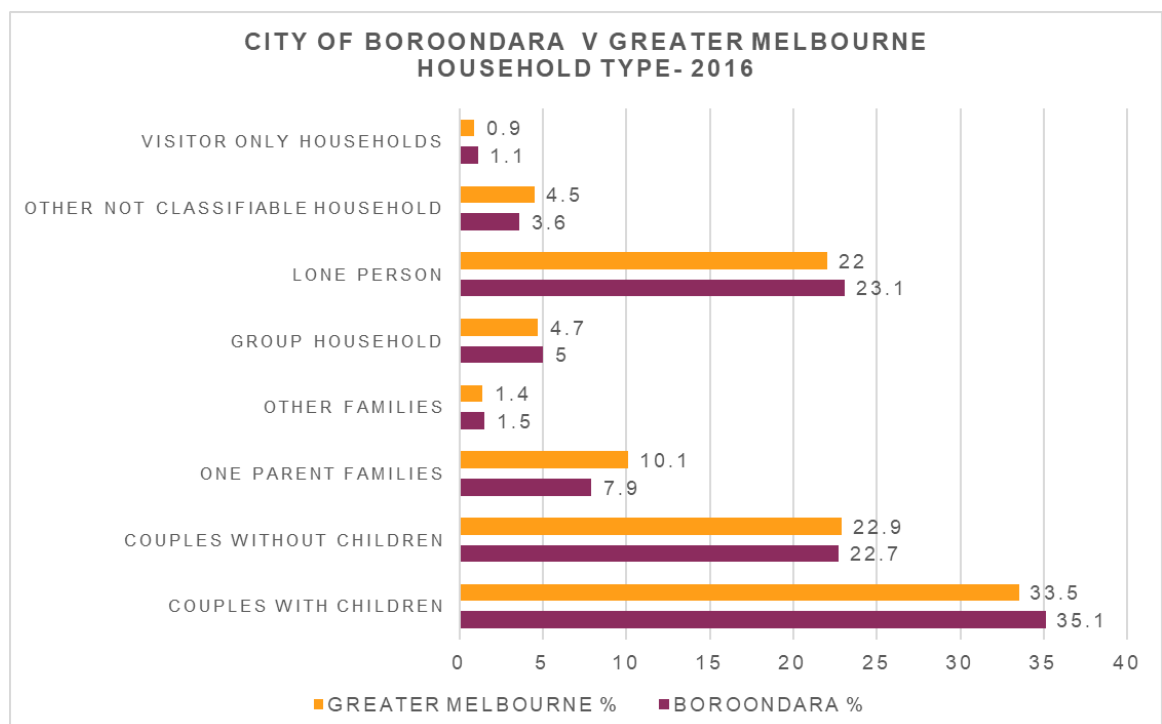
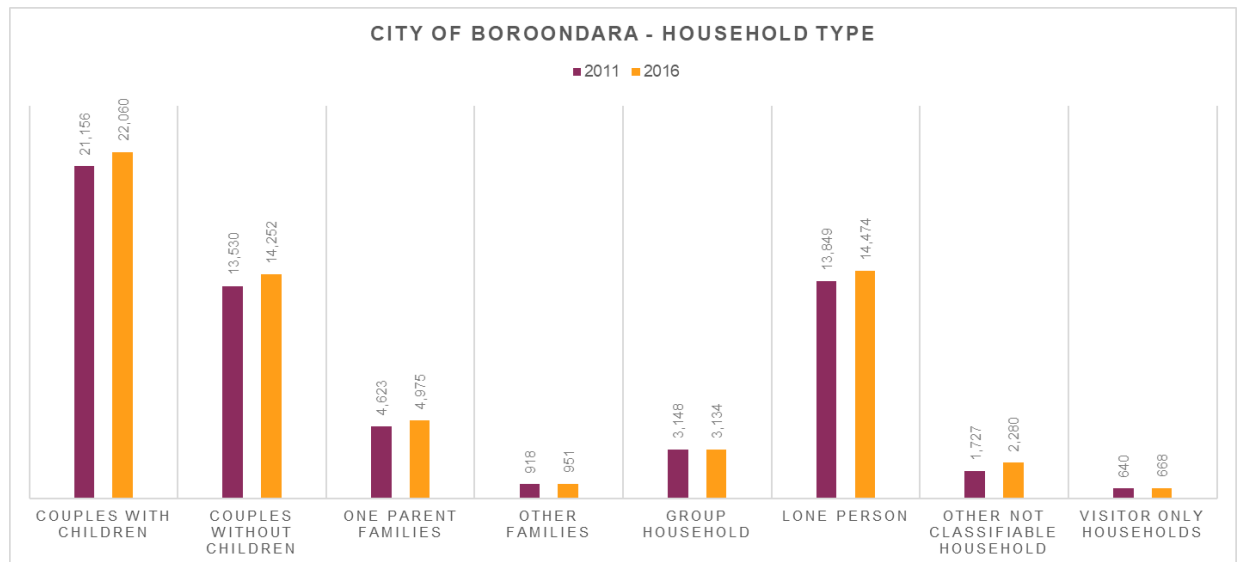
Camberwell Strategic Business Plan

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Household Type

City of Boroondara - Total households (Enumerated)	2016			2011			Change 2011 to 2016
	Number	%	Greater Melbourne %	Number	%	Greater Melbourne %	
Couples with children	22,060	35.1	33.5	21,156	35.5	33.6	+904
Couples without children	14,252	22.7	22.9	13,530	22.7	23.5	+722
One parent families	4,975	7.9	10.1	4,623	7.8	10.4	+352
Other families	951	1.5	1.4	918	1.5	1.4	+33
Group household	3,134	5.0	4.7	3,148	5.3	4.5	-14
Lone person	14,474	23.1	22.0	13,849	23.2	22.3	+625
Other not classifiable household	2,280	3.6	4.5	1,727	2.9	3.4	+553
Visitor only households	668	1.1	0.9	640	1.1	0.9	+28
Total households	62,794	100.0	100.0	59,591	100.0	100.0	+3,203

Camberwell Strategic Business Plan**20**

Camberwell Centre Association



Camberwell Centre Association Inc.
PO Box 183, Camberwell Vic 3124
Ph: 03 9813 4190

ABN: 42 467 190 205

City of Boroondara
Private Bag 1
Camberwell VIC 3124
Attention Mr Nick Lund, Economic Development Department

Dear Mr Nick Lund,

Camberwell Centre Association Marketing and Business Development Fund

The current five year Marketing and Business Development Fund concludes on 30 June 2021. On behalf of the Camberwell Centre Association, I request that Council initiates the process to renew the charge and/or rate to enable the Association to continue promotion and business development of the Camberwell Shopping and Business Precinct.

The proposed special rate and charge has been developed in line with the Camberwell Strategic Business Plan 2021-2026 to support a marketing and business development plan with an annual budget of approximately \$520,000.

The purpose of the scheme renewal is for advertising, promotion, centre management, business development and other incidental activities associated with the encouragement of commerce in the precinct.

The association have taken in to account the unrepresented circumstance of trading during the recent COVID 19 pandemic and taken the opportunity to reduce the rate proposed again this term. This will allow us to reduce the financial burden on our businesses while still ensuring we raise funds to undertake very necessary post economic crisis marketing for the future of the precinct. The rate will reduce from 0.05% CIV to 0.45% CIV for each rateable property.

The scheme renewal is proposed to operate for a period of five years from 1 July 2021 to 30 June 2026.

The proposed properties to be covered by the renewed special rate and charge are reflected in the attached plan and take into consideration prime and peripheral areas of the precinct. The area can be generally described as ground and upper level commercial properties in the area comprising-

- i. Zone 1: Ground and upper level properties, in the prime core retail area comprising properties on Burke Avenue, part Burke Road, part Riversdale Road, part Camberwell Road, part Prospect Hill Road, part Station Street and part Railway Parade.
- ii. Zone 1A: Ground and upper level properties in prime peripheral retail core areas located north of the railway line to Victoria Road along part Burke Road and part Cookson Street.

- iii. Zone 2: Ground and upper level properties on part Camberwell Road, part Riversdale Road, part Burke Road, part Railway Parade and part Prospect Hill Road.

It is proposed that the Camberwell Special Rate and Charge will be assessed and levied as follows.

- i. For the Primary (Core) Area (Zone 1) - in the first year of the special rate and charge scheme, a rate of 0.45 cents in the dollar of Capital Improved Value (CIV) of each rateable property required to pay the special rate and charge, subject to the following minimum and maximum charge per occupancy per annum.

Properties in Zone 1	Minimum	Maximum
Ground level	\$600	\$5000
Upper level	\$300	\$1000

- ii. For the Primary (Peripheral) Area (Zone 1A) - in the first year of the special rate and charge scheme, a rate of 0.45 cents in the dollar of Capital Improved Value (CIV) of each rateable property required to pay the special rate and charge, subject to the following minimum and maximum charge per occupancy per annum.

Properties in Zone 1A	Minimum	Maximum
Ground level	\$300	\$3000
Upper level	\$300	\$300

- iii. For the Secondary Area (Zone 2) - in the first year of the special rate and charge scheme, a minimum and maximum charge of \$300 per occupancy per annum.

The quantum of the rate in the dollar of the CIV of each property in the area, and the quantum of the minimum and maximum charge, will be adjusted on 1 July 2022 and on each anniversary of that date by increasing the quantum by the percentage increase in the March quarter Consumer Price Index (All Groups, Melbourne) (CPI) during the 12 months preceding the end of that March quarter.

The Camberwell Centre Association would like to acknowledge the support from Boroondara Council and in particular the Economic Development Department in the preparation of this proposed scheme renewal.

Yours sincerely



Henk Kelly-Kobes
President
Camberwell Centre Association

Objection/Submission process pursuant to the *Local Government Act 1989*

Section 163(1) of the *Local Government Act 1989* (the Act) empowers a council to declare a special rate and charge for the purposes of defraying expenses in relation to the council's function and powers if the council considers that it will be of special benefit to the persons required to pay the special rate and charge.

Submissions and Objections

Section 163B(4) provides that any person who will be required to pay the special rate and charge is entitled to exercise the right of objection. Section 163B(5) goes on to state that, for the purposes of sub-section (4), a person who is an occupier is entitled to exercise the right of objection if:

the person submits documentary evidence with the objection which shows that it is a condition of the lease under which the person is an occupier that the occupier is to pay the special rate or special charge.

A person may make a submission in relation to Council's proposed declaration. Submissions must be lodged within twenty-eight (28) days after the date of a public notice, and will be considered in accordance with section 223 of the Act

In addition, any person who will be required to pay a special rate/charge is also entitled to exercise a right of objection under section 163B of the Act.

A person who is an occupier is entitled to exercise the right of objection if the person submits documentary evidence with the objection which shows that it is a condition of the lease under which the person is an occupier that the occupier is to pay the Camberwell Centre Special Rate and Charge. Objections must be in writing lodged within twenty-eight (28) days of the date of a public notice. The right of objection is in addition to the right to make a submission.

Objections and Council's decision

Where a special rate and charge is proposed to recover an amount that exceeds two thirds of the total cost of a scheme, a council can only make a declaration under section 163(1) of the Act to do so in accordance with the objection process set out in section 163B.

Consequently, Council cannot proceed to introduce a special rate and/or charge if more than 50% of those persons required to pay the special rate/charge in respect of the rateable properties on which it would be imposed, were to object to the proposal.

In this case, following the notice of intention to declare a special rate and/or charge by Council, if objections are received from more than 50% of those required to pay the special rate/charge, the special rate/charge cannot be introduced. It is important to note that this is 50% of people that will be subject to pay the special rate and/or charge, as distinct from 50% of the total number of submissions that Council may receive.