

7.4 Kew Junction Shopping and Business Centre - Marketing and Business Development Fund

Executive Summary

Purpose

This report seeks a resolution from Council to introduce and give public notice of its intention to declare the Kew Junction Special Rate and Charge Scheme (Proposed Scheme) as required under Section 163 of the Local Government Act 1989 (1989 Act).

Background

Despite the introduction of the *Local Government Act 2020* (2020 Act), the legislative scheme governing rates and charges currently remains under Division 1 of Part 8 of the 1989 Act. Presently, there is no equivalent provision in the 2020 Act. Therefore, Section 163 of the 1989 Act still applies to special rate and charge schemes to be declared by Council, including the Proposed Scheme.

The current five year special rate and charge scheme for the Kew Junction Shopping and Business Centre (Centre) will expire on 30 June 2022 ("Current Scheme") and the Kew Junction Business Association (KJBA) has requested Council undertake the statutory process to renew the Current Scheme for a further five years from 1 July 2022 to 30 June 2027 (inclusive) by declaring the Proposed Scheme (**Attachment 1**).

The Proposed Scheme, if declared by Council, will support the Centre in achieving the vision and actions outlined in the Kew Junction Strategic Business Plan 2022-2027 (Strategic Plan) (**Attachment 2**), and ensure it is well placed to respond to ongoing competition from other centres as well as providing opportunities for growth and development of the retail, services and hospitality businesses, helping the Centre to remain competitive and viable into the future.

Key Issues

Under the Proposed Scheme, the special rate and charge will be levied on all rateable land within the Centre that is primarily used or adapted, or designed to be used, for commercial purposes.

There are currently 577 rateable properties included in the Proposed Scheme as shown in the Plan outlined in **Attachment 3**. Further details of the Proposed Scheme are outlined in **Attachment 4**.

In summary, the liability of all persons subject to the Proposed Scheme will be calculated as follows:

- i. Primary Area (Zone 1) - in the first year a rate of 0.05 cents in the dollar of the Capital Improved Value (CIV) of each rateable property in the Proposed Scheme area, subject to the minimum charges per occupancy per annum:

Precinct	Minimums per annum
<p>Primary Area (Zone 1):</p> <p>This zone includes ground and upper level properties on High Street and associated side streets generally between Kew Recreation Centre and Princess Street and the Kew Junction intersection and along Cotham Road between Gellibrand Street and the Kew Junction intersection Kew as shown on the boundary plan for the Kew Junction Special Rate and Charge.</p>	<p><u>Ground level</u> Minimum - \$409</p> <p><u>Upper level/s</u> Minimum - \$204</p>

NOTE: The minimum charges are consistent with the rates proposed by the KJBA (see Attachment 1) and have not changed from those in the Current Scheme. NOTE: Since the inception of the special rate and charge scheme for the Centre no maximums have been applied.

- ii. Secondary Area (Zone 2) - in the first year of the Proposed Scheme, a rate of 0.03189 cents in the dollar of the CIV of each rateable property in the Proposed Scheme Area, subject to the following minimum charges per occupancy per annum.

Precinct	Minimums per annum
<p>Secondary Area (Zone 2):</p> <p>This zone includes ground and upper level properties on High Street between Ridgeway Avenue and Highbury Grove to the south and between Kew Recreation Centre and 427 High Street to the north and south and north west of the Kew Junction intersection as well as properties north of Walton Street and adjacent properties in Walpole Street, Charles Street, corner of Cotham Road and Derrick Street and Queen Street Kew as shown on the boundary plan for the Kew Junction Special Rate and Charge.</p>	<p><u>Ground level</u> Minimum - \$204</p> <p><u>Upper level/s</u> Minimum - \$155</p>

NOTE: The minimum charges are consistent with the rates proposed by the KJBA (see Attachment 1) and have not changed from those in the Current Scheme. NOTE: Since the inception of the special rate and charge scheme for the Centre no maximums have been applied.

- For both zones the quantum of the rate in the dollar of the CIV and the minimum charge, will be adjusted annually in accordance with Consumer Price Index (All Groups Melbourne) ("CPI").

The scope of the Proposed Scheme and the proposed liability of the persons included in the Proposed Scheme Area has been devised having regard to the needs of the Centre and the current economic climate by seeking to minimise costs to businesses and property owners while still ensuring there are sufficient funds available to deliver an effective marketing and promotion program for the Centre.

The rate in the dollar in respect of properties located within Zone 1 of the Proposed Scheme Area will be reduced from 0.06198 (under the Current Scheme) to 0.05 cents in the dollar of the CIV of the property. As a result, the total liability for these properties will be reduced, or stay the same, depending on the valuation of the property and the relevant minimum charges. This approach is intended to assist in mitigating the financial impacts of COVID-19.

The Proposed Scheme, if declared, is anticipated to raise approximately \$255,000 in the first year, with a total levy of approximately \$1,275,000 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. Supplementary valuations can also result in variations in the CIV of rateable properties and thus the amount levied.

Next Steps

Council's decision to proceed with initiating this process does not commit Council to the declaration of the Proposed Scheme. Council will consider any submissions and objections received at a future meeting in accordance with the *Local Government Act 1989*. Council will then decide whether or not to proceed with the declaration, after having considered all submissions and objections. This process is further described under 'Objection/Submission Process' in section 5 of this report.

Council has obtained legal advice on 24 February 2022, which has been considered as part of preparing this report.

Officers' recommendation

That Council resolve to

1. Receive and note the request from the Kew Junction Business Association (**KJBA**) to renew the special rate and charge for a Marketing and Business Development Fund for the Kew Junction Shopping and Business Centre (the **Centre**) for a further five years, commencing 1 July 2022.
2. Give notice of its intention to declare a special rate and charge for the Centre in accordance with Section 163 of the *Local Government Act 1989* as follows:
 - (a) a Kew Junction Special Rate and Charge be declared for a period of five years commencing on 1 July 2022 and concluding on 30 June 2027.
 - (b) the Kew Junction Special Rate and Charge 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:

- i. Council considers is, or will be, of special benefit to those persons required to pay Kew Junction Special Rate and Charge; and
 - ii. arises out of Council's functions of:
 - encouraging and promoting economic sustainability, commerce, retail activity and employment opportunities in and around the Kew Junction Special Rate and Charge area and the broader municipal district; and
 - providing good governance in its municipal district for the benefit and wellbeing of the municipal community.
- (c) the Kew Junction Special Rate and Charge so declared will be assessed and levied in accordance with the following:
- i. in the 'Primary Area (Zone 1)' - in the first year a rate of 0.05 cents in the dollar of Capital Improved Value (**CIV**) of each rateable property in the area subject to the Kew Junction Special Rate and Charge, subject to the following minimum charges per occupancy per annum:

Precinct	Minimums per annum
Primary Area (Zone 1): This zone includes ground and upper level properties on High Street and associated side streets generally between Kew Recreation Centre and Princess Street and the Kew Junction intersection and along Cotham Road between Gellibrand Street and the Kew Junction intersection, as shown on the boundary plan for the Kew Junction Special Rate and Charge.	<u>Ground level</u> Minimum - \$409 <u>Upper level/s</u> Minimum - \$204

- ii. in the 'Secondary Area (Zone 2)' - in the first year a rate of 0.03189 cents in the dollar of Capital Improved Value (CIV) of each rateable property in the area subject to the Kew Junction Special Rate and Charge, subject to the following minimum charges per occupancy per annum:

Precinct	Minimums per annum
Secondary Area (Zone 2): This zone includes ground and upper level properties on High Street between Ridgeway Avenue and Highbury Grove to	<u>Ground level</u> Minimum - \$204 <u>Upper level/s</u> Minimum - \$155

<p>the South and between Kew Recreation Centre and 427 High Street to the north and south and north west of the Kew Junction intersection as well as properties north of Walton Street and adjacent properties in Walpole Street, Charles Street, corner of Cotham Road and Derrick Street and Queen Street, as shown on the boundary plan for the Kew Junction Special Rate and Charge.</p>	
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- iii. The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum charges, will be adjusted on 1 July 2023 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.
 - iv. 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 change in the period during which the Kew Junction Special Rate and Charge Scheme is in force, reflecting any revaluations and supplementary valuations which take place.
- (d) the area for which the Kew Junction Special Rate and Charge will be declared is the area highlighted in the plan annexed to this report ('the Area'), (**Attachment 3**).
- (e) the land in relation to which the Kew Junction Special Rate and Charge will be declared is all land within the Area primarily used, or adapted or designed to be used, for commercial purposes.
- (f) the total cost of performing the function and the total amount of the special rate and charge to be levied is approximately \$255,000 in the first year, with a total levy of approximately \$1,275,000 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) the benefit ratio, being the estimated proportion of the total benefits of the Kew Junction Special Rate and Charge 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 Kew Junction Special Rate and Charge, is 100%, as the community benefit is considered to be nil.

- (h) the criteria to be used as the basis for levying the Kew Junction Special Rate and Charge is ownership of any land described in paragraph 2(e) of this resolution.
 - (i) the owners of the land described in paragraph 2(e) of this resolution will, subject to further resolution of Council, pay the Kew Junction Special Rate and Charge: on the same date or dates as Council's general rates are due.
 - (j) 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 by the date specified for its payment.
- 3. Authorise Council's Chief Executive Officer to give notice of the proposed declaration of the Kew Junction Special Rate and Charge in accordance with the Public Notice and Letter annexed to this report (**Attachments 6 and 7**), by:
 - (a) arranging for the Public Notice to be published in The Age newspaper; and
 - (b) sending the Letter enclosing the Public Notice to each person who will be liable to pay the Kew Junction Special Rate and Charge.
- 4. Consider any submissions and objections received by Council in accordance with sections 163A, 163B and 223 of the *Local Government Act 1989* at the Council meeting on Monday 27 June 2022 or such other date as Council subsequently determines.

Responsible director: Carolyn McClean, Director Community Support

1. Purpose

This report seeks a resolution from Council to introduce and give public notice of its intention to declare a Kew Junction Special Rate and Charge (Proposed Scheme) as required under Section 163 of the Local Government Act 1989 (the Act).

The Kew Junction Shopping and Business Centre's (Centre) current five year special rate and charge scheme ("Current Scheme") is due to expire on 30 June 2022. The Current Scheme funds marketing and business development initiatives in the Centre. The Kew Junction Business Association (KJBA) has requested Council undertake the statutory process to renew the Current Scheme for a further five years from 1 July 2022 to 30 June 2027 by declaring the Proposed Scheme (**Attachment 1**).

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 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 2021-2031 notes a key theme as 'Local Economy' which contains strategies such as 'Local retail precincts provide a gathering point for residents and attract shoppers through supporting initiatives which encourage a range of businesses needed by the community,' 'shopping centres and strips are hubs of community activity through activating local shopping precincts,' and 'local visitation is increased through showcasing and promoting local shopping and attractions'.

The Proposed Scheme 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

Kew 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. Activity centres will provide the focus for increased activity and growth within the City of Boroondara, and present a significant opportunity to increase the number of people who live in close proximity to a variety of facilities and transport modes.'

Consequently, 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 be a 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 1998 and there have been continuous renewals ever since. During this 24 year period, the KJBA 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.

During the past five years the Centre has experienced a significant increase in marketing and promotional activity undertaken by the KJBA 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 the launch of a new and updated website
- posting every day on Kew Junction Instagram and Facebook channels, running social media competitions to attract more likes to the accounts and increase the reach of Kew Junction messaging
- pivoting many events online during COVID-19 and maintaining a strong social media presence including ongoing promotion of local businesses;
- monthly member newsletters
- member surveys
- organising events in the precinct e.g. Christmas, Easter, Halloween, Valentine's Day, MusiKfest Kew, bi-yearly Progressive Dinner, Mother's Day, Father's Day, Health, Beauty & Fitness Month, Professional Services Month and networking events
- running the affordable School Holiday Program every holidays, which also donates 50% of funds raised to local charities
- contributing to Council's graffiti management program
- running quarterly networking events to support business owners
- building closer ties with Council, the local community and school groups including the launch of Spend Local and Get Back – a program where charities and groups can spend in Kew and get \$1 for every \$10 spent
- liaising and advocating on behalf of the Centre with Council and relevant agencies
- streetscape improvements including two new murals.

The new five year Kew Junction Strategic Business Plan 2022-2027 (the Strategic Plan) aims 'to continue to develop Kew Junction as a thriving, vibrant and fun place to be. The centre will be a busy local focal point with a great range of shops, offices and community facilities for the many people who work, shop or visit there. The centre will grow as new developments are finished and more people move into the area.'

In support of the vision, the Strategic Plan has identified a number of key specific goals aimed at keeping the Centre viable and growing, including to:

- provide tangible benefits to KJBA members
- manage an effective and efficient KJBA
- build strong relationships amongst member businesses and strengthen connections with the local community

- attract new businesses to the area and maintain a high occupancy level
- partner with Council and advocate for positive change to the streetscape and amenities
- continue to run a range of events; and
- continue brand strengthening actions including online and social media activities.

If the Proposed Scheme is declared, it will assist the KJBA 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 as well as administrative and governance responsibilities.

The Strategic Plan estimates the cost of undertaking the proposed marketing, community and business development initiatives outlined in the Strategic Plan will require an annual budget of approximately \$255,000 in 2022/23, with Consumer Price Index (CPI) increases each year.

If declared, the Proposed Scheme will provide funds to assist the KJBA 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 KJBA formally wrote to Council on 13 September 2021 (**Attachment 1**) requesting that Council renew the Current Scheme, which is due to expire on 30 June 2022. A plan of the Proposed Scheme area (**Attachment 3**) and details of the Proposed Scheme (**Attachment 4**) 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 reflect an important co-operative initiative between Council and the respective trader associations in continuing to actively promote and support local businesses and the ongoing viability of the shopping centres.

4. Outline of key issues/options

Before declaring the Proposed Scheme, Council must comply with the statutory processes in section 163 of the Act. This includes:

- determining the method of calculating the maximum amount Council may levy under the Proposed Scheme
- compliance with the objection and submission process under the Act.

Calculation of maximum total levy of the Kew Junction Special Rate and Charge Scheme

Before declaring a special rate and charge scheme, Council must determine the “total amount” of the special rate and charge to be levied. The total amount is determined pursuant to a formula prescribed in section 163(2A) of the Act, see **Attachment 4**.

The Proposed Scheme area is as shown in the Plan of the Kew Junction Special Rate and Charge Area (the Plan) in **Attachment 3**. The area can be

generally described as Primary Area (Zone 1) and Secondary Area (Zone 2), which are outlined in the 'Precinct' columns of the below tables. There are currently 577 rateable properties included in the Proposed Scheme.

It is proposed the Kew Junction Special Rate and Charge will be assessed and levied on the basis set out below:

- i. in the 'Primary Area (Zone 1)' - in the first year a rate of 0.05 cents in the dollar of Capital Improved Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum charges per occupancy per annum:

Precinct	Minimums per annum
Primary Area (Zone 1): This zone includes ground and upper level properties on High Street and associated side streets generally between Kew Recreation Centre and Princess Street and the Kew Junction intersection and along Cotham Road between Gellibrand Street and the Kew Junction intersection, as shown on the boundary plan for the Kew Junction Special Rate and Charge.	<u>Ground level</u> Minimum - \$409 <u>Upper level/s</u> Minimum - \$204

NOTE: The minimum charges are consistent with the rates proposed by the KJBA and have not changed from those in the Current Scheme. NOTE: Since the inception of the special rate and charge scheme for the Centre no maximums have been applied.

- ii. In the 'Secondary Area (Zone 2)' - in the first year a rate of 0.03189 cents the dollar of CIV of each rateable property in the Proposed Scheme area, subject to the following minimum charges per occupancy per annum:

Precinct	Minimums per annum
Secondary Area (Zone 2): This zone includes ground and upper level properties on High Street between Ridgeway Avenue and Highbury Grove to the south and between Kew Recreation Centre and 427 High Street to the north and south and north west of the Kew Junction intersection as well as properties north of Walton Street and adjacent properties in Walpole Street, Charles Street, corner of Cotham Road and Derrick Street and Queen Street Kew, as shown on the boundary plan for the Kew Junction Special Rate and Charge.	<u>Ground level</u> Minimum - \$204 <u>Upper level/s</u> Minimum - \$155

NOTE: The minimum charges are consistent with the rates proposed by the KJBA and have not changed from those in the Current Scheme. NOTE: Since

the inception of the special rate and charge scheme for the Centre no maximums have been applied

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and of the minimum charges, will be adjusted on 1 July 2023 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 Proposed Scheme, if declared will raise approximately \$255,000 in the first year, with a total levy of approximately \$1,275,000 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. Supplementary valuations can also result in variations in the CIV of rateable properties and thus the amount levied.

The KJBA Committee has been actively involved in the formulation of the parameters of the Proposed Scheme renewal and in doing so, they considered the following factors:

- the Centre's need for a Marketing and Business Development program as well as those of the individual business operators and property owners
- differing levels of benefit depending on the location of the property and whether it is a ground or upper floor premises
- the current economic climate and limiting increases in the cost of the Proposed Scheme in the first year for Zone 1 properties
- the use of planning scheme zone boundaries, roads or laneways generally as a basis for determining the Proposed Scheme zones.

Consequently, in comparison with the Current Scheme, the Proposed Scheme reduces the current rate (cents in the dollar of the CIV) for Zone 1 properties from 0.06198 to 0.05. As a result, the total of the amount raised in Year 1 of the Proposed Scheme is estimated to be \$255,000, rather than the approximately \$268,500 that would be raised by applying the rates under the Current Scheme. Council considers that the benefits of providing this relief to properties in Zone 1 will outweigh any associated detriment and that it will not undermine the special benefit conferred by the Proposed Scheme on the other properties subject to it.

Objection/Submission Process

Before declaring the Proposed Scheme the Act requires Council to, for a period of at least 28 days after publishing the public notice, provide an opportunity to:

- any member of the public to make a written submission in relation to the Proposed Scheme, and be heard in support of their submission, in accordance with sections 163A and 223 of the Act
-
- any person who will be liable to pay the Kew Junction Special Rate and Charge to lodge a written objection in accordance with section 163B(4) of the Act. This right of objection may be exercised by an occupier who is required to pay rates under the terms of their lease, provided their objection is supported by documentary evidence of their liability (e.g. an extract of their lease) (Attachment 5).

With respect to objections, section 163B(6) provides that, if Council receives valid objections in respect of more than 50% of the rateable properties on which the Kew Junction Special Rate and Charge is to be imposed, Council cannot declare the Proposed Scheme. It is important to note the following in relation to objections:

- to trigger section 163B(6), objections must be received in respect of a majority of properties which will be required to pay the Kew Junction Special Rate and Charge, as distinct from 50% of the total number of submissions Council may receive
- only one objection can be counted for each property – the valid objection for a property is the one supported by documentary evidence that the objector is liable to pay the Kew Junction Special Rate and Charge, which is typically the tenant unless the property is vacant.

Officers will follow the process outlined in the Act to manage submissions and objections should Council decide to proceed with the intention to declare the Proposed Scheme. The process is as follows:

- Council will send letters to relevant owners and occupiers and publish notice of Council's intention to declare the Proposed Scheme. A copy of the draft public notice is at **Attachment 7**.
- The proposed declaration for the Proposed Scheme will be exhibited and available for inspection at Council's offices or online for 28 days, as required under section 163(1B)(c) of the Act. Written submissions and objections may be lodged and received during this period.
- Once the period for lodging objections has closed, Council officers will contact those who have made objections that are not supported by adequate documentary evidence and provide them with the opportunity to provide such evidence.
-
- Valid objections will then be counted to determine if Council received objections in respect of 50% +1 of the rateable properties subject to the Proposed Scheme:
- - if it does, Council cannot proceed with the declaration
 - if Council does not receive the required proportion of objections, Council will consider the submissions received, hear from submitters (if requested), and proceed with the declaration process.

Legal Advice

External legal advice has been sought and received, confirming the report and attachments satisfy the legal and statutory requirements for preparing and giving public notice of the Proposed Scheme under section 163 of the Act.

5. Consultation/communication

If Council resolves to give public notice of its intention to declare the Kew Junction Special Rate and Charge, a public notice will appear in The Age newspaper.

Further, all persons (property owners and occupiers) required to pay the Kew Junction Special Rate and Charge will be sent a letter and a copy of the public notice within three days of the public notice being published. The sample letter and public notice are at **Attachments 6 and 7**.

The letter sent to all persons required to pay the Kew Junction Special Rate and Charge will outline the area and details of the Proposed Scheme as shown at **Attachments 3 and 4**. As required by the Act, Council will detail which persons have a right to object, how those persons may object and that objections and submissions must be in writing and lodged with Council within 28 days of when the public notice is published.

In formulating the Proposed Scheme, Council has worked collaboratively with the KJBA Committee.

The KJBA has advised Council it has consulted with its members in a number of ways to understand the extent to which they support the renewal of the Current Scheme and inform the development of the Strategic Plan, as outlined below:

- a member and community survey conducted in 2021
- regular communication with members via electronic newsletters, emails and event invitations
- Marketing Coordinator and trader liaison - regularly visiting traders in the precinct and incorporating their feedback into marketing activities. In the month of November 2021, the Coordinator met with at least 150 businesses experiencing only positive feedback about the scheme
- monthly Committee meetings, which are open to members.

The KJBA President corresponded with officers on 25 November 2021 and stated he had “positive feedback over the life of the current scheme and feedback from businesses has been that they are all very happy with the activities being implemented and the support being offered to them by the KJBA.” On this basis he further stated “*the KJBA believed that 90% of businesses paying the Kew Junction Special Rate and Charge would support it’s renewal.*”

Council's Revenue and Property Services department has been involved in the development of the Proposed Scheme.

Council's decision to proceed with initiating this process does not commit it to the introduction of the Proposed Scheme. Council will consider any submissions and objections received in accordance with the *Local Government Act 1989*. Council will then be able to decide whether or not to proceed with declaring the Proposed Scheme, after having considered all submissions and objections.

6. Financial and resource implications

It is intended that the Proposed Scheme will be in place for a period of five years between 1 July 2022 and 30 June 2027.

In the first year of the Proposed Scheme, the total amount to be raised is estimated to be \$255,000 with a total levy of approximately \$1,275,000 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.

If the Proposed Scheme is declared, Council will administer the Kew Junction Special Rate and Charge by levying notices and collecting payments. These proceeds will then be distributed to the KJBA in two instalments each year to spend in accordance with an agreement entered with Council and its strategic and annual business plans.

There is an administrative cost involved in facilitating the Proposed Scheme, ensuring the monies are collected and approving business plans and financial reports upon which the expenditure is based. These costs are accommodated within the Liveable Communities departmental operating budget.

7. Governance issues

The officers responsible for this report have no general or material conflicts of interest requiring disclosure.

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.

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.

Providing local shopping centres gives residents the option to travel less to obtain goods and services, and in doing so, provides an environmental benefit.

9. Evaluation and review

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

Under this agreement, the KJBA will be required to submit an annual budget and business plan to Council for approval prior to each new financial year. The KJBA will also be required to provide financial statements and reports. A member of the Liveable Communities department will attend the KJBA's Annual General Meeting. Payment of funds raised under the Proposed Scheme to the KJBA will be dependent upon the KJBA complying with its obligations under the agreement. This ensures a level of accountability concerning the use of funds raised under the Proposed Scheme.

10. Conclusion

The process outlined in this report provides the opportunity for those who will be liable to pay the Kew Junction Special Rate and Charge to make a submission or objection for the purposes of Council's future consideration before declaring the Proposed Scheme.

The request before Council for the Proposed Scheme represents an ongoing commitment by the KJBA to a coordinated and unified approach to promoting the Centre and ensuring its continued long-term viability.

Manager: **Nick Lund, Manager Liveable Communities**

Report officer: Lucinda Bakhach, Local Economies Lead



Kew Junction Business Association
Suite 123, 16 Cotham Rd, Kew 3101
Ph: 0422 033 714

ABN: 163 779 97532

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

Dear Mr Nick Lund,

Kew Junction Business Association Marketing and Business Development Fund

The current five-year Marketing and Business Development Fund concludes on 30 June 2022. On behalf of the Kew Junction Business 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 Kew Junction Shopping and Business Precinct.

The proposed special rate and charge has been developed in line with the Kew Junction Strategic Business Plan 2022 - 2027 to support a marketing and business development plan with an annual budget of approximately \$255,000.

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 into account the unprecedented circumstance of trading during the recent COVID 19 pandemic and taken the opportunity to reduce the rate 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 .06c in the dollar to .05c in the dollar for all properties located within Zone 1, representing a saving of 20%.

The scheme renewal is proposed to operate for a period of five years from 1 July 2022 to 30 June 2027.

The proposed properties to be covered by the renewed special rate and charge are reflected in the following tables 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-

- (1) Primary Area (Zone 1) – in the first year of the special rate and charge scheme, a rate of .05c 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	Minimums
Primary Area (Zone 1): This zone includes ground and upper level properties on High Street and associated side streets generally between Kew Recreation Centre and Princess Street and the Kew Junction intersection and along Cotham Road between Gellibrand Street and the Kew Junction intersection Kew as shown on the Scheme boundary plan.	Ground level <ul style="list-style-type: none"> • Minimum - \$409 Upper level <ul style="list-style-type: none"> • Minimum - \$204

- (2) Secondary Area (Zone 2) – in the first year of the special rate and charge scheme, a rate of .03189c 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. Consumer Price Index (All Groups Melbourne) (CPI) will be applied each year to the rate in the dollar of the minimum charges.

Precinct	Minimums
Secondary Area (Zone 2): This zone includes ground and upper level properties on High Street between Ridgeway Avenue and Highbury Grove to the south and between Kew Recreation Centre and 427 High Street to the north and south and north west of the Kew Junction intersection as well as properties north of Walton Street and adjacent properties in Walpole Street, Charles Street, corner of Cotham Road and Derrick Street and Queen Street Kew as shown on the Scheme boundary plan.	Ground level <ul style="list-style-type: none"> • Minimum - \$204 Upper level <ul style="list-style-type: none"> • Minimum - \$155



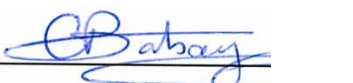
Kew Junction Business Association
Suite 123, 16 Cotham Rd, Kew 3101
Ph: 0422 033 714

ABN: 163 779 97532

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 2023 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 Kew Junction 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

Signed: 

Con Barbayannis
President
Kew Junction Business Association Association



Kew Junction Strategic Business Plan 2022 - 2027

Prepared by

Kew Junction Business Association

December 2021



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1. INTRODUCTION

PURPOSE OF THIS REPORT

The purpose of this report is to outline a five-year Strategic Business Plan for the Kew Junction Activity Centre. The Plan provides a consolidated vision for the centre together with an integrated set of strategies to achieve the vision in areas such as the centre's business development, marketing and public relations, community development, physical improvements, management, communication and finance.

PURPOSE OF THE BUSINESS ASSOCIATION

The incorporated association represents owners and business operators in approx. 577 properties at Kew Junction. The Statement of Purposes of the Association has been reviewed during the preparation of the Business Plan and is re-stated as follows:

- *To direct and manage funds collected for marketing and business improvement in the centre*
- *To consider the marketing benefit of the activity as a paramount decision making criteria. This is key, front and centre of our decision process*
- *To organise marketing, promotion, business and community development programs to enhance the centre*
- *To promote the centre to local target markets via use of web and social media platforms*
- *To facilitate member meetings and networking events*
- *To communicate regularly with members*
- *To assist and advise business in the centre on techniques to improve their performance*
- *To lobby Council and Government for improvements in the appearance and operation of the centre*
- *To liaise with Council on matters of mutual concern to improve the centre*

HOW THE BUSINESS ASSOCIATION OPERATES

The Business Association operates through a Committee of Management and a Marketing Manager employed under contract on a part time basis normally in the region of 30 hours a week (more at peak event times). The Association is funded by a special rate levied by the City of Boroondara. Approx 1 – 2 times a year, the Association applies for grants from the City of Boroondara and other Government bodies. Details of the Committee and Marketing Manager, as well as the special rate, are provided in the Appendix.

HOW THE REPORT WAS PUT TOGETHER

The Business Plan has been prepared, in a consultative process involving businesses in the centre (via face-to-face events, member, local shopper and resident interactions and surveys), including consideration of:



- The Statement of Purposes, Rules and management/financial reports of the Kew Junction Business Association
- Results of Member Survey conducted in 2021
- Results from resident/local shopper survey conducted in 2021
- Feedback from members at networking events
- Visiting members on the strip weekly and including any feedback from these visits
- Feedback from local community members
- Feedback from local schools
- Feedback from members of the public
- Comments and recommendations from businesses in the centre
- Comments and recommendations from retailers in the centre
- Comments and recommendations from shoppers in Kew Junction
- Comments and recommendations from business customers in Kew Junction

2. MARKETING & PR ACTIVITIES

VISION

The vision is to continue to develop Kew Junction as a thriving, vibrant and fun place to be. The centre will be a busy local focal point with a great range of shops, offices and community facilities for the many people who work, shop or visit there. The centre will grow as new developments are finished and more people move into the area.

PRINCIPLES & VALUES

The principles and values that are important to the Business Association are sustainability, diversity, connection and accountability in relation to building a stronger business community in Kew Junction.

THE MARKETING ACTIVITIES THAT BENEFIT KEW JUNCTION

The special marketing and business development rate for Kew Junction has been in place for more than 24 years. Over that period, there has been a range of special promotional events, advertising in the local media, development of the “Heart of Kew” brand, and business networking activities.

A major focus of marketing activity in recent times has been to take advantage of the emerging global trends in communication i.e. social media and web strategies such as Facebook, Instagram and website-driven campaigns as opposed to printed collateral. It is therefore faster responding, more personalised, cheaper to pursue, constantly changing and more dynamic in every sense to traditional methods.

Other activities include events/campaigns at Christmas, Easter, Halloween, School Holiday programs and more recently, the introduction of MusiKfest Kew and twice-yearly Progressive Dinner.

Quarterly networking events will continue to run in Kew, however, they will now focus on feeding off a larger city, State or National event, as these types of events, in the



past, have attracted a lot more attendees. For example, during Australian Open we will have a networking event that has a tennis player guest speaking.

KJBA will also continue to run online campaigns to promote specific industries or events ie Health, Beauty & Fitness and Professional Services months and Mother's and Father's Days. Running these online allows us to promote a large number of our Kew businesses and also, boost our social media, which is important for future messaging.

An Annual General Meeting brings retail and commercial businesses together, giving members the opportunity to meet their neighbours, learn about fellow businesses and determine how they can benefit from cross promotion.

The Marketing Manager connects with businesses regularly through emails, newsletters, social media, events and face to face visits on a fortnightly basis.

Implemented activities are monitored and evaluated regularly through ticket responses to competitions and events; measurement of the type and location of businesses participating at the business networking nights and through anecdotal comments.

The results of the feedback have an important influence on the shape of the strategies in the Business Plan.

STRATEGIES AND ACTIONS

The following set of strategies and actions aim to realise the Vision for Kew Junction. The key priorities over the next five years will be on developing a community feel for Kew, working with local schools, clubs and groups to expand our reach, feeding off larger events to make our campaigns even bigger and promoting each and every one of the businesses within our boundary. The Association seeks to continue communicating and connecting well with businesses and the local community, in and around the centre.

COMMUNITY & BUSINESS DEVELOPMENT

The Kew Junction Business Association works hard to build strong relationships amongst member businesses and strengthen connections with the local community. The key goals include;

- Work constructively with businesses and retailers throughout the centre towards the common goal of having a prosperous and thriving Kew Junction
- Connecting local businesses, enhancing a sense of camaraderie and community
- Through continued events and member communications, effectively offer the platform for a strong, unique local community hub
- Over time, these repeated and effective activities will strengthen community connections and consumer loyalty to the centre



- Continue to involve community organisations, schools and charities in the promotional activities and fundraising opportunities
- Organise, in different business venues, quarterly business networking events that feed off a state or national event and that are casual, friendly and educational
- Facilitate training sessions and access to services for businesses to improve their business offering

ATTRACTING NEW BUSINESSES

To ensure a thriving main street that attracts shoppers, Kew Junction Business Association has identified the need to attract new businesses to the area and maintain a high occupancy level. The Association believes it is important to be pro-active about the future and works with real estate agents and property developers to assist in achieving the recommended vision for the centre.

The Kew Junction Business Association has adopted the following measures to impact upon occupancy levels:

- Developed a trader pack that outlines all that is available to businesses, should they move into the area. This is published on the Kew Junction website so any potential renters can see it and landlords and real estate agents have hard copies they can hand to interested parties
- Offered a signage subsidy on external, permanent signage for new businesses moving into the area that gives the new business owner 50% off their signage cost, up to \$500 plus GST. Landlords and real estate agents use this as another selling point when attracting potential renters

BRANDING

The Centre Coordinator has worked hard to develop the “Heart of *KEW*” brand over the last few years. This brand is used on the Kew Junction Business Association website, facebook, instagram accounts and on all promotional and communications materials. This brand is popular and name recall is high. Continuous brand strengthening activities will continue throughout the calendar year.

MARKETING

Aims of marketing Kew Junction are:

1. To encourage more people to shop in Kew Junction
2. To ensure that locals are learning about all the different businesses in the area that they can shop in
3. To introduce new businesses
4. To promote specials/offers/news of existing businesses
5. To develop a community feel at Kew Junction
6. To encourage the businesses to shop, promote and work with each other



7. To work with local groups, schools and charities to support them, so they may send their members/families to Kew Junction to shop
8. To have locals feel that Kew Junction is an exciting hub where interesting things are always happening
9. To run regular events that promote the precinct and encourage locals (and those further afield) to visit the Kew business trading area
10. Drive traffic into Kew by having annual Marketing events that people recognise and associate with Kew Junction

EVENTS

Events run in Kew Junction are:

Jan, Apr, Jun & Sep – school holidays programs

Every school holidays we run a holiday program where parents can drop their kids off for 2 hours and hopefully, take the opportunity to work in a café, have a coffee or lunch or do their shopping while they're in the street. We run this event to add to the community feeling and have people know they can rely on Kew Junction to support them. We also run these events to bring people to the area in what is traditionally a quiet time for Kew Junction.

School holiday program runs every term and 50% of all tickets sold every term are donated to a local charity in Kew.

February – Valentine's Day Giveaway

We encourage people to shop for a Valentine's Gift, book a restaurant or a stay in Kew for Valentine's. Anyone fulfilling these requirements are entitled to complete an entry form that puts them in the draw for a luxury weekend in Vic, with 5 to be won.

March – Kew Progressive Dinner

The Kew Progressive Dinner involves people booking three courses at three different participating Kew restaurants in one night. A ticket is only \$59 and includes the three courses, and a drink at each course. The March event is run in conjunction with Melbourne Food & Wine Festival.

April – Easter Hunt

Kids look for hidden chicks in shop windows of participating businesses (approx. 60) and mark on a map where they saw them. When they find 20 they see the Easter Bunny to claim their big Easter egg.

May – Mother's Day

Social media competition where people can win one of 20 x \$250 vouchers for their Mum or Grandma for Mother's Day. Vouchers can only be spent in chosen KJBA businesses. The aim of this competition is to bring more excitement to Kew, have people shopping in Kew and increase the likes, reach and engagement of social media – so follow-on posts reach more feeds.



May – MusikFest Kew

A month of varied musical acts booked to play in the many venues around Kew including restaurants, cafes, galleries and more.

June – Professional Services Month

Online event, run over Facebook and Instagram, where we put particular emphasis on all the Professional Service businesses in the area. Previously we ran competitions where members of the community won vouchers to be used in these professional services businesses. However, due to a lack of interest, we now put this money towards helping these services in different ways that are more beneficial for the owners/managers of the businesses. For instance, we run free professional head shot days, where they can get a new or updated head shot for use in their business marketing and we run reviews of their LinkedIn profiles to help them update it.

July – Family Disco

A family disco held in the Kew Court House (or other large venue) where families can all attend and dance together.

September – Father's Day

Social media competition where people can win one of 20 x \$250 vouchers for their Dad or Grandad for Father's Day. Vouchers can only be spent in chosen KJBA businesses. The aim of this competition is to bring more excitement to Kew, have people shopping in Kew and increase the likes, reach and engagement of social media – so follow-on posts reach more feeds.

September – Pre-Grand Final Networking Evening

Our Grand Final Networking events have been developed to allow for networking between the local businesses and to facilitate learning as guest speakers can talk on topics like motivation, working as a team and more. The events also bring a sense of excitement to the area by having a high-profile speaker speaking.

October – Kew Progressive Dinner

The Kew Progressive Dinner involves people booking three courses at three different participating Kew restaurants in one night. A ticket is only \$59 and includes the three courses, and a drink at each course.

October – Halloween

We offer in-store trick or treating on Oct 31 to encourage a sense of community in the Junction and have families thinking the area is interesting and exciting, plus, with parents visiting the stores with their kids for trick or treating, they are introduce/re-introduce them to the different businesses in the area. Businesses involved have been encouraged to develop a 'treat' to hand to parents (a special/offer) that would encourage them to come back to shop in their respective stores.



We also have on-street entertainers and have secured a triennial grant for 2020, 21 and 22 to set up a Haunted House in Kew Court House.

November – Health, Fitness and Beauty month

Online event, run over Facebook and Instagram, where we put particular emphasis on all the Health, Beauty and Fitness businesses in the area. We run competitions where people can win \$100 vouchers to their favourite Health, Beauty or Fitness store, in addition to posting tips, FB Lives, specials and offers from these businesses.

December – Christmas event

We run a Christmas Market & Family Fun Day along the main street of Kew Junction, as there is a distinct lack of gift stores in Kew. This gives locals the opportunity to come and make Christmas present purchases. We also have free rides for kids (on the side streets), side show alley, petting zoo, pony rides and Santa present, generally bringing a wonderful sense of merriment and community to the area.

We also host Photos with Santa on 2 x Saturdays for people to bring their kids or dogs to get a photo with Santa. The photos are infinitely more affordable than Shopping Centres, allowing people to feel Kew Junction is helping them out this Christmas and they receive them digitally so they can share them with friends/family. All money raised at this event is donated to local Charity, e.motion21.

We will also look to running other events throughout the course of year that were introduced during COVID lockdowns including trivia nights and Friday night music livestreaming sessions.

SOCIAL MEDIA

The purpose of the social media is:

1. Promote the community feel of Kew Junction
2. Profile individual businesses in the Kew Junction Business Association on a rotating basis
3. Encourage followers to Shop Local
4. Promote the monthly events
5. Promote local events, specials, offers and news – to encourage locals to shop/visit the area

3. VOICE TO COUNCIL – ADVOCATING FOR CHANGE

PHYSICAL IMPROVEMENTS

- The Kew Junction Business Association seeks to partner with council and advocate for positive change to the streetscape and amenities available in the area, namely
- Consult with Council regarding car parking arrangements for the whole centre
- Continue on with our plan to introduce much more street art to Kew – to improve the look of the area, reduce graffiti and, also, make Kew a place



people want to visit. We have plans for more murals and, also an 'art walk' where people can download a map and walk Kew looking for smaller, subversive art pieces

4. THE FUTURE DIRECTION

KEW JUNCTION BUSINESS ASSOCIATION – THE NEXT 5 YEARS

Building on the strengths gained over the last four years, with a talented and dedicated Marketing Manager and, of late, a more stable Committee, the Business Association believes it is well placed to pursue the following ambitious goals over the next few years:

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

- Continue to strengthen the Heart of Kew brand
- Provide some form of reward for members of the executive to acknowledge their hard work and ensure a level of continuance
- Continue to address the needs of businesses and retailers as two separate groups because they have different needs
- Continue to invest a great deal of effort into web and social media platforms
- Continue to elect an active Committee each year. Work to ensure that there is an appropriate representation on the Committee from different types of businesses in different parts of the centre
- Actively develop a succession plan for the filling of executive positions on the Committee, and have that plan in place before each Annual General Meeting
- Organise regular short meetings of the Committee to direct and monitor the agreed program of activities, and ensure that the Committee operates with effective governance processes (e.g., established systems and processes)
- Continue to ensure that businesses in the centre work together as a team by communicating with them regularly through newsletters, emails, text messages, and face-to-face visits
- Ensure that there continues to be a high degree of transparency and accountability in the Association's activities
- Organise continuous feedback loops and improvement strategies with members and locals
- Maintain a partnership relationship with the City of Boroondara on issues such as streetscape improvements and maintenance in the centre and car parking



5. MANAGEMENT & IMPLEMENTATION

For the success of an ongoing business development and marketing program in Kew Junction, it is critical to sustain a strong business association with a professional part-time Marketing Manager and a focus on governance and a professional and effective communication process.

MARKETING MANAGER

It is imperative that the Business Association continues to employ a part-time Marketing Manager to undertake the marketing, business development and community development activities.

The key tasks to continue to be undertaken in this role, in conjunction with the Committee, should include:

- Enhancement of the branding and exposure of Kew Junction
- Strategic marketing of the centre
- Organisation of special promotional events during a year
- Regular communication with businesses through newsletters, emails, visits
- Maintenance of strong relationships with local community groups
- Building strong relationships with local business people and residents so as to continue to foster momentum with the centre during times of promotions and develop stronger loyalty from these groups towards the centre
- Facilitation of business building seminars and other training programs to motivate and educate individual businesses to make improvements to their businesses
- Ongoing liaison with Boroondara City Council on matters of mutual concern
- Apply for relevant grants

6. MONITORING & EVALUATION

The degree of achievement of the actions outlined in the Business Plan is evaluated at regular intervals. Key performance indicators include:

- Extent of completion of projects specified in the Business Plan
- Extent of business involvement in initiatives
- Member engagement with the Association
- Business participation in activities and promotions
- Business and customer perceptions about the success of activities
- Financial accountability
- Member Surveys issued to capture member feedback



- Newsletters dispatched to share member news and communicate updates
- Member representation on the Kew Junction Website
- Maintaining an ever-changing database
- Member promotion on Facebook
- Member promotion on Instagram
- Continuation of an effective business networking group

The Business Association prepares an evaluation report at the end of each financial year. The report addresses the degree of compliance with the performance indicators outlined above. It is submitted to Council as part of the accountability requirements for the program. It also used as a basis for developing an effective action program for the following financial year.

7. FINANCIAL STRATEGY & ACCOUNTABILITY

Major annual components of the budget will include the following activities:

- Networking events
- Key promotional events
- Ongoing website activity
- Ongoing Facebook activity including advertising
- Ongoing Instagram activity
- Ongoing Brand maintenance and development
- Marketing research
- Current database maintenance
- Newsletters
- Community development through support for community organisations
- Employment of a Marketing Manager

A financial report, outlining expenditure against a designated budget for each project area of the Association's program, will continue to be provided regularly at monthly Committee meetings.

An audit of the Association's annual income and expenditure will continue to be prepared at the end of the financial year and presented at the Association's AGM as well as to the City of Boroondara.

Funding of the program is to be obtained primarily from the special rate.

It is estimated that the cost of undertaking the proposed marketing, community and business development initiatives outlined in the Strategic Business Plan will be approximately \$255,163 in the first year of the scheme with consumer price index (CPI) increases per annum. A strategic breakdown of the overall budget in 2022 - 2027 among key activities is estimated as follows

FINANCIAL BREAKDOWN



A proportional breakdown of the overall budget among key activities is estimated as follows:

• Halloween promotional event	\$15,000
• Christmas promotional event	\$80,000
• School holidays promotional events	\$35,000
• Easter promotional events	\$10,000
• Mother's & Father's Day promotional events	\$10,000
• Business/community development programs	\$70,000
• Management and communication	\$85,000
• Social Media continuous promotion	\$20,000
• Website continuous running and maintenance and updating	\$10,000
• Database maintenance	\$6,000
• Member communications platform and frequent communications throughout the year – emails, newsletters, updates etc.	\$5,000

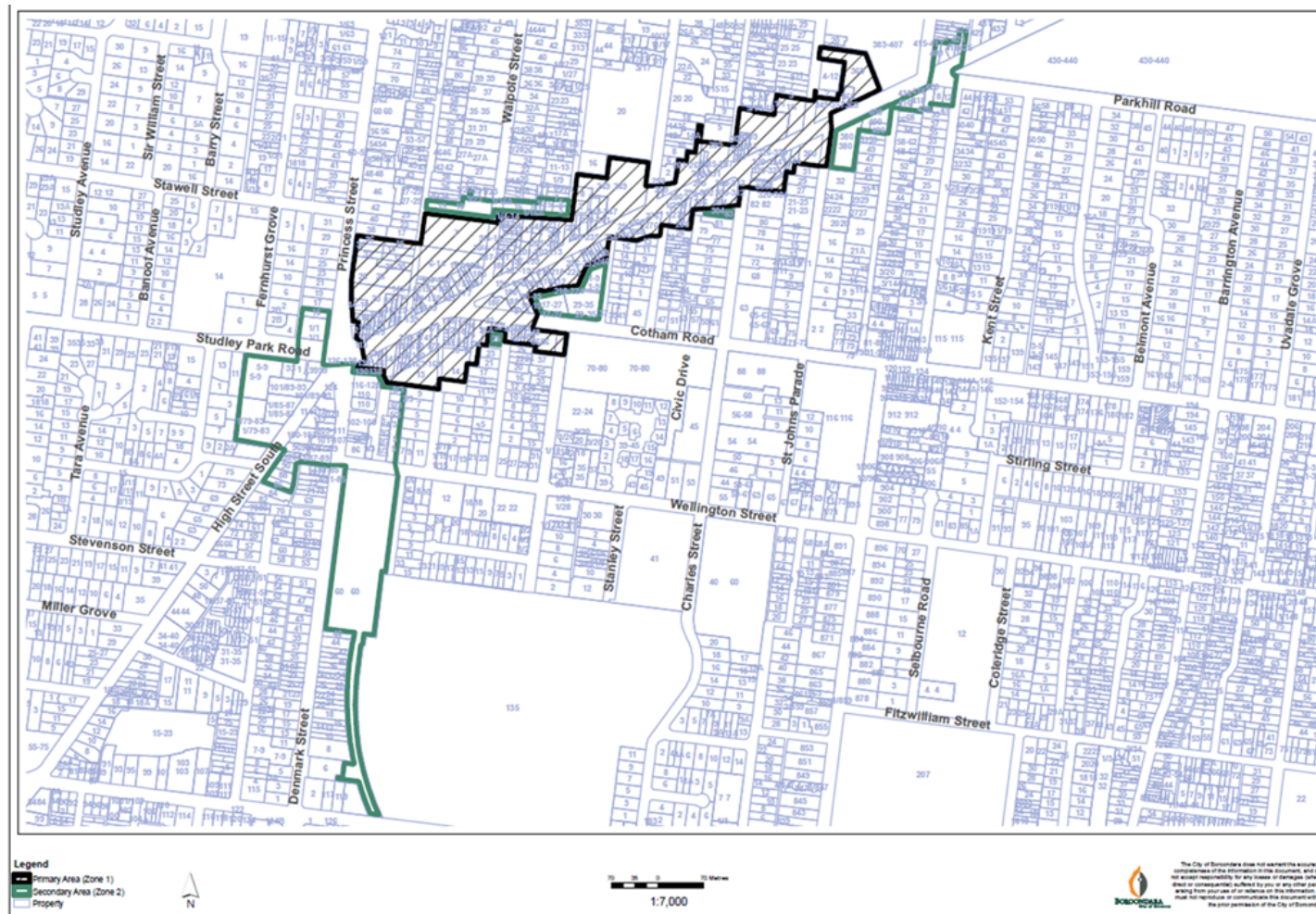
It is important to have an ongoing and secure source of funding to cover the costs of the proposed initiatives.

In relation to the next 5 years:

- The current rate in the \$ for Zone 1 has been reduced from 0.06198 to 0.0005 subject to CPI increases annually. There are no changes to Zone 2 or the minimums overall.
- There are very no changes to the zone boundaries proposed.
- There is a reduction in the minimum charges in the Primary area proposed.



Kew Junction Scheme Area 2022 - 2027





APPENDIX

APPENDIX 1; PROFILE OF THE CENTRE APPENDIX 2; STRENGTHS AND WEAKNESSES APPENDIX 3; MANAGEMENT COMMITTEE APPENDIX 4; SPECIAL RATE DETAILS

The Appendix provides more background information on the Kew Junction centre, its strengths and weaknesses, the Management Committee, Centre Coordinator and special rate details.

APPENDIX 1; PROFILE OF THE CENTRE –

Kew Junction is designated by the State Government as one of Melbourne's 79 Major Activity Centres. Located approximately five kilometres east of the Melbourne CBD, Kew Junction is one of the largest activity centres in the City of Boroondara. Its landmark is the intersection of five roads (Studley Park Rd, Princess St, High St, Denmark St, and Cotham Rd) with its cluster of tall buildings. It encompasses retail and commercial premises on each of the five roads near the intersection, but principally High Street from south-west of the intersection eastwards to the Kew Recreation Centre. An Activities Plan of the centre is illustrated below:





The centre's primary catchment area extends within a radius of about five kilometres from the centre. There continues to be a high level of affluence and conservatism in this area.

There is a reasonable range of industries in the centre, a breakdown of which can be seen below:

Category	Total businesses	Percentage
Professional, Scientific and Technical Services	220	25%
Rental, Hiring and Real Estate Services	122	14%
Construction	102	11%
Health Care and Social Assistance	90	10%
Financial and Insurance Services	70	8%
Accommodation and Food Services	52	6%
Other Services	44	5%
Retail Trade	41	5%
Wholesale Trade	36	4%
Administrative and Support Services	33	4%
Education and Training	18	2%
Transport, Postal and Warehousing	15	2%
Arts and Recreation Services	11	1%
Information Media and Telecommunications	10	1%
Manufacturing	10	1%
Agriculture, Forestry and Fishing	7	1%
Electricity, Gas, Water and Waste Services	5	1%
Public Administration and Safety	3	0%
Mining	2	0%
TOTAL	891	100%

* based on Aust Business Registration data

The overall vacancy rate is 5%. This is an acceptable level for a large and diverse mixed-use centre, especially given we are in the middle of COVID and multiple lockdowns.

APPENDIX 2; STRENGTHS AND WEAKNESSES

The key issues and opportunities are summarised in the following SWOT analysis:

Strengths



- Proximity to the Melbourne CBD
- Availability of public transport provided by tram and bus services
- Close to private schools
- Landmark centre
- Range of supermarket and specialist retail businesses
- Strong business services niche
- Strong health services niche
- Active business association
- Strong brand recognition
- Relatively low vacancy rate
- Strong local community
- Property development in the area
- Affluent and predominantly Anglo Saxon catchment area with a relatively stable population
- Diversity of restaurants
- Banking – we have all the branches located in the heart of Kew making it a financial hub out of the city
- Achieve extensive marketing and promotions with a limited special rate budget, for a centre of this size

Weaknesses

- No convenience goods shops
- Limited fashion, jewellery and footwear shops esp for the younger market
- Clearways
- Traffic congestion at times
- Attracting varied businesses ie. 3 barbers
- Physical issues such as a very elongated centre, physical separation of the northern and southern sections and lack of beauty, colour and a consistent approach to tree planting and other green scapes

Opportunities

- Businesses in the centre working together
- Getting businesses to see wider opportunities in the centre that are in their interests to pursue
- Stronger business mix
- More car parking
- Traffic improvements
- Generation of more funds for the marketing/development program
- Community building – stronger connections with the community
- Amplifying local events by marrying them with state or national events
- More engagement with the business services sector in the centre
- Emerging markets such as the opportunities provided by the increasing number of retirement villages in the main catchment area



- Introduce more murals and an art walk to increase the beauty and colour of the street and attract visitors

Threats

- Increasing competition from other nearby centres providing more goods and services that are similar to the niche markets established at Kew plus offer much of what we don't have
- Inappropriate development in the centre without adequate provision of car parking
- The preoccupation amongst business owners to focus on their own business limits their availability to participate
- Fear of the loss of good businesses because of increasing property rental levels
- State and local government decisions such as the clearway extensions undermine the centre
- Overall parking situation is a difficulty

APPENDIX 3; MANAGEMENT COMMITTEE

The Committee of the Business Association and Centre Coordinator is comprised of the following participants:

- President – Con Barbayannis, Star Pharmacy
- Vice President – Denise Hall, Xclusive Business Brokers
- Secretary – Amanda Harrington, Scanlon Carroll
- Treasurer – Nikki Schwarz, Schwarz & Reynolds
- Committee – Ray Orr, MBE Kew
- Centre Coordinator – Alli Price

APPENDIX 4; SPECIAL RATE DETAILS

The Business Association is funded primarily by a special rate. The number of rateable properties in the centre is approximately 577 for 2022 - 2027. Charges will apply to the area as follows:

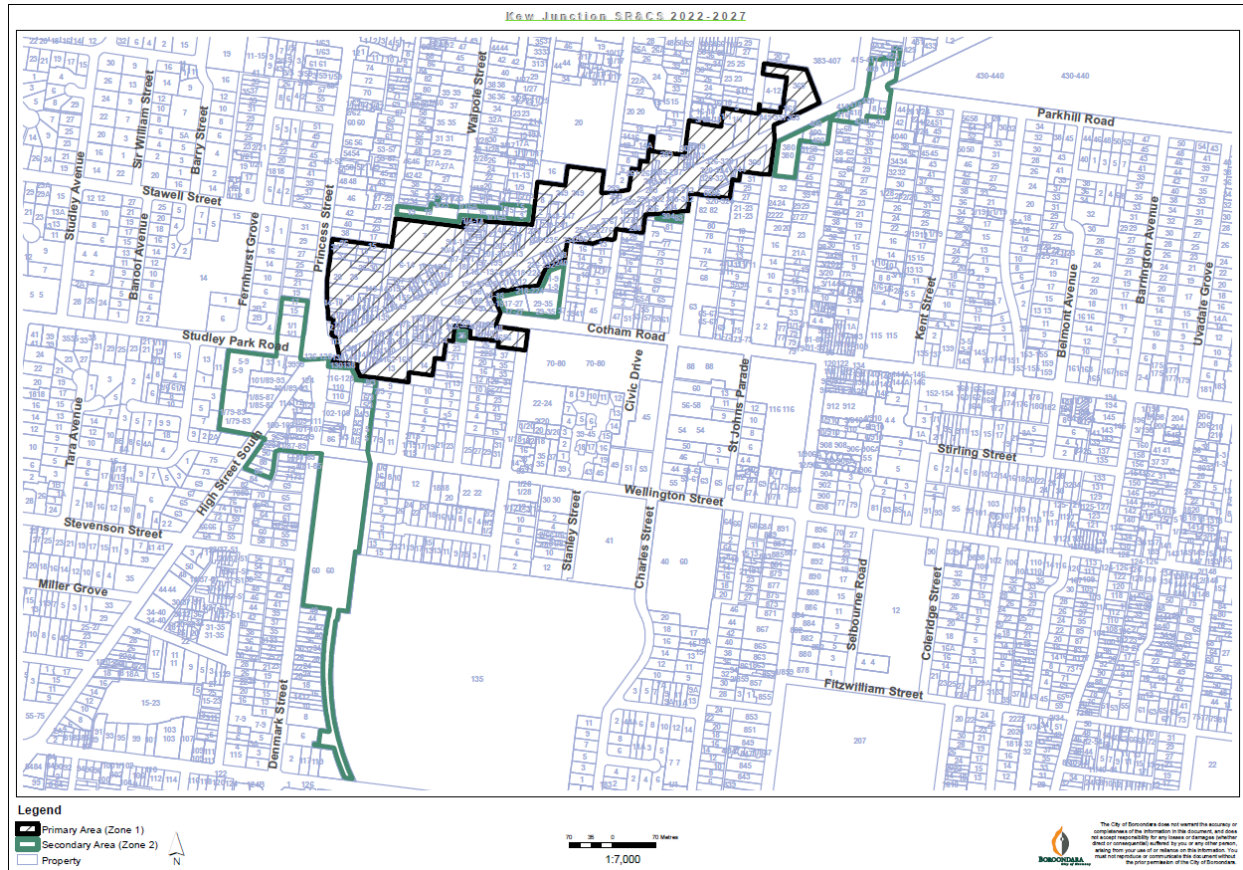
Primary Area (Zone 1) - a rate of 0.05 cents in the dollar of Capital Improved value (CIV) of each property subject to the minimum charge per occupancy per annum (ground level \$409 and upper level \$204) and

Secondary Area (Zone 2) - a rate of 0.03189 cents in the dollar of Capital Improved value (CIV) of each property subject to minimum charge per occupancy per annum (ground level \$204 and upper level \$155).

The Consumer Price Index (All Groups, Melbourne) applied each year to allow for likely further cost increases over the term of the rate.

Attachment 3: Plan of Proposed Scheme Area

Proposed Kew Junction Special Rate and Charge Scheme Area 2022 - 2027 (the Plan)



ATTACHMENT 4**Details of the Proposed Kew Junction Special Rate and Charge****Duration**

It is proposed that the Kew Junction Special Rate and Charge (**Proposed Scheme**) for the Kew Junction Shopping and Business Centre (**Centre**) be declared for a period of five years commencing on 1 July 2022 and concluding on 30 June 2027.

Purpose

The Proposed Scheme will 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.

Council will administer the Proposed Scheme and levy and collect payments. These payments will then be distributed to the Kew Junction Business Association (**KJBA**) to fulfill the purposes outlined above through its administrative, marketing, engagement and promotional activities.

The proceeds from the Proposed Scheme may also be spent on administrative and management costs. For example, the KJBA may employ a part-time bookkeeper to assist with preparation of the budget and financial records relating to the Proposed Scheme, 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, and may not extend to the carrying out of the KJBA'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. This, in turn, will confer a special benefit on all of the commercial properties located in and around the Centre that are liable to pay the Kew Junction Special Rate and Charge.

Area

The Proposed Scheme will apply to all rateable properties located in the relevant area within the Centre that are used, adapted or designed to be used primarily for commercial purposes.

The Proposed Scheme area is shown in the plan of the Kew Junction Special Rate and Charge Area. The area can be generally described as follows:

- (i) Primary Area (Zone 1): This zone includes ground and upper level properties on High Street and associated side streets generally between Kew Recreation Centre and Princess Street and the Kew Junction intersection and along Cotham Road between Gellibrand Street and the Kew Junction intersection Kew as shown on the boundary plan for the Kew Junction Special Rate and Charge.

ATTACHMENT 4

- (ii) Secondary Area (Zone 2): This zone includes ground and upper level properties on High Street between Ridgeway Avenue and Highbury Grove to the south and between Kew Recreation Centre and 427 High Street to the north and south and north west of the Kew Junction intersection as well as properties north of Walton Street and adjacent properties in Walpole Street, Charles Street, corner of Cotham Road and Derrick Street and Queen Street Kew as shown on the boundary plan for the Kew Junction Special Rate and Charge.

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 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.

ATTACHMENT 4

With respect to the total special benefits, it is determined that all rateable properties used, adapted 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 funds raised under the Proposed Scheme.

With respect to community benefits, there are no community benefits included in the Proposed Scheme. Any benefits to people visiting the businesses in the Centre are included in the special benefits conferred on those businesses.

The calculation of the benefit ratio is therefore as follows:

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

Total cost of the service – ‘C’

The total cost of the Proposed Scheme is \$1,275,000 or such other amount as is lawfully levied as a consequence of the declaration. This figure is estimated by the KJBA based on their previous expenditure, and five year strategic business and financial plan.

Maximum amount – ‘S’

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 \$1,275,000 or such other amount as is lawfully levied as a consequence of the declaration. Council intends to levy this amount under the Proposed Scheme.

Apportionment

The determination of apportionment criteria (or the basis of distribution of the Kew Junction Special Rate and Charge) is a separate process from the calculation of the maximum total levy.

It is proposed that the Kew Junction Special Rate and Charge will be assessed and levied as follows:

- (i) Primary Area (Zone 1) - in the first year a rate of 0.05 cents in the dollar of Capital Improved Value (**CIV**) of each rateable property in the Proposed Scheme area, subject to the following minimum charges per occupancy per annum:

Precinct	Minimums per annum
Primary Area (Zone 1): This zone includes ground and upper level properties on High Street and associated side streets generally between Kew Recreation Centre and Princess	<u>Ground level</u> Minimum - \$409 <u>Upper level/s</u> Minimum - \$204

ATTACHMENT 4

Street and the Kew Junction intersection and along Cotham Road between Gellibrand Street and the Kew Junction intersection as shown on the boundary plan for the for the Kew Junction Special Rate and Charge.	
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- (ii) Secondary Area (Zone 2) - in the first year of the special rate and charge scheme, a rate of 0.03189 cents the dollar of Capital Improved Value (CIV) of each rateable property in the proposed Scheme area subject to the following minimum charges per occupancy per annum.

Precinct	Minimums per annum
<p>Secondary Area (Zone 2):</p> <p>This zone includes ground and upper level properties on High Street between Ridgeway Avenue and Highbury Grove to the south and between Kew Recreation Centre and 427 High Street to the north and south and north west of the Kew Junction intersection as well as properties north of Walton Street and adjacent properties in Walpole Street, Charles Street, corner of Cotham Road and Derrick Street and Queen Street Kew as shown on the boundary plan for the for the Kew Junction Special Rate and Charge.</p>	<p><u>Ground level</u> Minimum - \$204</p> <p><u>Upper level/s</u> Minimum - \$155</p>

It is further proposed that the persons liable to pay the Kew Junction Special Rate and Charge will do so 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.

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum charge, will be adjusted on 1 July 2023 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.

ATTACHMENT 4

The CIV of each parcel of rateable land is the CIV of the parcel of land at the time of levying the Kew Junction Special Rate and Charge in each year. The CIV may change in the period during which the Proposed Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

Attachment 5 - Objections and Submissions**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 functions 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 163A of the Act allows any person to 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 and charge is also entitled to exercise a right of objection under section 163B of the Act.

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 their objection which shows that it is a condition of the lease under which the person is an occupier that the person is to pay the special rate and charge.

Objections must be in writing and lodged within twenty-eight (28) days of the date of a public notice.

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 after complying with the objection process set out in section 163B of the Act.

Significantly, Council cannot proceed to declare a special rate and charge if Council receives valid objections in respect of more than 50% plus 1 of the rateable properties on which the special rate and charge would be imposed.

Attachment 6

[Date]

<Owner Name>/The Occupier
 <Property Address 1>
 <Property Address 2>
 <SUBURB> <STATE> <POSTCODE>

Property Address
 <Property address>
 <SUBURB> VIC <POSTCODE>

Dear Sir or Madam

Notice of Intention to declare the Kew Junction Special Rate and Charge

At the request of Kew Junction Business Association ("KJBA"), the City of Boroondara ("Council") proposes to renew the existing special rate and charge scheme ("Scheme") for the marketing and business development of the Kew Junction Shopping and Business Centre ("Centre") by declaring a new Kew Junction Special Rate and Charge ("Proposed Scheme").

A special rate and charge scheme has been in place for the Centre for a number of years and the funds collected represent an important collaborative initiative amongst all the local businesses to actively promote and market the Centre. Council supports this initiative and plays a part in collecting Scheme funds and providing this to the KJBA to implement, under Council's oversight.

This letter is to inform you of the details of the Proposed Scheme and your ability to have a say by making a submission and/or objection, should you wish to.

Outline of the Proposed Kew Junction Special Rate and Charge

On 28 March 2022 Council resolved to give notice under section 163 of the *Local Government Act* 1989 (the "**Act**") of its intention to declare the new Kew Junction Special Rate and Charge Scheme (**Proposed Scheme**). The proposed Kew Junction Special Rate and Charge will be levied on properties located in the Centre for the purpose of advertising, promotion, Centre management, business development and other incidental expenses associated with the encouragement of commerce at the Centre.

The Proposed Scheme will commence on 1 July 2022 and remain in force for a period of 5 years ending on 30 June 2027. The proposed Kew Junction Special Rate and Charge is to be levied on all rateable land located within the areas described in the **enclosed** public notice that is primarily used, or adapted or designed to be used, for commercial purposes.

How your liability will be calculated:

It is proposed that the Kew Junction Special Rate and Charge will be assessed and levied as follows:

Attachment 6

- (i) Primary Area (Zone 1) - in the first year a rate of 0.05 cents in the dollar of the Capital Improved Value (**CIV**) of each rateable property in the Proposed Scheme area, subject to the following minimum charges per occupancy per annum:

Precinct	Minimums per annum
<u>Primary Area (Zone 1):</u> This zone includes ground and upper level properties on High Street and associated side streets generally between Kew Recreation Centre and Princess Street and the Kew Junction intersection and along Cotham Road between Gellibrand Street and the Kew Junction intersection Kew as shown on the boundary plan for the Kew Junction Special Rate and Charge.	<u>Ground level</u> Minimum - \$409 <u>Upper level/s</u> Minimum - \$204

Note: The minimum charges are consistent with the rates proposed by the KJBA and have not changed from those in the Current Scheme. Since the inception of the special rate and charge scheme for the Centre no maximums have been applied.

- (ii) Secondary Area (Zone 2) - in the first year a rate of 0.03189 cents in the dollar of the CIV of each rateable property in the Proposed Scheme area, subject to the following minimum charges per occupancy per annum:

Precinct	Minimums per annum
<u>Secondary Area (Zone 2):</u> This zone includes ground and upper level properties on High Street between Ridgeway Avenue and Highbury Grove to the south and between Kew Recreation Centre and 427 High Street to the north and south and north west of the Kew Junction intersection as well as properties north of Walton Street and adjacent properties in Walpole Street, Charles Street, corner of Cotham Road and Derrick Street and Queen Street Kew as shown on the boundary plan for the Kew Junction Special Rate and Charge.	<u>Ground level</u> Minimum - \$204 <u>Upper level/s</u> Minimum - \$155

Note: The minimum charges are consistent with the rates proposed by the KJBA and have not changed from those in the Current Scheme. Since the inception of the special rate and charge scheme for the Centre no maximums have been applied.

Attachment 6

It is further proposed that the persons liable to pay the Kew Junction Special Rate and Charge will do so 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.

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum charges, will be adjusted on 1 July 2023 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 Kew Junction Special Rate and Charge in each year. The CIV may change in the period during which the Proposed Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

Your rights

A copy of the proposed declaration including a detailed plan of the area of the Proposed Scheme can be viewed at the Council Offices at 8 Inglesby Road, Camberwell until Friday 6 May 2022. Electronic copies are also available at www.boroondara.vic.gov.au/business.

Objections

Any person who will be required to pay the proposed Kew Junction Special Rate and Charge is entitled to exercise a right of objection.

Usually, it is property owners who are entitled to exercise the right to object. Where this is the case, the signatory of the objection letter must be the registered property owner. Where the owner is a corporate entity, documentary evidence must be provided to demonstrate that the person signing the letter has the authority to act on behalf of the registered property owner. For example, in the case of land being registered in the name of a company, the person could enclose a company extract that shows they are a director of this company.

Alternatively, occupiers/tenants have a right to object (instead of the property owner) if they submit appropriate documentary evidence of their liability to pay the Kew Junction Special Rate and Charge. For example, this could include extracts from a lease agreement that identifies the tenant and contains a condition requiring the tenant to pay rates and charges for the property. Pursuant to section 163B(5) of the Act, only those objections that include this documentary evidence will be treated as valid. Again, where the tenant is a company, evidence will be required that the signatory has the authority to act on behalf of that tenant company.

Submissions

The right of objection described above is in addition to the right to make a submission, which is afforded to all persons, whether or not they will be required to pay the Kew Junction Special Rate and Charge.

Submissions concerning the Proposed Scheme will be considered and heard by Council on Monday 27 June 2022 at its meeting to be held at 6.30pm in the Council Chamber, Camberwell Office, Camberwell, or online via a Webex event invitation if necessary (or such other date as Council subsequently determines).

Attachment 6

If you make a submission, you are entitled to appear personally (face to face or virtually), or to be represented by a specified person, to be heard in support of your submission. If you wish to be heard, you must state this in your submission and then register in the foyer of the Council Chamber. If the Council meeting is held virtually, you must register to speak via LocalEconomies@boroondara.vic.gov.au by midday Thursday, 24 June 2022.

How to lodge

All submissions and objections should clearly state whether they are from the owner or occupier and include the necessary documentary evidence, and state whether they support or oppose the Proposed Scheme.

Submissions and objections must be lodged by **Friday 6 May 2022** in writing, addressed and sent by mail or email to:

Manager Liveable Communities
City of Boroondara
Private Bag 1
CAMBERWELL VIC 3124

E: boroondara@boroondara.vic.gov.au

Further Information

Enclosed for your information is a brochure from the KJBA in relation to its request for renewal of the Scheme. The brochure details the KJBA activities to be funded by the Proposed Scheme. It also provides contact details for the KJBA.

Should you have any questions you may contact the Local Economies team on 03 9278 4444 or by email boroondara@boroondara.vic.gov.au.

Yours sincerely

Nick Lund
MANAGER LIVEABLE COMMUNITIES

Enclosed

- *Copy of the proposed Kew Junction Special Rate and Charge Scheme Public Notice*
- *Kew Junction Business Association brochure*

Public Notice – Notice of Intention to Declare Kew Junction Special Rate and Charge

PROPOSED DECLARATION OF KEW JUNCTION SPECIAL RATE AND CHARGE

Notice is hereby given that Boroondara City Council resolved on 28 March 2022 to give public notice of its intention to declare a Kew Junction Special Rate and Charge ("**Proposed Scheme**") pursuant to section 163 of the *Local Government Act 1989* (the "**Act**").

The Proposed Scheme is intended to, in effect, renew the current Kew Junction Special Rate and Charge which supports the Marketing and Business Development Fund for the Kew Junction Shopping and Business Centre ('the Centre') and is due to expire on 30 June 2022.

The Proposed Scheme will be declared for the purpose of defraying the expenses of advertising, promotion, Centre management, business development and other incidental expenses associated with the encouragement of commerce at the Centre. It will commence on 1 July 2022 and remain in force for a period of five years, ending 30 June 2027.

The proposed Kew Junction Special Rate and Charge is to be levied on all rateable land located within the Centre which is primarily used, or adapted or designed to be used, for commercial purposes. A plan of the Proposed Scheme area appears below.

A copy of the proposed declaration, including a detailed map of the Proposed Scheme area, is available for inspection at Council offices at 8 Inglesby Road, Camberwell or on the Council's website at www.boroondara.vic.gov.au/business for at least 28 days after the date of this notice.

It is proposed that the Kew Junction Special Rate and Charge will be assessed and levied as follows:

- (i) Primary Area (Zone 1) - in the first year a rate of 0.05 cents in the dollar of the Capital Improved Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum charges per occupancy per annum:

Precinct	Minimums per annum
<u>Primary Area (Zone 1):</u> This zone includes ground and upper level properties on High Street and associated side streets generally between Kew Recreation Centre and Princess Street and the Kew Junction intersection and along Cotham Road between Gellibrand Street and the Kew Junction intersection Kew as shown on the boundary plan for the for the Kew Junction Special Rate and Charge.	<u>Ground level</u> Minimum - \$409 <u>Upper level/s</u> Minimum - \$204

Note: The minimum charges are consistent with the rates proposed by the KJBA and have not changed from those in the Current Scheme. Since the inception of the special rate and charge scheme for the Centre no maximums have been applied.

- (ii) Secondary Area (Zone 2) - in the first year a rate of 0.03189 cents the dollar of Capital Improved Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum charges per occupancy per annum:

Precinct	Minimums per annum
<u>Secondary Area (Zone 2):</u> This zone includes ground and upper level properties on High Street between Ridgeway Avenue and Highbury Grove to the south and between Kew Recreation Centre and 427 High Street to the north and south and north west of the Kew Junction intersection as well as properties north of Walton Street and adjacent properties in Walpole Street, Charles Street, corner of Cotham Road and Derrick Street and Queen Street Kew as shown on the boundary plan for the for the Kew Junction Special Rate and Charge.	<u>Ground level</u> Minimum - \$204 <u>Upper level/s</u> Minimum - \$155

Note: The minimum charges are consistent with the rates proposed by the KJBA and have not changed from those in the Current Scheme. Since the inception of the special rate and charge scheme for the Centre no maximums have been applied

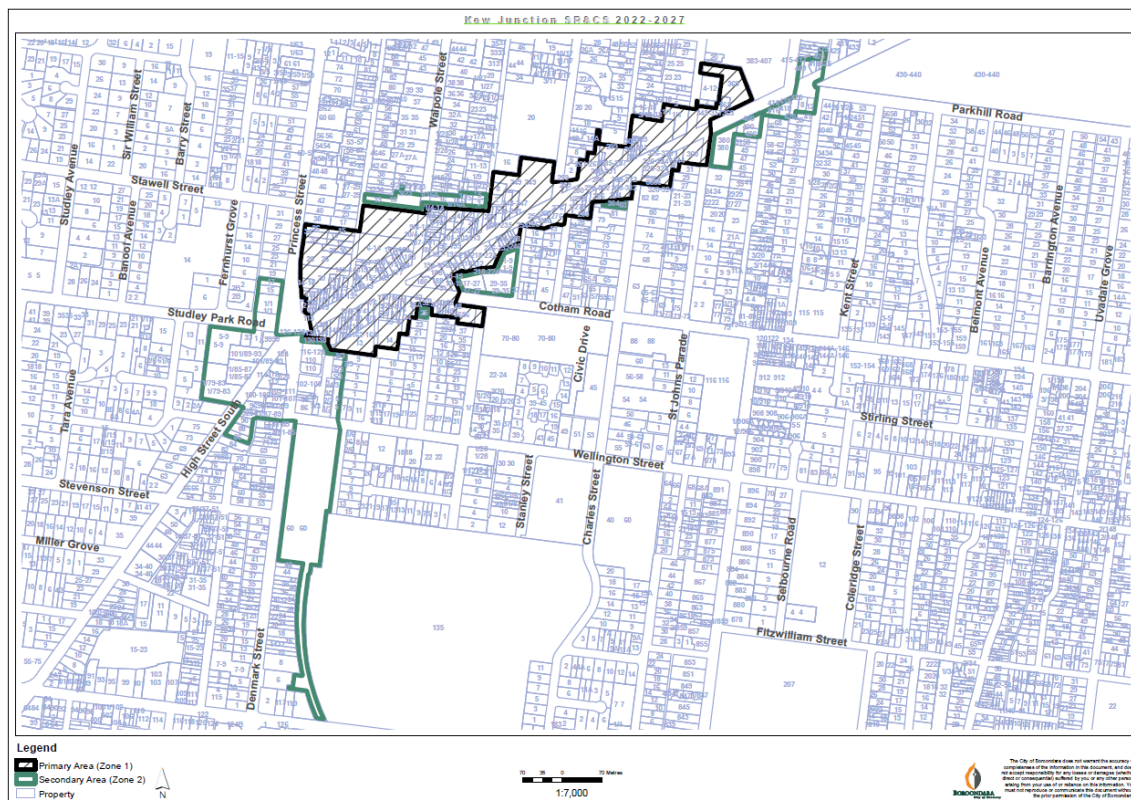
It is further proposed that the persons liable to pay the Kew Junction Special Rate and Charge will do so on the same date/s as Council's general rates are due, and that they be required to pay interest on any amount which has not been paid.

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum charges, will be adjusted on 1 July 2023 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 Kew Junction Special Rate and Charge in each year. The CIV may change in the period during which the Proposed Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

In the first year, the Proposed Scheme is estimated to raise \$255,000. The Proposed Scheme is estimated to raise approximately \$1,275,000 in total over five years.

KEW JUNCTION SHOPPING AND BUSINESS CENTRE



Council considers that each rateable property included in the Proposed Scheme area that is required to pay the Kew Junction Special Rate and Charge will receive a special benefit because the viability of the Centre as a commercial, retail and professional area will be enhanced through increased economic activity.

Submissions

Any person may make a submission in relation to the Proposed Scheme. Submissions must be lodged within twenty-eight (28) days after the date of this notice, and will be considered in accordance with section 223 of the Act.

A person making a submission is entitled to request in the submission that he or she wishes to appear in person, or to be represented by a person specified in the submission, at a meeting to be heard in support of the submission. Submissions will be heard by Council at its meeting on Monday 27 June 2022 (or such other date as Council subsequently determines).

Any person making a written submission under section 223 of the Act is advised that details of submissions may be included within the official Council Agendas and Minutes which are public documents and which may be made available on Council's website.

Objections

Any person who will be required to pay the Kew Junction Special Rate and Charge is also entitled to exercise a right of objection under section 163B of the Act. An occupier of a property is entitled to exercise the right of objection if the person submits documentary evidence with their objection which shows that it is a condition of their lease that the occupier is liable to pay the Kew Junction Special Rate and Charge in respect of the property.

Objections must be made in writing and lodged within twenty-eight (28) days of the date of this notice. The right of objection is in addition to the right to make a submission.

Submissions and/or objections must be in writing and addressed and sent by mail or email to:

Manager Liveable Communities
City of Boroondara
Private Bag 1
CAMBERWELL VIC 3124

E: boroondara@boroondara.vic.gov.au

Council will consider whether to declare the Proposed Scheme at a meeting on Monday 27 June 2022 (or such other date as Council subsequently determines).

Any person requiring further information concerning the proposed declaration of the special rate and charge should in the first instance contact the Local Economies team on 03 9278 4444 or email boroondara@boroondara.vic.gov.au.



Phillip Storer
CHIEF EXECUTIVE OFFICER

7.5 Glenferrie Hawthorn Shopping and Business Centre - Marketing and Business Development Fund

Executive Summary

Purpose

This report seeks a resolution from Council to introduce and give public notice of its intention to declare the Glenferrie Hawthorn Special Rate and Charge Scheme (Proposed Scheme) as required under Section 163 of the *Local Government Act 1989* (1989 Act).

Background

Despite the introduction of the *Local Government Act 2020* (2020 Act), the legislative scheme governing rates and charges currently remains under Division 1 of Part 8 of the 1989 Act. Presently, there is no equivalent provision in the 2020 Act. Therefore, Section 163 of the 1989 Act still applies to special rate and charge schemes to be declared by Council, including the Proposed Scheme.

The current five year special rate and charge scheme for the Glenferrie Hawthorn Shopping and Business Centre (Centre) will expire on 30 June 2022 ("Current Scheme") and the Glenferrie Road Shopping Centre Association (GRSCA) has requested Council undertake the statutory process to renew the Current Scheme for a further five years from 1 July 2022 to 30 June 2027 (inclusive) by declaring the Proposed Scheme (**Attachment 1**).

The Proposed Scheme, if declared by Council, will support the Centre in achieving the vision and actions outlined in the Glenferrie Hawthorn Shopping Centre Strategic Business Plan 2022-2027 (Strategic Plan) (**Attachment 2**) and ensure it is well placed to respond to ongoing competition from other centres as well as providing opportunities for growth and development of the retail, services and hospitality businesses, helping the Centre to remain competitive and viable into the future.

Key Issues

Under the Proposed Scheme, the special rate and charge will be levied on all rateable land within the Centre that is primarily used, or adapted or designed to be used, for commercial purposes.

There are currently 555 rateable properties included in the Proposed Scheme as shown in the Plan outlined in **Attachment 3**. Further details of the Proposed Scheme are outlined in **Attachment 4**.

In summary, the liability of all persons subject to the Proposed Scheme will be calculated as follows:

- i. Primary Area (Zone 1) - in the first year a rate of 0.021 cents in the dollar of the Capital Improved Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Primary Area (Zone 1):</u> This zone includes ground and upper level properties on Glenferrie Road and associated side streets between Barkers Road and Burwood Road, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$350 Maximum - \$5000 <u>Upper level/s</u> Minimum - \$220 Maximum - \$1500

Note: The minimum and maximum charges are consistent with the rates proposed by the GRSCA and have not changed from those in the Current Scheme.

- ii. Secondary Area (Zone 2) - in the first year a rate of 0.018 cents in the dollar of the Capital Improved Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Secondary Area (Zone 2):</u> This zone includes ground and upper level properties on Burwood Road and associated side streets between Drill Street and Paterson Street, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$250 Maximum - \$3600 <u>Upper level/s</u> Minimum - \$120 Maximum - \$1000

Note: The minimum and maximum charges are consistent with the rates proposed by the GRSCA and have not changed from those in the Current Scheme.

- For both zones, the quantum of the rate in the dollar of the CIV and the minimum and maximum charges, will be adjusted annually in accordance with Consumer Price Index (All Groups Melbourne) ("CPI").

The scope of the Proposed Scheme and the proposed liability of the persons included in the Proposed Scheme Area has been devised having regard to the needs of the Centre and the current economic climate by seeking to minimise costs to businesses and property owners while still ensuring there are sufficient funds available to deliver the marketing and promotion program for the Centre.

The Proposed Scheme, if declared, is anticipated to raise approximately \$209,375 in the first year with a total levy of approximately \$1,046,875 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 and maximum charges, along with likely increases in the CIV of rateable properties over the life of the Proposed Scheme. Supplementary valuations can also result in variations in the CIV of rateable properties and thus the amount levied.

Next Steps

Council's decision to proceed with initiating this process does not commit Council to the declaration of the Proposed Scheme. Council will consider any submissions and objections received at a future meeting in accordance with the Local Government Act 1989. Council will then decide whether or not to proceed with the declaration, after having considered all submissions and objections. This process is further described under 'Objection/Submission Process' in section 5 of this report.

Council has obtained legal advice on 24 February 2022 which has been considered as part of preparing this report.

Officers' recommendation

That Council resolve to

1. Receive and note the request from the Glenferrie Road Shopping Centre Association (GRSCA) to renew the special rate and charge for a Marketing and Business Development Fund for the Glenferrie Hawthorn Shopping and Business Centre (the Centre) for a further five years, commencing 1 July 2022.
2. Give notice of its intention to declare a special rate and charge for the Centre in accordance with Section 163 of the *Local Government Act 1989* as follows:
 - (a) a Glenferrie Hawthorn Special Rate and Charge be declared for a period of five years commencing on 1 July 2022 and concluding on 30 June 2027.
 - (b) the Glenferrie Hawthorn Special Rate and Charge 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:
 - i. Council considers is, or will be, of special benefit to those persons required to pay the Glenferrie Hawthorn Special Rate and Charge; and
 - ii. arises out of Council's functions of:
 - encouraging and promoting economic sustainability, commerce, retail activity and employment opportunities in and around the Glenferrie Hawthorn Special Rate and Charge area and the broader municipal district; and
 - providing good governance in its municipal district for the benefit and wellbeing of the municipal community.
 - (c) the Glenferrie Hawthorn Special Rate and Charge so declared will be assessed and levied in accordance with the following:
 - i. in the Primary Area (Zone 1) - in the first year a rate of 0.021 cents in the dollar of the Capital Improved Value (CIV) of each rateable property in the area subject to the Glenferrie Hawthorn

Special Rate and Charge, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Primary Area (Zone 1):</u> This zone includes ground and upper level properties on Glenferrie Road and associated side streets between Barkers Road and Burwood Road, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$350 Maximum - \$5000 <u>Upper level/s</u> Minimum - \$220 Maximum - \$1500

- ii. in the Secondary Area (Zone 2) - in the first year a rate of 0.018 cents in the dollar of the Capital Improved Value (CIV) of each rateable property in the area subject to the Glenferrie Hawthorn Special Rate and Charge, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Secondary Area (Zone 2):</u> This zone includes ground and upper level properties on Burwood Road and associated side streets between Drill Street and Paterson Street, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$250 Maximum - \$3600 <u>Upper level/s</u> Minimum - \$120 Maximum - \$1000

- iii. The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum and maximum charges, will be adjusted on 1 July 2023 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.
- iv. 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 change in the period during which the Glenferrie Hawthorn Special Rate and Charge Scheme is in force, reflecting any revaluations and supplementary valuations which take place.
- (d) the area for which the Glenferrie Hawthorn Special Rate and Charge will be declared is the area highlighted in the plan annexed to this report ('the Area'), (**Attachment 3**).

- (e) the land in relation to which the Glenferrie Hawthorn Special Rate and Charge will be declared is all land within the Area primarily used, or adapted or designed to be used, for commercial purposes.
 - (f) the total cost of performing the function and the total amount of the special rate and charge to be levied is approximately \$209,375 in the first year, with a total levy of approximately \$1,046,875 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 and maximum 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) the benefit ratio, being the estimated proportion of the total benefits of the Glenferrie Hawthorn Special Rate and Charge 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 Glenferrie Hawthorn Special Rate and Charge, is 100%, as the community benefit is considered to be nil.
 - (h) the criteria to be used as the basis for levying the special rate and charge is ownership of any land described in paragraph 2(e) of this resolution.
 - (i) the owners of the land described in paragraph 2(e) of this resolution will, subject to further resolution of Council, pay the Glenferrie Hawthorn Special Rate and Charge on the same date or dates as Council's general rates are due.
 - (j) 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 by the date specified for its payment.
3. Authorise Council's Chief Executive Officer to give notice of the proposed declaration of the Glenferrie Hawthorn Special Rate and Charge in accordance with the Public Notice and Letter annexed to this report **(Attachments 6 and 7)** by:
- (a) arranging for the Public Notice to be published in The Age newspaper; and
 - (b) sending the Letter enclosing the Public Notice to each person who will be liable to pay the Glenferrie Hawthorn Special Rate and Charge.
4. Consider any submissions and objections received by Council in accordance with sections 163A, 163B and 223 of the *Local Government Act 1989* at the Council meeting on Monday 27 June 2022 or such other date as Council subsequently determines.

Responsible director: Carolyn McClean, Director Community Support

1. Purpose

This report seeks a resolution from Council to introduce and give public notice of its intention to declare a Glenferrie Hawthorn Special Rate and Charge (Proposed Scheme) as required under Section 163 of the *Local Government Act 1989* (the Act).

The Glenferrie Hawthorn Shopping and Business Centre's (Centre) current five year special rate and charge scheme ("Current Scheme") is due to expire on 30 June 2022. The Current Scheme funds marketing and business development initiatives in the Centre. The Glenferrie Road Shopping Centre Association (GRSCA) has requested Council undertake the statutory process to renew the Current Scheme for a further five years from 1 July 2022 to 30 June 2027 by declaring the Proposed Scheme (**Attachment 1**).

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 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 2021-2031 notes a key theme as 'Local Economy' which contains strategies such as 'Local retail precincts provide a gathering point for residents and attract shoppers through supporting initiatives which encourage a range of businesses needed by the community,' 'shopping centres and strips are hubs of community activity through activating local shopping precincts,' and 'local visitation is increased through showcasing and promoting local shopping and attractions'.

The Proposed Scheme 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

Glenferrie Road 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. Activity centres will provide the focus for increased activity and growth within the City of Boroondara, and present a significant opportunity to increase the number of people who live in close proximity to a variety of facilities and transport modes.'

The Glenferrie: Heart of Hawthorn Structure Plan 2011 supports retail and commercial uses by guiding planning and development. Its vision for Glenferrie

is to *'be a vibrant learning and community village hub of Boroondara. As a thriving retail and commercial centre, it will provide for the needs of the local community, students, academics and commercial operators...'*

Consequently, 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 be a 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 1991 and there have been continuous renewals since. During this time, the GRSCA 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.

During the past five years, the Centre has experienced a significant increase in marketing and promotional activity undertaken by the GRSCA and supported by the marketing and business development fund. These include:

- employing a marketing coordinator for the Centre
- marketing, advertising and promoting the Centre
- delivering the Glenferrie Road Festival with increased community participation (although not in 2021 due to COVID-19)
- organising seasonal promotions and activities to increase visitation to and vibrancy within the Centre - Spring Racing, Halloween, Christmas, Easter, Mother's Day, Father's Day, Boroondara Health and Wellbeing Expo, GlenCom Comedy Festival and Glenferrie Christmas Markets (although many were not delivered in 2020 and 2021 due to COVID-19)
- publishing Tag Magazine, a 32-page lifestyle magazine delivered to 5,000 homes (this ceased in 2020 and will be online moving forward)
- delivering shop local campaigns
- delivering the Park Street Market during the Summer months of 2020/21;
- contributing to Council's monthly graffiti removal program
- providing input and advice into Council's Glenferrie Road placemaking program
- improving the online presence of the Centre and its businesses through a Centre directory and website - <https://www.glenferrie.com.au/>
- advertising in a variety of local media as well as marketing activities across digital, social, video, direct mail and tourism publications
- facilitating networking sessions between traders for the purpose of information sharing and support
- developing and maintaining strong relationships with local community organisations, including Hawthorn Community Chest, Camberwell Rotary, Servants Community Housing, Hawthorn Community House, Inner East Health, Swinburne University and local primary schools
- providing regular updates to traders via email, print and phone
- facilitating business development seminars and networking functions for businesses in the Centre to encourage networking
- liaising and advocating on behalf of the Centre with all levels of government.

The new five year Glenferrie Hawthorn Strategic Business Plan 2022 - 2027 (Strategic Plan) aims *'Glenferrie Hawthorn will be a vibrant and accessible*

place where everyone feels welcome; where people meet to shop, learn, and experience. The local economy and community will flourish, with people and businesses representing the area's rich diversity. As a thriving retail and commercial centre, it will provide for the needs of the local community, students, academics, and commercial operators. Glenferrie has the best of everything and is recognised as the pre-eminent precinct in eastern Melbourne for shopping, entertainment, and services.'

In support of the vision, the Strategic Plan has four specific goals and a number of objectives aimed at keeping the Centre viable and growing. It includes the following:

Goals

- 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.

Objectives

- to improve awareness of range of businesses, amenities, promotions, and events
- to develop the '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. Burwood Road East & West, Glenferrie Road South of Burwood Road
- to build on the Centre's position as the major activity centre in Boroondara and as a premium lifestyle activity centre, where there is always something happening
- to increase customer visitation
- to improve vacancy rates
- to attract quality businesses to the area.

If the Proposed Scheme is declared, it will assist the GRSCA in implementing strategies and actions to realise the vision, goals and objectives as set out in the Strategic Plan in the coming years. As outlined in the Strategic Plan in **(Appendix 2)**, these include business development initiatives such as promotional activities to support businesses to recover from the impact of COVID-19, as well as capacity building programs to equip businesses to be more resilient and agile in the face of threats, along with marketing and public relations strategies, community development initiatives as well as car parking, streetscape and infrastructure improvements.

The Strategic Plan estimates the cost of undertaking the proposed marketing, community and business development initiatives outlined in the Strategic Plan will require an annual budget of approximately \$209,375 in 2022/23, with Consumer Price Index (CPI) increases each year.

If declared, the Proposed Scheme will provide funds to assist the GRSCA 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 GRSCA formally wrote to Council on 10 September 2021 (**Attachment 1**) requesting that Council renew the Current Scheme, which is due to expire on 30 June 2022. A plan of the Proposed Scheme area (**Attachment 3**) and details of the Proposed Scheme (**Attachment 4**) 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 reflect an important co-operative initiative between Council and the respective trader associations in continuing to actively promote and support local businesses and the ongoing viability of the shopping centres.

4. Outline of key issues/options

Before declaring the Proposed Scheme, Council must comply with the statutory processes in section 163 of the Act. This includes:

- determining the method of calculating the maximum amount a Council may levy under the Proposed Scheme
- compliance with the objection and submission process under the Act.

Calculation of maximum total levy of the Glenferrie Hawthorn Special Rate and Charge Scheme

Before declaring a special rate and charge scheme, Council must determine the “total amount” of the special rate and charge to be levied. The total amount is determined pursuant to a formula prescribed in section 163(2A) of the Act, see **Attachment 4**.

The Proposed Scheme area is as shown in the Plan of the Glenferrie Hawthorn Special Rate and Charge Area (the Plan) in **Attachment 3**. The area can be generally described as Primary Area (Zone 1) and Secondary Area (Zone 2), which are outlined in the ‘Precinct’ columns of the below tables. There are currently 555 rateable properties included in the Proposed Scheme.

It is proposed the Glenferrie Hawthorn Special Rate and Charge will be assessed and levied on the basis set out below:

- in the ‘Primary Area (Zone 1)’ - in the first year a rate of 0.021 cents in the dollar of the Capital Improved Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
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Primary Area (Zone 1): This zone includes ground and upper level properties on Glenferrie Road and associated side streets between Barkers Road and Burwood Road, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	Ground level Minimum - \$350 Maximum - \$5000 Upper level/s Minimum - \$220 Maximum - \$1500
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Note: The minimum and maximum charges are consistent with the rates proposed by the GRSCA and have not changed from those in the Current Scheme.

- ii. In the 'Secondary Area (Zone 2)' - in the first year a rate of 0.018 cents in the dollar of the Capital Improvement Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
Secondary Area (Zone 2): This zone includes ground and upper level properties on Burwood Road and associated side streets between Drill Street and Paterson Street, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	Ground level Minimum - \$250 Maximum - \$3600 Upper level/s Minimum - \$120 Maximum - \$1000

Note: The minimum and maximum charges are consistent with the rates proposed by the GRSCA and have not changed from those in the Current Scheme.

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and of the minimum and maximum charges, will be adjusted on 1 July 2023 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 Proposed Scheme, if declared, will raise approximately \$209,375 in the first year, with a total levy of approximately \$1,046,875 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 and maximum charges along with likely increases in the CIV of rateable properties over the life of the Proposed Scheme. Supplementary valuations can also result in variations in the CIV of rateable properties and thus the amount levied.

The GRSCA Committee has been actively involved in the formulation of the parameters of the Proposed Scheme and in doing so, they considered the following factors:

- the Centre's needs for a Marketing and Business Development program as well as those of the individual business operators and property owners
- differing levels of benefit depending on the location of the property and whether it is a ground or upper floor premises
- the current economic climate and minimising increases in the cost of the Proposed Scheme in the first year for the majority of properties
- the use of planning scheme zone boundaries, roads or laneways generally as a basis for determining the Proposed Scheme zones.

Objection/Submission Process

Before declaring the Proposed Scheme the Act requires Council to, for a period of at least 28 days after publishing the public notice, provide an opportunity to:

- any member of the public to make a written submission in relation to the Proposed Scheme, and be heard in support of their submission, in accordance with sections 163A and 223 of the Act
- any person who will be liable to pay the Glenferrie Hawthorn Special Rate and Charge to lodge a written objection in accordance with section 163B(4) of the Act. This right of objection may be exercised by an occupier who is required to pay rates under the terms of their lease, provided their objection is supported by documentary evidence of their liability (e.g. an extract of their lease) (**Attachment 5**).

With respect to objections, section 163B(6) of the Act, if Council receives valid objections in respect of more than 50% of the rateable properties on which the Glenferrie Hawthorn Special Rate and Charge is to be imposed, Council cannot declare the Proposed Scheme. It is important to note the following in relation to objections:

- to trigger section 163B(6), objections must be received in respect of a majority of properties which will be required to pay the Glenferrie Hawthorn Special Rate and Charge, as distinct from 50% of the total number of submissions Council may receive
- only one objection can be counted for each property – the valid objection for a property is the one supported by documentary evidence that the objector is liable to pay the Glenferrie Hawthorn Special Rate and Charge, which is typically the tenant unless the property is vacant.

Officers will follow the process outlined in the Act to manage submissions and objections should Council decide to proceed with the intention to declare the Proposed Scheme. The process is as follows:

- Council will send letters to relevant owners and occupiers and publish notice of Council's intention to declare the Proposed Scheme. A copy of the draft public notice is in **Attachment 7**.

- The proposed declaration for the Proposed Scheme will be exhibited and available for inspection at Council's offices or online for 28 days, as required under section 163(1B)(c) of the Act. Written submissions and objections may be lodged and received during this period.
- Once the period for lodging objections or submission has closed, Council officers will contact those who have made submissions that are not supported by adequate documentary evidence and provide them with the opportunity to provide such evidence.
- Valid objections will then be counted to determine if Council received objections in respect of 50% +1 of the rateable properties subject to the Proposed Scheme:
 - if it does, Council cannot proceed with the declaration
 - if Council does not receive the required proportion of objections, Council will consider the submissions received, hear from submitters (if requested), and proceed with the declaration process.

Legal Advice

External legal advice has been sought and received, confirming the report and attachments satisfy the legal and statutory requirements for preparing and giving public notice of the Proposed Scheme under section 163 of the Act.

5. Consultation/communication

If Council resolves to give public notice of its intention to declare the Glenferrie Hawthorn Special Rate and Charge, a public notice will appear in The Age newspaper.

Further, all persons (property owners and occupiers) required to pay the Glenferrie Hawthorn Special Rate and Charge will be sent a letter and a copy of the public notice within three days of the public notice being published. The sample letter and public notice are in **Attachments 6 and 7**.

The letter sent to all persons required to pay the Glenferrie Hawthorn Special Rate and Charge will outline the area and details of the Proposed Scheme as shown in **Attachments 3 and 4**. As required by the Act, Council will detail which persons have a right to object, how those persons may object and that objections and submissions must be in writing and lodged with Council within 28 days of when the public notice is published.

In formulating the Proposed Scheme Council has worked collaboratively with the GRSCA Committee.

The GRSCA has advised Council it has consulted with its members in a number of ways to: (a) understand the extent to which they support the renewal of the Current Scheme and (b) inform the development the Five Year Strategic Business Plan, as outlined below.

- A business survey with traders was conducted between October - December 2021. The purpose of this survey was to: (a) inform the Glenferrie Hawthorn Strategic Business Plan 2022-2027 (Strategic Plan)

which articulates a vision, implementation actions and a budget for the Centre and (b) understand trader support for the renewal of the Current Scheme. The findings of the survey are summarised in the Strategic Plan (**Attachment 2**). Findings from the survey highlighted that GRSCA have been a vital source of information and support (provided face-to-face where restrictions allowed and over the phone seven days a week) for traders throughout COVID-19. Specifically:

- 92% of respondents found the assistance offered very helpful
- 90% indicated updates provided via email were their 'go to' source of information regarding grants, restrictions and general COVID-19 information, with many members appreciating their timeliness and easy to digest format;
- Two workshops with businesses represented by GRSCA in October and November 2021 for the purpose of confirming events, promotions and advocacy activities. Further consultation is planned via workshops in early 2022
- Regular communication via electronic newsletters, emails and event invitations
- Marketing Coordinator and trader liaison - regularly visiting traders in the precinct and incorporating their feedback into marketing initiatives
- Monthly Committee meetings, which are open to members.

The GRSCA are confident that the majority of owners and occupiers are subject to the Current Scheme will support its renewal for a further five years (2022 - 2027). This is evidenced by the regular positive feedback received from traders, combined with the findings of the business survey where 79% of respondents indicated they would like to see the Current Scheme continue.

The GRSCA plans to communicate further with members should Council decide to proceed with the Proposed Scheme in the following manner:

- an information sheet will be distributed to all businesses
- the marketing coordinator and association President will be available to visit businesses to further discuss and explain the information provided
- further communication in regular electronic newsletters
- another workshop with businesses represented by GRSCA in early 2022 (as mentioned above).

Council's Revenue and Property Services department has been involved in the development of the Proposed Scheme.

Council's decision to proceed with initiating this process does not commit it to the declaration of the Proposed Scheme. Council will consider any submissions and objections received in accordance with the Local Government Act 1989 Act. Council will then be able to decide whether or not to proceed with declaring the Proposed Scheme, after having considered all submissions and objections.

6. Financial and resource implications

It is intended the Proposed Scheme will be in place for a period of five years between 1 July 2022 and 30 June 2027.

In the first year of the Proposed Scheme, the total amount to be raised is estimated to be \$209,375 with a total levy of approximately \$1,046,875 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.

If the Proposed Scheme is declared, Council will administer the Glenferrie Hawthorn Special Rate and Charge by levying notices and collecting payments. These proceeds will then be distributed to the GRSCA in two instalments each year to spend in accordance with an agreement entered with Council and its strategic and annual business plans.

There is an administrative cost involved in facilitating the Proposed Scheme, ensuring that the monies are collected and approving business plans and financial reports upon which the expenditure is based. These costs are accommodated within the Liveable Communities departmental operating budget.

7. Governance issues

The officers responsible for this report have no general or material conflicts of interest requiring disclosure.

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.

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. Providing local shopping centres gives residents the option to travel less to obtain goods and services, and in doing so, provides an environmental benefit.

9. Evaluation and review

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

Under this agreement, the GRSCA will be required to submit an annual budget and business plan to Council for approval prior to each new financial year. The GRSCA will also be required to provide financial statements and reports. A member of the Liveable Communities department will attend the GRSCA's Annual General Meeting. Payment of funds raised under the Proposed Scheme to the GRSCA will be dependent upon the GRSCA complying with its obligations under the agreement. This ensures a level of accountability concerning the use of funds raised under the Proposed Scheme.

10. Conclusion

The process outlined in this report provides the opportunity for those who will be liable to pay the Glenferrie Hawthorn Special Rate and Charge to make a submission or objection for the purposes of Council's future consideration before declaring the Proposed Scheme.

The request before Council for the Proposed Scheme represents an ongoing commitment by the GRSCA to a coordinated and unified approach to promoting the Centre and ensuring its continued long-term viability.

Manager: **Nick Lund, Manager Liveable Communities**

Report officer: Lucinda Bakhach, Local Economies Lead



Glenferrie Road Shopping Centre Association Inc (A0034478D)
PO Box 2051
HAWTHORN VIC 3122

10th September 2021

Attention Ms Lucinda Bakhach
Local Economies Lead
City of Boroondara
Private Bag 1
CAMBERWELL VIC 3124

Dear Lucinda

**GLENFERRIE ROAD SHOPPING CENTRE ASSOCIATION MARKETING AND BUSINESS DEVELOPMENT
FUND**

The current five-year Marketing and Business Development Fund concludes in June 2022. At the Glenferrie Road Shopping Centre Association meeting held on August 6th 2021 it was agreed that the scheme was beneficial for business in the Glenferrie & Burwood Road precinct. The Committee supported the request to renew the scheme for a further five years.

On behalf of the Glenferrie Road Shopping Centre Association , I request that the Council initiates a process for a rate and or charge to continue the marketing, promotion, and business development of the Activity Centre.

The purpose of the scheme is for advertising, promotion, centre management, business development and other incidental activities associated with the encouragement of commerce in Glenferrie & Burwood Road Activity Centre. The scheme is proposed to operate for a period of 5 years from July 1, 2022 to June 30, 2027

The proposed properties to be covered by the renewed special rate and charge are reflected in the attached plan. The area can generally be described as all ground and upper level commercial properties in Glenferrie Hawthorn Shopping Precinct are comprising of.

- Glenferrie Road and associated side streets between Barkers Road and Oxley Road
- Burwood Road and associated side street between Drill Street and Paterson Street

It is proposed that there be a designated Primary and Secondary Area as well as ground and upper levels to reflect the different locations and levels of benefit from the scheme in the centre.



Consequently, the GRSCA supports the proposed Glenferrie Hawthorn special rate and chart to be assessed and levied as follows:

- I. Primary Area (Zone1) - in the first year of the special rate and charge scheme, a rate of 0.021 cents in the dollar of Capital Improved Value (CIV) of each rateable property required to pay special rate and charge subject to the following minimum and maximum charge per occupancy per annum

Zone 1	Minimum	Maximum
Ground Level	\$350	\$5000
Upper Level	\$220	\$1500

Attachment 1: GRSCA letter to Council confirming intention to renew Scheme

- II. Secondary Area (Zone2) - in the first year of the special rate and charge scheme, a rate of 0.018 cents in the dollar of Capital Improved Value (CIV) of each rateable property required to pay special rate and charge subject to the following minimum and maximum charge per occupancy per annum

Zone 2	Minimum	Maximum
Ground Level	\$250	\$3600
Upper Level	\$120	\$1000

For the period between July 1 2022 through to June 30 2027 each property in the Special Rate Levy is to pay the applicable rate of cents per dollar of the respective property's Capital Improved Value, which combined for all properties will recover the total amount of the Special Rate to be levied for that year being approx \$208,000.

The proposed Special Rate levy has been developed in line with the Glenferrie Road Shopping Centre Association Strategic Business Plan 2022-2027. This plan is estimated a forecasted total budget of approx. \$1.04 million plus CPI to be applied each year over the life of the agreement, to carry out its marketing, promotion, and business development program. A copy of the Strategic Plan will be forwarded

The Glenferrie Road Shopping Centre Association would like to acknowledge the support from City of Boroondara Council and in particular Local Economies Team in the preparation of this proposed scheme renewal

Yours sincerely



Wendy
Fantasia
President
Glenferrie Road Shopping Centre
Association PO Box 2051
HAWTHORN VIC 3122



Strategic Business Plan

2022-2027

Prepared by
Glenferrie Road Shopping Centre Association Inc.
December 2021 - January 2022

Glenferrie Road Shopping Centre Association Inc.

Glenferrie Hawthorn Strategic Business Plan**2****1. INTRODUCTION**

The purpose of this report is to outline an ambitious five-year Strategic Business Plan for the Glenferrie Road Hawthorn Activity Centre. 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, funded by the City of Boroondara, has been prepared in a very consultative process involving representatives from the Glenferrie Road Hawthorn Shopping Centre Association and Council, with assistance from Creative Community Enterprises

The Business Plan is based on:

- The statement of purposes of the Association
- The Glenferrie Road Hawthorn Shopping Centre Association Business Plan for 2022/2027
- Glenferrie Place Making Consultation
- Business Survey (October 2021)
- Workshop discussion with representatives from the Association in (September / October / November 2021)

The Glenferrie Road Association is an incorporated body currently representing owners and business operators of approximately 600 rateables units consisting of approximately 300 businesses. The Statement of Purposes of the Association is as follows:

- To work in conjunction with the Glenferrie Place Making Team to act as the central coordinating body to help in the post COVID recovery of the Glenferrie Road Shopping Centre
- To serve as a collective voice for businesses in the centre
- To direct and manage funds collected for marketing and business improvement in the centre
- To develop Glenferrie Road Shopping Centre Brand
- To organise marketing, promotion, business, and community development programs to enhance the centre
- To connect with existing customers in the centre and undertake activities to attract new customers
- To encourage stronger customer loyalty to the goods and services provided in the centre
- To communicate regularly with traders and other business operators in the centre
- To assist in improving the mix of businesses in the centre where possible
- To assist and advise business in the centre on techniques to improve their performance
- To continue to develop a stronger relationship with Council in discussing matters of mutual concern to improve the centre
- To lobby Council and Government for improvements in the appearance and operation of the centre
- To authorise and administer the expenditure of monies raised under the Special Rate Scheme - Glenferrie Road

The Association operates through a Committee of Management and a centre coordinator. The Association is funded by a special rate levied by the City of Boroondara, currently raising approximately \$ 224000 in 2020/21. In addition, Council provided \$ 40,000 in 2020/21 for the Glenferrie Road Festival. Details of the Committee and coordinator as well as the special rate are provided in the Appendix.

Glenferrie Road Shopping Centre Association Inc.

Glenferrie Hawthorn Strategic Business Plan

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2. PROFILE OF THE CENTRE

Glenferrie Road Hawthorn is located approximately six kilometers east of the Melbourne CBD. A plan of the centre supported by the current (2017-2022) special rate and charge in Figure 1. There are no proposed changes to the areas.

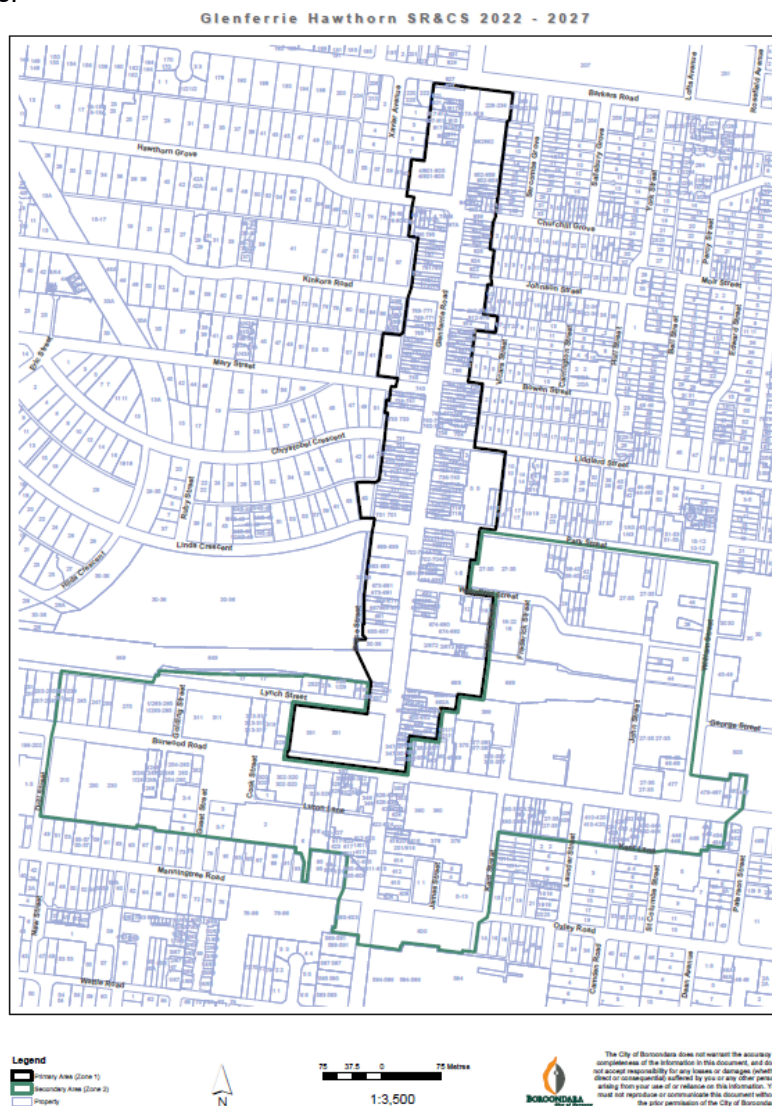


Figure 1 Extent of the Glenferrie Activity Centre

Extent of the Glenferrie Activity Centre

The Glenferrie Hawthorn centre has a total retail and commercial area of approximately 160,000 square metres in 2021 and is a focal point for a wide range of economic and social activities, including retail facilities, commercial offices, higher educational, community and civic facilities, as well as leisure and entertainment uses.

Glenferrie Road Shopping Centre Association Inc.

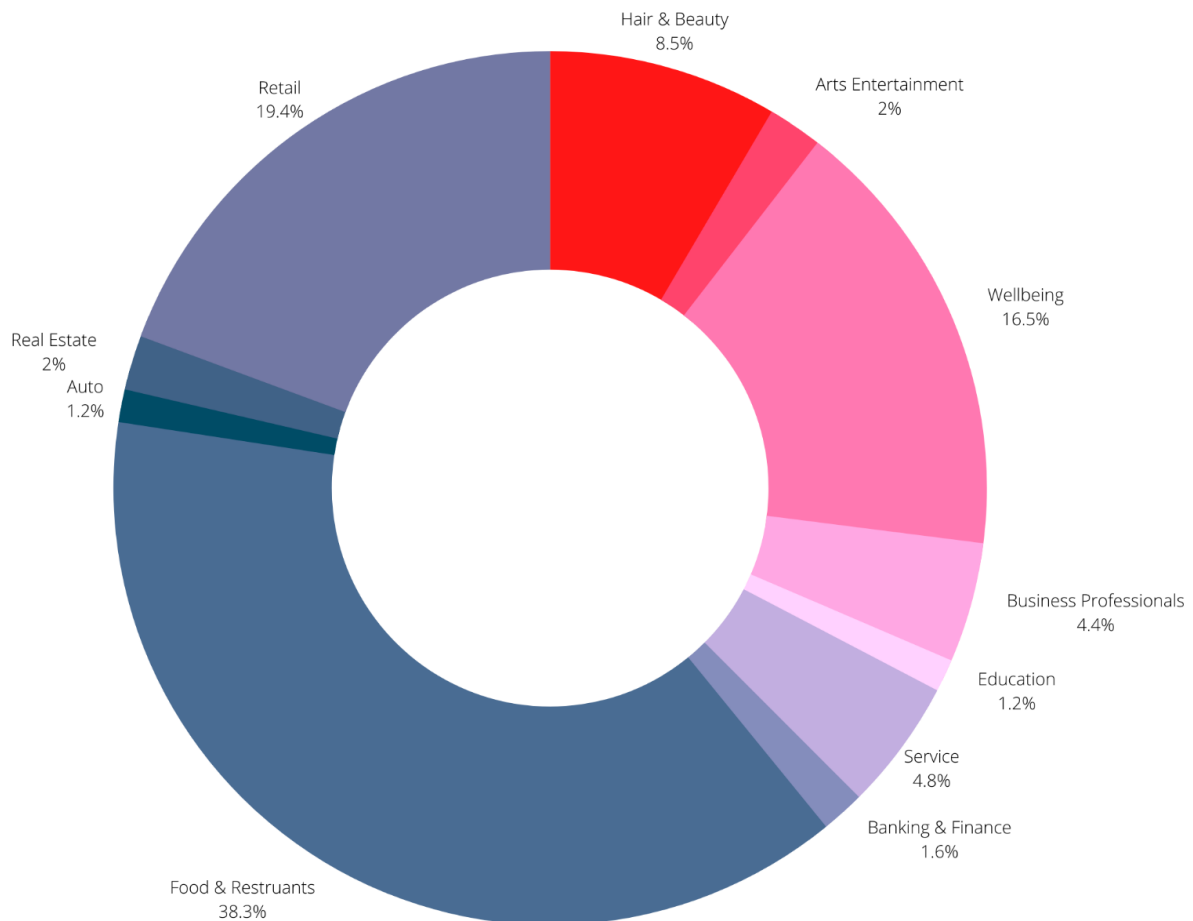
Glenferrie Hawthorn Strategic Business Plan

4

Glenferrie Hawthorn is a highly successful and vibrant shopping centre that serves the needs of residents, as well as people who visit the centre for work or study. The primary retail catchment area is within a 3-kilometre radius of the centre. Smaller scale office functions also are an important part of its commercial role. Complementing both the retail and office roles is its extensive food and entertainment offer, which is an important contributor to the life and activity of the streets.

The Swinburne University campus and associated student housing make Glenferrie a key higher educational hub in eastern Melbourne.

Glenferrie Hawthorn Business Mix October 2021



Glenferrie Road Shopping Centre Association Inc.

Glenferrie Hawthorn Strategic Business Plan

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3. MARKETING OVERVIEW

Over the last 5 years, the marketing program undertaken by the Glenferrie Hawthorn Shopping Centre Association has focused on delivering events and in centre promotions to best provide a vehicle for our traders to capitalise on residents and encourage them to re-engage with the local businesses. Some of the below activities were postponed due to the COVID 19 restrictions in 2020/2021.

The **Glenferrie Festival** is now one of the largest community festivals in Melbourne and is now considered to be a major event by the Victorian State Government. 2017 saw the largest festival yet, with over 100,000 people attending, 230 stalls, raising more than \$35,000 for local community organisation and continued with similar results in 2018/19. The event was canceled in 2020 due to the COVID 19 pandemic. As the event grows the actual spend becomes less through income and sponsorship for the event. Aim over the 2022/2027 period is to reduce the actual cost to the traders.

Halloween has now been running for 8 years, with over 4000 attending in 2019, this brings out the whole community who enjoy the evening trick or treating and then dining in local eateries.

Christmas The trader's association have added to the festive decorations supplied by the City of Boroondara, each year the trader's association has had Santa in the precinct, with Santa appearing Virtually in 2020 so he was COVID Safe.

Tag Magazine was launched in 2015, a 32-page lifestyle, hyper local content marketing publication delivered to 5000 homes with a readership of over 15,000 per edition. Publication was ceased in 2020 and will be moved online going forward.

Seasonal Promotions, each year the GTA has produce seasonal promotions such as Mother's Day shop and Win, Easter Shop and Win, Father's Day Shop and Win. All the above promotions promoted the precinct through social media. Thanking our locals while increasing the engagement on our social media platforms.

Shop Local Campaign & Bin wraps Shop local campaign has been a huge success with much talk being created by the initiative, shop local combined with our use of bin wraps have been the cornerstone of all marketing, drawing attention from both locally and afar.

Park Street Market PMS, Run over the summer of 2020/2021 for three months and due for return December of each year in the lead up to Christmas each year. PSM creates an opportunity for business across the whole precinct to come together in a community market, concentrating on produce and Christmas the market was well attended by locals who loved the concept

www.glenferrie.com.au has grown to be a "go to" for locals and traders alike over the last 5 years. The site consistently has over 7,000 unique visitors per month, listing over 90 unique events each month totaling in over 1,000 events per year as well as local trader Job listings, business articles and a member resources section that has proved invaluable over the pandemic.

Social Media the GTA operate two social media handles across Facebook and Instagram, over the 5 years of the current SRCS the GTA have significantly increased its followers and the engagement across both handles. When compared to like trader' associations, it has outperformed in both attracting new followers and increasing engagement.

Communication. The GTA regularly communicates to its membership. The last two years has seen the communication not only increase significantly but also in complexity due to the pandemic. The GTA on average has communicated with its members 125 times per year. The GTA regularly communicates to its

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local audience up to 4 times per day through social media.

Community Partnering & Engagement. The GTA are truly part of the community, with strong mutually beneficial partnerships with Hawthorn Community Chest, Camberwell Rotary, Servants Community Housing, Hawthorn Community House, Inner East Health and Swinburne University. Improve existing relationships with local primary schools.

4. CONSULTATION & FEEDBACK

Community Consultation External.

The people that make up the Glenferrie Hawthorn Community have been consulted in several different ways over the last few years about what they want from their precinct, previously those consultations have been narrowly skewed towards the desired outcomes of the GTA membership. In 2019 the City of Boroondara initiated the Glenferrie Placemaking Project, where more than 1000 people shared their ideas at the Glenferrie Festival, 400 residents were surveyed by phone and over 200 people attended in person seminars/workshops. For the first time we now have an idea of what our end user wants. They result of the consultation differ from what the GTA members perceive they want. The GTA have used the results of this consultation in its development of the 5-year strategic plan.

The Draft Place Plan for revitalizing Glenferrie is included in the Appendix.

Community Consultation Internal.

Over the last 5 years the GTA has surveyed residents about what they want in their local precinct. The emphasis was about what we could do better as a trading group.

Key findings:

Aspects of the centre that were well regarded by customers at that time were its positive energy and its dynamic feel, the considerable choice of cafes and dining experiences, together with the dynamic influx of the student population. The centre was active both day and night. The survey also highlighted the everyday convenience of the supermarkets and banks, variety of businesses, Lido Cinema, Hawthorn Leisure and Aquatic Centre, old-fashioned village ambience and the quality and variety of food that was available, access to public transport and the improved bike lane.

The Glenferrie Festival, spring horses had 69% of respondents recalling the events/promotion.

97% of respondents thought that the Glenferrie Festival was 100% financed and organised by the City of Boroondara, due to the scale & complexity.

Aspects less well regarded were the traffic congestion, lack of appropriate parking, cleanliness of the precinct and the number of cheaper fast-food stores did not represent the local community.

The most important improvements suggested by customers at that time were footpath improvements (wider & cleaner), more parking, longer parking times so they could enjoy all that Glenferrie has to offer. Improved lighting, greater variety of shops, more major events/opportunities to go out within the precinct, improved facilities such as toilets and baby change rooms, bike parking that represent the local residents.

Key new businesses that were desired in the centre at that time were a greater variety of non-fast-food retailers, bar's, sit down restaurants, consumer electronics, homewares, large format supermarket, fresh produce, and Saturday Markets. Overwhelmingly our local catchment wants high quality, high service

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businesses. They want to shop local. Quality products (locally preferred), high service with knowledge is the desire.

Business Sentiment

The Glenferrie Trades Association has over the previous 5 years been in regular contact with its members, via email newsletters and face to face.

Over the last 2 years of restrictions due to COVID 19 the GTA has been a vital source of information for our members. Many of our members have commented that it has been their go to source during the pandemic as it was timely and in an easily digestible form.

Our coordinators even during lockdowns were available for all traders 7 days and would do physical checkups on businesses to see how they were coping either via phone or face to face.

The GTA committee along with our coordinators regularly visit businesses in the precinct to speak to our membership about up-and-coming events, networking, meetings, online forums, trading patterns and assistance they may need. Our membership is cautious about the future, but they have become more engaged with the Association which is born out in the actual physical number of businesses attending or wanting to be involved with what the GTA is doing even if some are still wary of attending events due to COVID 19.

- October AGM – Online 22 businesses attended
- December Networking event attracted 55 business representatives
- Christmas Markets, 45 businesses participated.
- Glenferrie Festival 2022, 143 GTA member businesses are currently registered to participate, this will increase as we get closer to the date.

The Glenferrie Traders Association Committee (17 Active Committee Members), through its regular interactions with our members are confident that a majority of our traders will support the cooperative marketing scheme for 2022 – 2027.

During the 2nd quarter of the 2020/2021 financial year, the GTA conducted an online Business Survey which was distributed to all business on the GTA data base. The summary of the findings is outlined below.

Key findings of survey:

Support for the marketing and business development supplied by the association was very strong with 79% of respondents reporting they would like to see the marketing and business development fund (scheme) continue to support the activities of the association.

The majority of respondents came from the “Food & Restaurants” (40%) and Health and Wellbeing”(30%), 80% were business owners.

Issues effecting business performance:

- 77% of respondents ranked parking as the most pressing issue that they would like the association to represent their views on.
- 73% wanted the association to assist with the vacancies rate in the precinct
- 91% of respondents wanted the association to assist with the general cleanliness of the precinct

Participation / Communication

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- 3% of respondents wanted to take an active role in the association (join the management committee)
- 66% of respondents reported participating in marketing and events that were facilitated by the association over the last 12 months (COVID Period)
- 97% reported regularly receiving communication from the association.
- 92% of respondents found the assistance offered by the association during COVID 19 was very helpful
- 90% of respondents said that the association COVID 19 updates were their main source of information regarding restrictions, grants and general COVID 19 information.

Performance

- 78% of respondents believed the association had assisted them over the last 12 months.
- 93% of respondents believed that their business would improve over the next 12 months.
- 62% of respondents were either somewhat satisfied to extremely satisfied with the centres marketing and promotional events over the last 12 months.

Awareness

- 93% were aware of the GTA
- 42% of respondents were aware of the contribution to the scheme that supports the center manager in facilitating marketing, promotions and festivals and support.
- 38% of respondents were aware of the center logo.
- 69% of respondents were aware of the GTA website

Survey Support for the Scheme

- 79% of respondents reporting they would like to see the marketing and business development fund (scheme) continue to support the activities of the association.
- 8% of respondents reported they would not like to see the marketing and business development fund (scheme) continue to support the activities of the association. This was mainly due to trying to reduce outgoings in line with reduced revenue due to COVID 19
- 88% of respondents would like to see the Glenferrie Festival continue.
- 21% have sought more information about the association and its plans for 2022

The Glenferrie Traders Association Committee believe that regular feedback received from our members (qualitative) combined with the results of the business survey (quantitative) that there is strong support for a special rate to support the marketing activities of the Glenferrie Traders Association.

Business Visioning Workshops

A Business workshop was held, in October, the feedback from this workshop has been used in the

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5. KEY ISSUES AND OPPORTUNITIES**Strengths**

The strengths of the centre are considered to be its variety and eclectic nature; leisure and lifestyle orientation; the positive energy and dynamic of the centre, reflecting the choice of retail, cafes and dining experiences, together with the dynamic of a student population, young affluent families and retirees; its day and night activity; its affluent catchment area; the everyday convenience of the supermarkets, fresh food outlets and banks; availability of public transport; close to Swinburne University and private schools; range of specialist retail businesses and well known franchise chain stores with savvy experienced and resilient traders; strong business services niche; the high level of employment particularly in the education sector.

Weaknesses

The weaknesses of the centre are considered to be its very elongated shape, disconnected pedestrian flow and congested traffic conditions; the perceived difficulties in getting a car parking space; high rents; imbalance in the business mix towards food at the expense of general merchandise; vandalism caused by night time patrons; lack of greenery; lack of signage to off-street parking areas; limited lighting in some areas; overhead powerlines and tram lines; lack of public toilets/facilities; the poor state of the public transport interchange around Glenferrie Station; little understanding of the role of Council v's the Traders Association.

Opportunities

The opportunities of the centre are considered to be its potential to be a stronger destination centre; new commercial development opportunities; the extent of Council support and resources available to all businesses; more involvement from young people and the local school communities; new marketing initiatives (e marketing); implementation of the recently approved Glenferrie Place Plan in terms of physical improvements in the centre; developing strong relationships with Swinburne University (particularly its international students); encouraging more intensive residential development in and near the centre; developing stronger business-to-business links; enhancing the website; improving communication with businesses.

Major opportunity is to grow the income of the GTA, adopting a commercial philosophy that meets our traders needs and our vision, increasing visitation and visitor spend. Creating Events that have a commercial outcome that can then fund other promotional activity. The GTA have seen how this has started to happen with the Glenferrie Festival and now have the opportunity to further expand.

Threats

The threats to the centre are considered to be:

- Increased competition from major centers, offer, parking, continual investment/improvement in facilities
- Swinburn – Reduced capacity, onsite tuition after COVID 19 (Students & Teaching Staff)
- Business Mix (Station Precinct) is currently skewed towards students, with high rents many businesses will fold in this area.
- Business Mix Quality – Resident's expectations not being met by the types of businesses opening and bypassing the precinct
- Online Retail
- Vacancy Rates / Rent – per square meter significantly higher on average than other like centres
- Work From Home - reeducation in office staff supporting businesses during the week

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4. FUTURE DIRECTIONS**Vision**

Glenferrie will be a vibrant and accessible place where everyone feels welcome; where people meet to shop, learn, and experience. The local economy and community will flourish, with people and businesses representing the area's rich diversity. As a thriving retail and commercial centre, it will provide for the needs of the local community, students, academics, and commercial operators. Glenferrie has the best of everything and is recognised as the pre-eminent precinct in eastern Melbourne for shopping, entertainment, and services.

Goals

- **Provide tangible benefits to Association members**

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

- **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 maintain centre appearance and to seek improvements in infrastructure, design, streetscape, art and facilities such as parking and pedestrian access and shop upgrades, in line with the Glenferrie Placemaking Draft Proposal

- **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.

Objectives

- To improve awareness of range of businesses, amenities, promotions, and events
- 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. Burwood Road East & West, Glenferrie Road South of Burwood Road
- To build on Centre's position as the major activity centre in Boroondara and as a premium lifestyle activity centre, where there is always something happening
- To increase customer visitation
- To improve vacancy rates
- To attract quality businesses to the area

Mission Statement of the Association

To promote and market the Glenferrie Hawthorn Precinct as a convenient essential provider of goods and services to internal and external customers

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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 Glenferrie Road Precinct. The Key priorities over the next five years are:

5.1 Marketing and Public Relations

This is the major priority of the Association's work. The marketing program is to continue with the current branding statement as well as continuing the emphasis on events. More engagement with property owners about the overall marketing approach is to occur. The recommended strategies are:

Strategic Marketing

- www.glenferrie.com.au to become the preeminent authoritative resource for residents and visitors to use when wanting to know what is happening in Glenferrie. As an aggregate of over 100 unique events in the precinct combined with GTA initiated major events, we plan to grow the traffic and recall.
- Make greater use of the City of Boroondara's website and Facebook to promote images and stories about the Precinct
- Work to establish Glenferrie Hawthorn as a stronger tourist destination through involvement with the Destination Melbourne program and other tourism opportunities.

Major Events

"There is always something happening in Glenferrie"

The Glenferrie Precinct over the last 5 years has consolidated it with over 100 unique events each month generated by our trading group and Arts and Culture precinct that is home to events throughout the year, Glenferrie has a competitive advantage 4 key major events each year that will not only promote the area as a key Boroondara Entertainment Precinct, increasing visitation and impacting on the local economy, but also ensuring that all our major business categories are promoted.

The 4 Key Events Are:

- Glenferrie Festival – March each year
- Boroondara Health and Wellbeing Expo - August year 1 & April & August subsequent years
- GlenCom – Comedy Festival - October each year
- Glenferrie Christmas Markets – Nov/Dec each year

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Projected attendance and economic impact included in section 6.3.

Digital Marketing

- www.glenferrie.com.au to become the preeminent authoritative resource for residents and visitors to use when wanting to know what is happening in Glenferrie. As an aggregate of over 100 unique events in the precinct combined with GTA initiated major events, we plan to grow the traffic and recall. Local Job's, Business Profiles, customer offers.
- www.glenferrie.com.au to become the go to for all members for information that will assist them with their business, B2B offers, members resources, precinct prospectus, leasing, promotional information and how to become involved all in one place with easy digital forms that capture all interactions between members and the association.
- Segmentation of social channels to better to communicate to each customer profile, through the use of FB, Insta, Youtube, Podcasts and Tick Tok targeting strategies.
- 4 Promotional Activities planned specifically to increase social media uptake of each channel and promote specific business categories not captured in the Major Event Categories

5.2 Community Development

Community development is an important spin-off of the current marketing and promotional strategies being undertaken by the Association. The recommended strategies for the future are:

- Continue to involve schools, kindergartens, sporting clubs, artist groups and other community organisation in the Centre's promotional activities, particularly the Glenferrie Road Festival.
- Continue to organise and provide shop and give gift cards for community groups
- Designate a particular charity such as the Hawthorn Community Chest and Rotary to which the Association would develop partnership and sponsorship arrangements
- Develop links and mutual support measures with local community organisation such as the Hawthorn Community House, Inner East Health, and the Glenferrie Primary School.
- aid international students at Swinburne University
- Continue to support the Servants community housing, integrating its residents into the local community and developing training and employment opportunities.

5.3 Business Development

Retaining and Improving Existing Businesses

It is important to have continuous upgrading, development, and renewal of products/services, shopfronts, and service. The recommended strategies over the long Glenferrie Road Shopping Centre Association Inc.

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term are:

- Continue to inform and encourage businesses to participate in professional development and training programs (including those seminars and workshops organised by the City of Boroondara) to build up their skills and make improvements to individual shops and offices
- Assist businesses in developing an online component of their business through developing a website
- Apply collective pressure on businesses to make improvements to shop facades, signage, and internal presentation to project a smarter more engaging image
- Continue with assistance of Swinburne University Student, market research on business needs/desires for business development and training

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 Glenferrie Hawthorn'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, sociodemographic profile, and future vision.
- Approach landlords and real estate agencies and encourage them to attract the desired new businesses, suggest popups for empty stores
- Directly approach the desired new types of businesses and present them with the prospectus, and encourage them to locate at Glenferrie Hawthorn

Improving Resilience: association, businesses & landlords: Recover & Grow during COVID 19

Key learnings from the impact of COVID 19 is that the association, businesses, and landlords need to be more resilient and able to pivot their business model to adapt in time frames that were previously unheard of. The Glenferrie Traders Association promotional program will help businesses and the precinct to head towards recovery, however it is improving resilience and agility across all stakeholders that will be key to a sustainable post pandemic recovery and sustainable growth.

- Future Proofing: Work with Swinburne to develop a program, audit for businesses and landlords, to understand gaps in business models and possible threats and how to turn them into opportunities or mitigate losses.
- Education, Adaptations and Actions: Source relevant and practical training and development programs/strategies to assist all stakeholders grow their understanding and knowledge

5.4 Car Parking, Streetscape, and Infrastructure Improvements

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This is a key priority. The recommended strategies are:

- The below recommendations have been reinforced by the adoption of the Glenferrie Draft Plan, which the trader's association fully supports as of 26th October 2021
- Lobby Council to establish a multi-level car park to address the needs of Glenferrie businesses and Swinburne University students, explore opportunities of public, private partnership model.
- Continue to work with Council to develop and implement a coordinated Streetscape Plan for the wider Glenferrie Precinct, develop plan that will include the adaption of PTV super stops, to attract funding from PTV and State Authorities for streetscape improvements.
- As part of this plan, design a more pedestrian-friendly centre with wider footpaths providing larger spaces for outdoor dining, entertainment, and other leisure activities
- Lobby VIC Track to improve the area adjacent to the railway station with better lighting and other measures to enhance the safety of the area
- Lobby to improve the appearance of the railway line bridge including lighting of the bridge at night
- Encourage the organisation of transport planning research to establish the modes of transport used to access different parts of the Precinct, the period of visitation for different types of activities, perceived problems, and desired solutions
- Promote alternatives to car travel to and in the Precinct, such as walking, cycling, and public transport by encouraging improvements to infrastructure (e.g., location of and frequency of bicycle racks) supporting these alternatives

6. MANAGEMENT AND FINANCE

For the success of an ongoing business development and marketing program in Glenferrie Road, it is critical to sustain a strong association with a professional part time coordinator. The recommended strategies are:

6.1 Glenferrie Road Hawthorn Shopping Centre Association

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

- Continue to elect a strong Committee each year. Work to ensure that there is an appropriate representation on the Committee from different types of businesses with different skills in different parts of the centre. Develop a succession plan for the executive members.
- Continue to organise regular meetings of the Committee to direct and monitor the Glenferrie Road Shopping Centre Association Inc.

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agreed program of activities

- Establish Committee members as representatives/ambassadors for designated precincts in the centre. Encourage regular street walking and visits by Committee members to businesses in their respective precincts to enhance the Committee's visibility
- Work to achieve more active involvement in the Association from businesses with fresh ideas
- Continue to take a very pro-active role with the City of Boroondara and other Government agencies in facilitating improvements in the centre. Encourage Council to continue to provide regular audits of public infrastructure and ongoing infrastructure maintenance
- Continue to communicate and connect effectively with businesses in the centre. Continue to prepare and distribute a monthly newsletter and to make regular visits to keep businesses up to date with proposed new events and activities in the centre

6.2 Centre and Marketing Coordinator

The Association is committed to continuing to employ a centre and marketing coordinator for 25 hours per week. The key strategies going forward for the coordinator to achieve this are:

- To generate funding/income streams other than the special rate and/or charge scheme or grants from the City of Boroondara to fund further marketing and business development opportunities - target of \$352,00 per annum as detailed in 6.3. **Target for 2017/2022 was \$52,000 pa, \$97,000 achieved on average each year*
- Expand the branding, strategic marketing, and promotional initiatives, as outlined above
- Continue to communicate the marketing agenda with all businesses in the wider centre through regular electronic updates and personal visits to business premises. Develop stronger connections with major businesses along Burwood Road
- Continue to encourage all businesses to develop their electronic communication and social networking capability, starting in the first instance with email
- Continue to maintain strong relationships with the local community to continue to foster ongoing connections with the centre including during centre promotions and develop stronger loyalty from these groups towards the centre
- Undertake discussions with property owners and real estate agents to encourage improvements to the appearance of buildings in the centre as well as to encourage appropriate new businesses to be interested in establishing in the centre as
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Attachment 2: Five Year Strategic Business Plan**2022 - 2027**

vacancies arise

- Continue to inform businesses about training programs to motivate and educate them to make improvements to their businesses
- Continue to lobby, with the Committee executive, Council, and other Government agencies to achieve the recommended car parking and streetscape improvement priorities outlined above

6.3 Financial Strategy

The proposed Glenferrie Hawthorn program has been based on an annual special rate of \$209,375 plus income generated by events, advertising, and sponsorship. The proposed scheme factor in annual CPI increases also assist in keeping pace with increase in costs, however understanding the challenging economic landscape and the increased need to keep cost to businesses at a minimum and the increased ability of the association to raise funds through other means the committee decided to request council to decrease the percentage rate and adjust the minimum and maximum charges of the proposed scheme.

It is estimated that the cost/expenditure of undertaking the proposed marketing, community, and business development initiatives as outline in the Strategic Business Plan will be approximately \$561,530 in 2022 – 2023. A strategic breakdown of the overall budget in 2022 -2023, this will form the base plan for the period of 2022/2027 among key activities is estimated as follows:

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Income	Income	Grants	Totals	% of Income	Projected Event Attendance	Estimated \$ spend per customer	Multiplier Effect Additional Spend Generated by GTA
Projected SRCS Income Year 1	\$ 209,375		\$ 209,375	37.1%			
Sponsorship Festival	\$ 10,000		\$ 10,000	1.8%			
Glenferrie Festival Income	\$ 60,000	\$41,000	\$ 101,000	17.9%			
GlenCom - Comedy Festival Income	\$ 241,000		\$ 241,000	42.7%			
Comedy festival Sponsorship	\$ -		\$ -	0.0%			
Total Income	\$ 520,375	\$41,000	\$ 561,375	100.0%			
Expenditure			Totals	% of Spend	Projected Event Attendance	Estimated \$ spend per customer	Multiplier Effect Additional Spend Generated by GTA
Events - Core Major							
Glenferrie Festival (March)			\$ 180,000	32.4%	80,000	\$ 60.00	\$ 4,800,000
Boroondara Wellbeing Expo (Aug)			\$ 12,000	2.2%	5,000	\$ 60.00	\$ 300,000
GlenCom - Comedy Festival (Oct)			\$ 241,000	43.3%	9,000	\$130.00	\$ 1,170,000
Christmas Market (Nov - Dec)			\$ 16,000	2.9%	5,000	\$ 55.00	\$ 275,000
Promotions - Non Core							
Mother's Day (May)			\$ 2,500	0.4%		\$ 75.00	\$ 1,875
Father's Day (Sept)			\$ 2,500	0.4%		\$ 75.00	\$ 1,875
Hair & Beauty (Oct)			\$ 2,500	0.4%		\$ 75.00	\$ 1,875
Marketing Manager 25 hours/week							
Creative Community Enterprises (CCE)			\$ 80,000	14.4%			
Social Media	Included in CCE		\$ -	0.0%			
Website				0.0%			
Hosting			\$ 560	0.1%			
Maintenance	Included in CCE		\$ -	0.0%			
Content Creation	Included in CCE		\$ -	0.0%			
Data	Included in CCE		\$ -	0.0%			
Operational Costs							
Insurance			\$ 4,650	0.8%			
Book Keeping	Included in CCE		\$ -	0.0%			
Monthly Audit			\$ 4,200	0.8%			
Graffiti Removal Program			\$ 7,793	1.3%			
Subscriptions/Comms/Other			\$ 7,800	0.9%			
Total Expenses			\$ 561,503			Projected Additional \$ Generated	\$6,550,625
Total Projected Income			\$ 561,375				
Difference between Income SRC \$ & Projected spend			-\$ 352,128				

Expenditure for the proposed program through will exceed the funds received by Glenferrie Road Shopping Centre Association through the special rate and charge scheme by \$351,458.9. This shortfall will be made up through revenue sourced the following ways: Figures based on conservative projections.

Income - Glenferrie Festival	*Based on previous income	\$ 60,000
Sponsorship - Glenferrie Festival	*Based on previous	\$ 10,000
Triennial Grant – Glenferrie Festival	*1 year remaining	\$ 41,000
Ticket Sales – Comedy Festival	*60% ticket sales	\$ 241,000
Total		\$ 352,000

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The Glenferrie Festival is currently funded partly by the City of Boroondara through a Triennial Community Strengthening Grant, the amount is \$41,000 pa. This grant expires in 2022. The Glenferrie Road Shopping Centre will apply for a further 3 years of grant funding for 2024 - 2027. This has been included in the Financial Strategy

The GRSCA will expand its program while providing its members a return to the original base rate of the scheme equivalent to Year 1 2012. This will be compensated through generating income outside of the special rate levy:

- Sponsorship – Glenferrie Festival, Comedy Festival
- Ticket Sales – Comedy Festival
- Glenferrie Festival Income – Ride Ticket Sales, Site Sales, Merchandise
- Grants: Local Government, VIC State Government

The Association will 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.

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
- Business Survey conducted yearly
- Customer Survey conducted yearly
- Income v's Outgoings

An evaluation report is to be prepared for the Association at the end of each financial year of the program. The report is to address 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.

A simple chart is to be developed and regularly updated during each financial year of the five-year program. The chart is to indicate, for each strategy in the Business Plan, the progress in achievement and the overall outcomes after completion

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Attachment 2: Five Year Strategic Business Plan**2022 - 2027****Appendix**

The Appendix provides further background information on the Glenferrie Road Hawthorn centre, its management committee, centre coordinator and special rate details.

The Glenferrie Placemaking Draft Report

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Management Committee

The Committee of the Glenferrie Road Shopping Centre Association and Centre Coordinator for 2021/2022 are:

- President – Wendy Fantasia
- Vice President – Neville Lee
- Secretary – Sam Aldemir
- Treasurer – Marc Brown
- Centre Marketing Manager – Steve Williams
- Committee Members
 - Gary Mink
 - Lucas Hipkins
 - Michaela Dwyer
 - Leon Mugavin
 - Mathew Phillip
 - Steph Horn
 - Kim Burton
 - Bruno Dipietro
 - Nick Angelopoulos
 - Montserrat Pezzimenti
 - Olga Makarova

Current Special Rate Details

The Association is funded primarily by a special rate and charge scheme covering approximately 600 ratable units in the defined centre. In the first year Council declared a special rate and charge for the centre raised \$208,000 with a CPI increment in each of the following five years. The current special rate and charge scheme expires on 30 June 2022, thus the need to support a further renewal to continue marketing and business development activities in the centre.

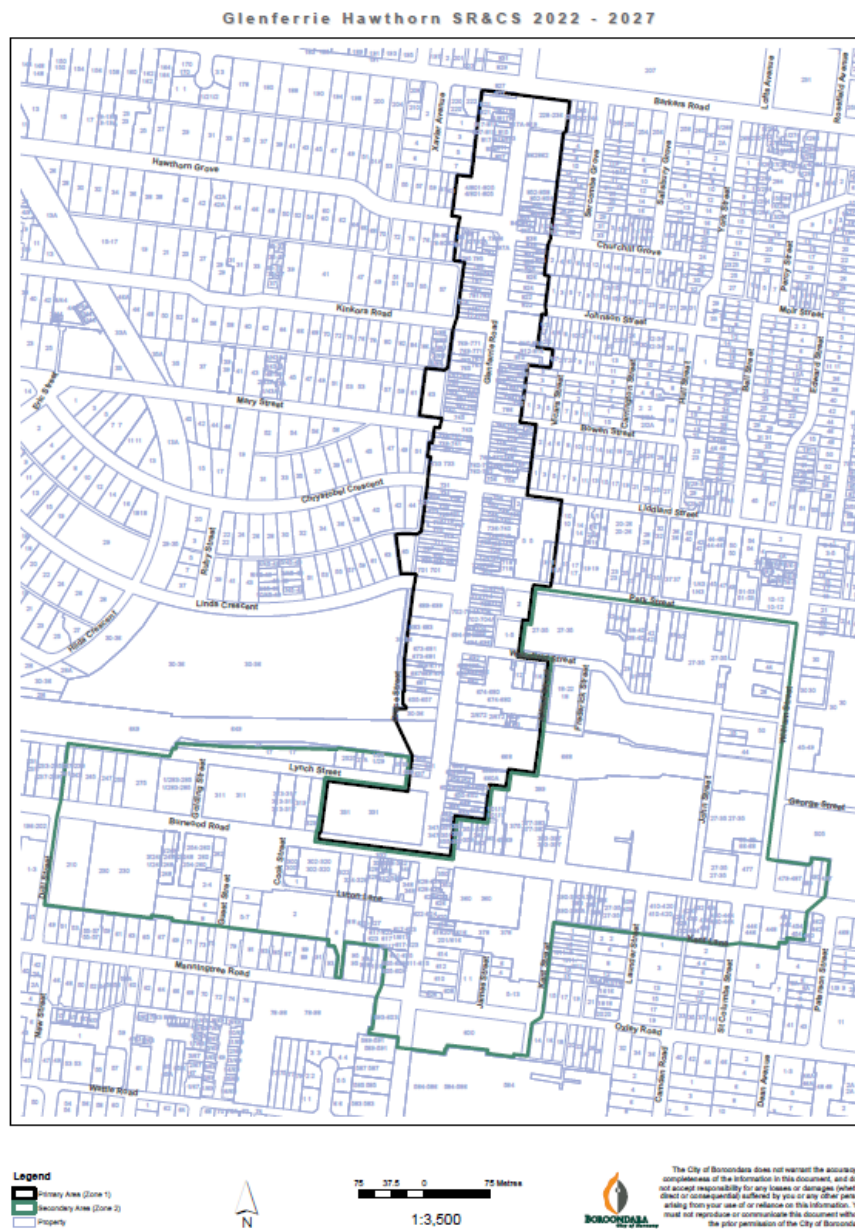
Data Base

The Glenferrie Traders Data Base consists of 284 unique businesses, 43 Community Groups which make up the approximately 600 ratable units in the defined precinct.

Glenferrie Road Shopping Centre Association Inc.

Attachment 3: Plan of Proposed Scheme Area

Proposed Glenferrie Hawthorn Special Rate and Charge Scheme Area 2022 - 2027 (the Plan)



Attachment 4: Details of proposed Glenferrie Hawthorn Special Rate and Charge**Details of the Proposed Glenferrie Hawthorn Special Rate and Charge****Duration**

It is proposed that the Glenferrie Hawthorn Special Rate and Charge (**Proposed Scheme**) for the Glenferrie Hawthorn Shopping and Business Centre (**Centre**) be declared for a period of five years commencing on 1 July 2022 and concluding on 30 June 2027.

Purpose

The Proposed Scheme will 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.

Council will administer the Proposed Scheme and levy and collect payments. These payments will then be distributed to the Glenferrie Road Shopping Centre Association (**GRSCA**) to fulfill the purposes outlined above through its administrative, marketing, engagement and promotional activities.

Funds from the Proposed Scheme may also be spent on the GRSCA's administrative and management costs. For example, the GRSCA may employ a part-time bookkeeper to assist with preparation of the budget and financial records relating to the implementation of the Proposed Scheme, 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, and may not be used for the carrying out of the GRSCA'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 will enhance the viability of the precinct as a commercial, retail and professional area through increased economic activity. This, in turn, will confer a special benefit on all of the commercial properties located in and around the Centre that are liable to pay the Glenferrie Hawthorn Special Rate and Charge.

Area

The Proposed Scheme will apply to all rateable properties located in the relevant area within the Centre that are used, adapted or designed to be used, primarily for commercial purposes.

The Proposed Scheme area is shown in the plan of the Glenferrie Hawthorn Special Rate and Charge Area. The area can be described as follows:

- i. Primary Area (Zone 1): This zone includes ground and upper level properties on Glenferrie Road and associated side streets between Barkers Road and Burwood Road, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge;
- ii. Secondary Area (Zone 2): This zone includes ground and upper level properties on Burwood Road and associated side streets between Drill Street and Paterson Street, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.

Maximum Total Levy

Before declaring a special rate and charge 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:

Attachment 4: Details of proposed Glenferrie Hawthorn Special Rate and Charge

$$R \times C = S$$

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 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):

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

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 set out in accordance with section 163(2A) of the Local Government Act 1989 and is elaborated on 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, adapted 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 funds raised under the Proposed Scheme.

With respect to community benefits, there are no community benefits included in the Proposed Scheme. Any benefits to people visiting the businesses in the Centre are included in the special benefits conferred on those businesses.

The calculation of the benefit ratio is therefore as follows:

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

Total cost of the service – ‘C’

The total cost of the Proposed Scheme is approximately \$1,046,875 or such other amount as is lawfully levied as a consequence of the declaration. This figure is supported by the GRSCA based on their previous expenditure, and five year strategic business and financial plan.

Maximum amount – ‘S’

Attachment 4: Details of proposed Glenferrie Hawthorn Special Rate and Charge

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 \$1,046,875 or such other amount as is lawfully levied as a consequence of the declaration. Council intends to levy this amount under the Proposed Scheme.

Apportionment

The determination of apportionment criteria (or the basis of distribution of the Glenferrie Hawthorn Special Rate and Charge) is a separate process from the calculation of the maximum total levy.

It is proposed that the Glenferrie Hawthorn Special Rate and Charge will be assessed and levied as follows:

- i. Primary Area (Zone 1) - in the first year a rate of 0.021 cents in the dollar of the Capital Improved Value (**CIV**) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Primary Area (Zone 1):</u> This zone includes ground and upper level properties on Glenferrie Road and associated side streets between Barkers Road and Burwood Road, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$350 Maximum - \$5000 <u>Upper level/s</u> Minimum - \$220 Maximum - \$1500

Attachment 4: Details of proposed Glenferrie Hawthorn Special Rate and Charge

- ii. Secondary Area (Zone 2) - in the first year a rate of 0.018 cents in the dollar of the Capital Improvement Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Secondary Area (Zone 2):</u> This zone includes ground and upper level properties on Burwood Road and associated side streets between Drill Street and Paterson Street, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$250 Maximum - \$3600 <u>Upper level/s</u> Minimum - \$120 Maximum - \$1000

It is further proposed that the persons liable to pay the Glenferrie Hawthorn Special Rate and Charge will do so 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.

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum and maximum charges, will be adjusted on 1 July 2023 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 the parcel of land at the time of levying the Glenferrie Hawthorn Special Rate and Charge in each year. The CIV may change in the period during which the Proposed Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

Attachment 5 - Objections and Submissions**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 functions 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 163A of the Act allows any person to 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 and charge is also entitled to exercise a right of objection under section 163B of the Act.

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 their objection which shows that it is a condition of the lease under which the person is an occupier that the person is to pay the special rate and charge.

Objections must be in writing and lodged within twenty-eight (28) days of the date of a public notice.

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 after complying with the objection process set out in section 163B of the Act.

Significantly, Council cannot proceed to declare a special rate and charge if Council receives valid objections in respect of more than 50% plus 1 of the rateable properties on which the special rate and charge would be imposed.

Attachment 6

[Date]

<Owner Name>/The Occupier
 <Property Address 1>
 <Property Address 2>
 <SUBURB> <STATE> <POSTCODE>

Property Address
 <Property address>
 <SUBURB> VIC <POSTCODE>

Dear Sir or Madam

Notice of Intention to declare the Glenferrie Hawthorn Special Rate and Charge

At the request of Glenferrie Road Shopping Centre Association ("GRSCA"), the City of Boroondara ("Council") proposes to renew the existing special rate and charge scheme ("Current Scheme") for the marketing and business development of the Glenferrie Hawthorn Shopping and Business Centre ("Centre") by declaring a new Glenferrie Hawthorn Special Rate and Charge ("Proposed Scheme").

A special rate and charge scheme has been in place for the Centre for a number of years and the funds collected represent an important collaborative initiative amongst all the local businesses to actively promote and market the Centre. Council supports this initiative and plays a part in collecting Scheme funds and providing this to the GRSCA to implement, under Council's oversight.

This letter is to inform you of the details of the Proposed Scheme and your ability to have a say by making a submission and/or objection, should you wish to.

Outline of the Proposed Glenferrie Hawthorn Special Rate and Charge

On 28 March 2022 Council resolved to give notice under section 163 of the *Local Government Act* 1989 (the "**Act**") of its intention to declare the new Glenferrie Hawthorn Special Rate and Charge (**Proposed Scheme**). The proposed Glenferrie Hawthorn Special Rate and Charge will be levied on properties located in the Centre for the purpose of advertising, promotion, Centre management, business development and other incidental expenses associated with the encouragement of commerce at the Centre.

The Proposed Scheme will commence on 1 July 2022 and remain in force for a period of 5 years ending on 30 June 2027. The proposed Glenferrie Hawthorn Special Rate and Charge is to be levied on all rateable land located within the areas described in the **enclosed** public notice that is primarily used, or adapted or designed to be used, for commercial purposes.

How your liability will be calculated:

It is proposed that the Glenferrie Hawthorn Special Rate and Charge will be assessed and levied as follows:

1

Attachment 6

- (i) Primary Area (Zone 1) - in the first year a rate of 0.021 cents in the dollar of the Capital Improved Value (**CIV**) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Primary Area (Zone 1):</u> This zone includes ground and upper level properties on Glenferrie Road and associated side streets between Barkers Road and Burwood Road, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$350 Maximum - \$5000 <u>Upper level/s</u> Minimum - \$220 Maximum - \$1500

Note: The minimum and maximum charges are consistent with the rates proposed by the GRSCA and have not changed from those in the Current Scheme.

- (ii) Secondary Area (Zone 2) - in the first year a rate of 0.018 cents in the dollar of the CIV of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Secondary Area (Zone 2):</u> This zone includes ground and upper level properties on Burwood Road and associated side streets between Drill Street and Paterson Street, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$250 Maximum - \$3600 <u>Upper level/s</u> Minimum - \$120 Maximum - \$1000

Note: The minimum and maximum charges are consistent with the rates proposed by the GRSCA and have not changed from those in the Current Scheme.

It is further proposed that the persons liable to pay the Glenferrie Hawthorn Special Rate and Charge will do so 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.

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum and maximum charges, will be adjusted on 1 July 2023 and on each

Attachment 6

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 Glenferrie Hawthorn Special Rate and Charge in each year. The CIV may change in the period during which the Proposed Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

Your rights

A copy of the proposed declaration including a detailed plan of the area of the Proposed Scheme can be viewed at the Council Offices at 8 Inglesby Road, Camberwell until Friday 6 May 2022. Electronic copies are also available at www.boroondara.vic.gov.au/business.

Objections

Any person who will be required to pay the proposed Glenferrie Hawthorn Special Rate and Charge is entitled to exercise a right of objection.

Usually, it is property owners who are entitled to exercise the right to object. Where this is the case, the signatory of the objection letter must be the registered property owner. Where the owner is a corporate entity, documentary evidence must be provided to demonstrate that the person signing the letter has the authority to act on behalf of the registered property owner. For example, in the case of land being registered in the name of a company, the person could enclose a company extract that shows they are a director of this company.

Alternatively, occupiers/tenants have a right to object (instead of the property owner) if they submit appropriate documentary evidence of their liability to pay the Glenferrie Hawthorn Special Rate and Charge. For example, this could include extracts from a lease agreement that identifies the tenant and contains a condition requiring the tenant to pay rates and charges for the property. Pursuant to section 163B(5) of the Act, only those objections that include this documentary evidence will be treated as valid. Again, where the tenant is a company, evidence will be required that the signatory has the authority to act on behalf of that tenant company.

Submissions

The right of objection described above is in addition to the right to make a submission, which is afforded to all persons, whether or not they are required to pay the Glenferrie Hawthorn Special Rate and Charge.

Submissions concerning the Proposed Scheme will be considered and heard by Council on Monday 27 June 2022 at its meeting to be held at 6.30pm in the Council Chamber, Camberwell Office, Camberwell, or online via a Webex event invitation if necessary (or such other date as Council subsequently determines).

If you make a submission, you are entitled to appear personally (face to face or virtually), or to be represented by a specified person, to be heard in support of your submission. If you wish to be heard, you must state this in your submission and then register in the foyer of the Council Chamber. If the Council meeting is held virtually, you must register to speak via LocalEconomies@boroondara.vic.gov.au by midday Thursday, 24 June 2022.

Attachment 6

How to lodge

All submissions and objections should clearly state whether they are from the owner or occupier and include the necessary documentary evidence, and state whether they support or oppose the Proposed Scheme.

Submissions and objections must be lodged by **Friday 6 May 2022** in writing, addressed and sent by mail or email to:

Manager Liveable Communities
City of Boroondara
Private Bag 1
CAMBERWELL VIC 3124

E: boroondara@boroondara.vic.gov.au

Further information

Enclosed for your information is a brochure from the GRSCA in relation to its request for renewal of the Scheme. The brochure details the GRSCA activities to be funded by the Proposed Scheme. It also provides contact details for the GRSCA.

Should you have any questions you may contact the Local Economies team on 03 9278 4444 or by email boroondara@boroondara.vic.gov.au.

Yours sincerely

Nick Lund
MANAGER LIVEABLE COMMUNITIES

Enclosed

- *Copy of the proposed Glenferrie Hawthorn Special Rate and Charge Scheme Public Notice*
- *Glenferrie Road Shopping Centre Association brochure*

Public Notice – Notice of Intention to Declare Glenferrie Hawthorn Special Rate and Charge

PROPOSED DECLARATION OF GLENFERRIE HAWTHORN SPECIAL RATE AND CHARGE

Notice is hereby given that Boroondara City Council resolved on 28 March 2022 to give public notice of its intention to declare a Glenferrie Hawthorn Special Rate and Charge ("**Proposed Scheme**") pursuant to section 163 of the *Local Government Act* 1989 (the "**Act**").

The Proposed Scheme is intended to, in effect, renew the current Glenferrie Hawthorn Special Rate and Charge which supports the Marketing and Business Development Fund for the Glenferrie Hawthorn Shopping and Business Centre ('the Centre') and is due to expire on 30 June 2022.

The Proposed Scheme will be declared for the purpose of defraying the expenses of advertising, promotion, Centre management, business development and other incidental expenses associated with the encouragement of commerce at the Centre. It will commence on 1 July 2022 and remain in force for a period of five years, ending 30 June 2027.

The proposed Glenferrie Hawthorn Special Rate and Charge is to be levied on all rateable land located within the Centre which is primarily used, or adapted or designed to be used, for commercial purposes. A plan of the Proposed Scheme area appears below.

A copy of the proposed declaration, including a detailed map of the Proposed Scheme area, is available for inspection at Council offices at 8 Inglesby Road, Camberwell or on the Council's website at www.boroondara.vic.gov.au/business for at least 28 days after the date of this notice.

It is proposed that the Glenferrie Hawthorn Special Rate and Charge will be assessed and levied as follows:

- (i) Primary Area (Zone 1) - in the first year a rate of 0.021 cents in the dollar of the Capital Improved Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Primary Area (Zone 1):</u> This zone includes ground and upper level properties on Glenferrie Road and associated side streets between Barkers Road and Burwood Road, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$350 Maximum - \$5000 <u>Upper level/s</u> Minimum - \$220 Maximum - \$1500

Note: The minimum and maximum charges are consistent with the rates proposed by the GRSCA and have not changed from those in the Current Scheme.

- (ii) Secondary Area (Zone 2) - in the first year a rate of 0.018 cents in the dollar of the Capital Improvement Value (CIV) of each rateable property in the Proposed Scheme area, subject to the following minimum and maximum charges per occupancy per annum:

Precinct	Minimum and Maximum per annum
<u>Secondary Area (Zone 2):</u> This zone includes ground and upper level properties on Burwood Road and associated side streets between Drill Street and Paterson Street, Hawthorn as shown on the boundary plan for the Glenferrie Hawthorn Special Rate and Charge.	<u>Ground level</u> Minimum - \$250 Maximum - \$3600 <u>Upper level/s</u> Minimum - \$120 Maximum - \$1000

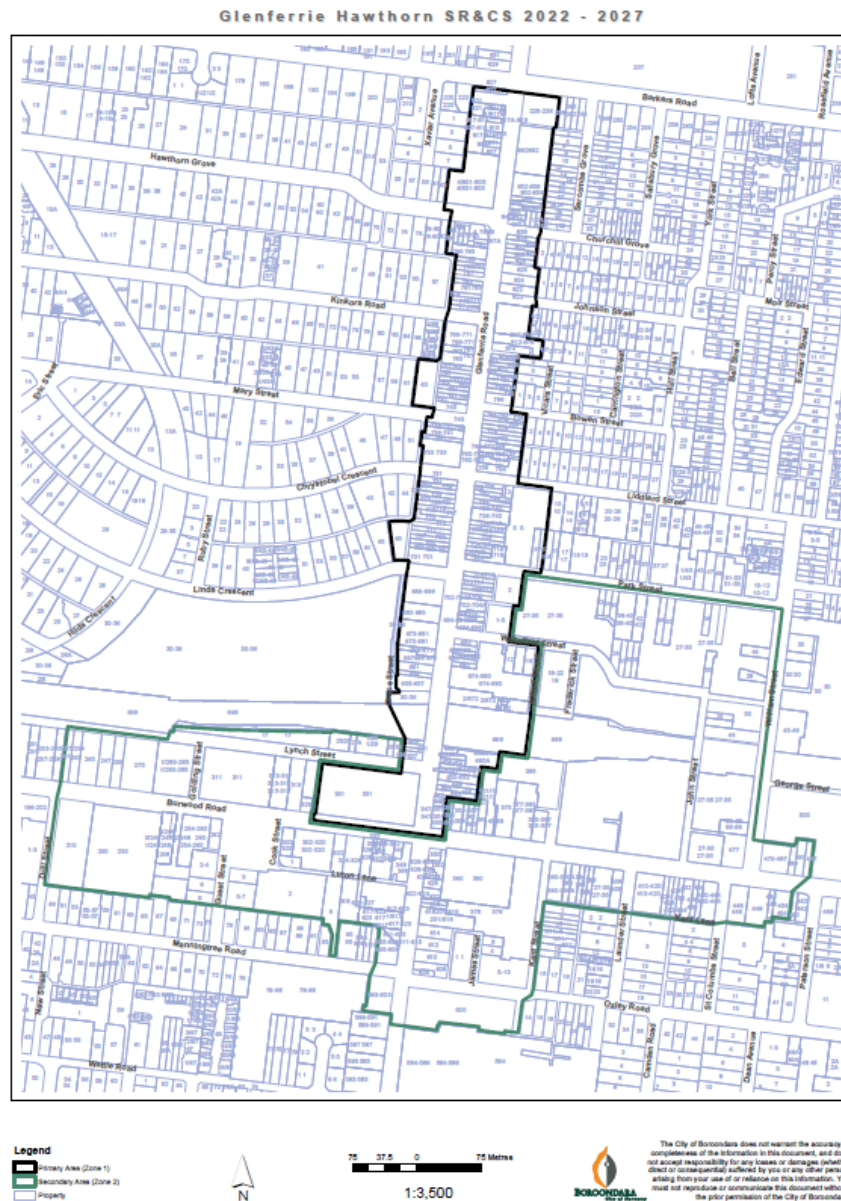
Note: The minimum and maximum charges are consistent with the rates proposed by the GRSCA and have not changed from those in the Current Scheme.

It is further proposed that the persons liable to pay the Glenferrie Hawthorn Special Rate and Charge will do so 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.

The quantum of the rate in the dollar of the CIV of each rateable property in the area, and the quantum of the minimum and maximum charges, will be adjusted on 1 July 2023 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 Glenferrie Hawthorn Special Rate and Charge in each year. The CIV may change in the period during which the Proposed Scheme is in force, reflecting any revaluations and supplementary valuations which take place.

In the first year, the Proposed Scheme is estimated to raise \$209,375. The Proposed Scheme is estimated to raise approximately \$1,046,875 in total over five years.

GLENFERRIE HAWTHORN SHOPPING AND BUSINESS CENTRE

Council considers that each rateable property included in the Proposed Scheme area that is required to pay the Glenferrie Hawthorn Special Rate and Charge will receive a special benefit because the viability of the Centre as a commercial, retail and professional area will be enhanced through increased economic activity.

Submissions

Any person may make a submission in relation to the Proposed Scheme. Submissions must be lodged within twenty-eight (28) days after the date of this notice, and will be considered in accordance with section 223 of the Act.

A person making a submission is entitled to request in the submission that he or she wishes to appear in person, or to be represented by a person specified in the submission, at a meeting to be heard in support of

the submission. Submissions will be heard by Council at its meeting on Monday 27 June 2022 (or such other date as Council subsequently determines).

Any person making a written submission under section 223 of the Act is advised that details of submissions may be included within the official Council Agendas and Minutes which are public documents and which may be made available on Council's website.

Objections

Any person who will be required to pay the Glenferrie Hawthorn Special Rate and Charge is also entitled to exercise a right of objection under section 163B of the Act. An occupier of a property is entitled to exercise the right of objection if the person submits documentary evidence with their objection which shows that it is a condition of their lease that the occupier is liable to pay the Glenferrie Hawthorn Special Rate and Charge in respect of the property.

Objections must be made in writing and lodged within twenty-eight (28) days of the date of this notice. The right of objection is in addition to the right to make a submission.

Submissions and/or objections must be in writing and addressed and sent by mail or email to:

Manager Liveable Communities
City of Boroondara
Private Bag 1
CAMBERWELL VIC 3124

E: boroondara@boroondara.vic.gov.au.

Council will consider whether to declare the Proposed Scheme at a meeting on Monday 27 June 2022 (or such other date as Council subsequently determines).

Any person requiring further information concerning the proposed declaration of the special rate and charge should in the first instance contact the Local Economies team on 03 9278 4444 or email boroondara@boroondara.vic.gov.au.



Phillip Storer
CHIEF EXECUTIVE OFFICER