

3.3 Burwood Village Shopping Centre - Marketing and Business Development Fund

Abstract

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

Despite the introduction of the *Local Government Act 2020* (2020 Act), the legislative scheme governing Council declarations for rates currently remains under Part 8, Division 1 of the 1989 Act. Presently, there is no equivalent provision in the 2020 Act. Therefore, section 163 of the 1989 Act still applies to defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in centres and is still applicable to Council's scheme renewal process for the Burwood Village Shopping and Business Centre's (Centre) proposed special rate and charge scheme.

The current five year special rate and charge scheme will expire on 30 June 2021 and the Burwood Village Traders' Association (BVTA) has requested that Council introduce a special rate and charge for the Centre to apply for five years from 1 July 2021 to 30 June 2026 (inclusive) (**Attachment 1**).

The proposed Scheme renewal, if declared by Council, will support the Centre in achieving the vision and actions outlined in the Burwood Village Traders' Association Strategic Business Plan 2021-2026 (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.

The special rate and charge is to be levied on all rateable land primarily used or adapted or designed to be used for commercial purposes within the Centre.

There are currently 101 rateable properties included in the proposed Scheme renewal as shown in the Plan outlined in **Attachment 3**. Further details of the proposed Scheme renewal are outlined in **Attachment 4**. In summary the following is proposed:

- The area of the special rate includes properties along Toorak Road bounded by Warrigal Road to the east and Outlook Drive to the west and including a small number of properties on Warrigal Road to the south and north of Toorak Road.
- A rate of 0.09 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme renewal area subject to a minimum charge of \$550 in years one, two and three and a minimum charge of \$600 in the fourth and fifth years payable per occupancy per annum. As has been the case for previous schemes, the BVTA has decided not to set a maximum charge.
- No Consumer Price Index (CPI) will be applied to the rate in the dollar during the term of the proposed Scheme renewal.

The minimum charges, the rate in the dollar of the CIV and area plan have not changed from those in the current scheme 2016-2021.

The BVTA Committee has been actively involved in the formulation of the proposed Scheme renewal and has considered the needs of the Centre and the current economic climate including the impact of COVID-19 in striving to minimise costs to businesses and property owners associated with delivering the marketing and promotion program for the Centre.

The proposed Scheme renewal, if declared, is anticipated to raise approximately \$90,365 in the first year with a total levy of approximately \$455,337 expected over five years. The amount levied is likely to increase along with increases in the CIV of rateable properties over the life of the proposed Scheme due to revaluations. Supplementary valuations can also result in variations in the CIV of rateable properties and thus the amount levied.

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

Officers' recommendation

That Council resolve to:

1. Receive and note the request from the Burwood Village Traders' Association (BVTA) to commence the statutory process for the proposed declaration of a special rate and charge for a Marketing and Business Development Fund for the Burwood Village Shopping and Business Centre (the Centre) for five years, commencing 1 July 2021.
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 Burwood Village Special Rate and Charge be declared for a period of five years commencing on 1 July 2021 and concluding on 30 June 2026.
 - (b) the Burwood Village Special Rate and Charge be:
 - (i) declared for the purpose of defraying expenses of advertising, promotion, centre management, business development and other incidental expenses associated with the encouragement of commerce in the Centre, which Council considers is or will be of special benefit to those persons required to pay the Burwood Village Special Rate and Charge; and
 - (ii) implemented by carrying out or enabling to be carried out activities that help achieve the purpose ("the function");

- (c) the following be specified as the manner in which the Burwood Village Special Rate and Charge so declared will be assessed and levied:
- (i) A rate of 0.09 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme renewal area subject to a minimum charge of \$550 per annum in years one, two and three and a minimum charge of \$600 per annum in the fourth and fifth years payable per occupancy per annum.
 - (ii) For the purposes of this paragraph, the CIV of each parcel of rateable land is the CIV of the parcel of land at the time of levying the special rate and charge in each year (as the CIV may alter during the period in which the special rate and charge is in force, reflecting any revaluations and supplementary valuations which take place).
- (d) the following be specified as the area for which the special rate and charge is so declared: the area highlighted in the plan annexed to this report ('the area'), (**Attachment 3**)

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

The area of the special rate includes properties along Toorak Road bounded by Warrigal Road to the east and Outlook Drive to the west and including a small number of properties on Warrigal Road to the south and north of Toorak Road.

- (e) the following be specified as the land in relation to which the Burwood Village Special Rate and Charge is so declared:
- all land within the area primarily used, or adapted or designed to be used, for commercial purposes.
- (f) the following be specified as the total amount of performing the function and the total amount of the special rate and charge to be levied: the amount of approximately \$90,365 in the first year of the scheme with a total amount of approximately \$455,337 over the five years of the scheme having regard to adjustments in the CIV of the rateable properties and the minimum charges as described in paragraph 2(c) of this resolution or such other amount as is lawfully levied as a consequence of this resolution.
- (g) for the purposes of section 163(2B) of the *Local Government Act 1989*, the benefit ratio, being the estimated proportion of the total benefits of the scheme to which the performance of the function or the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable to pay the special rate and charge, is 100%, as the community benefit is considered to be nil.
- (h) the following be specified as the criteria to be used as the basis for levying the special rate and charge: 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 special rate and charge in the following manner: 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. That Council records the reasons for the proposed declaration is because in Council's opinion the Burwood Village Special Rate and Charge is or will be of special benefit to the persons required to pay it and is an exercise of its powers and functions in the best interests of the local community and for the peace, order and good government of its municipal district.
 4. Direct public notice of the proposed declaration of the Burwood Village Special Rate and Charge be published in The Age newspaper, and that written notice also be given to each person who will be liable to pay the special rate and charge generally as set out in the Public Notice and Letter to those liable to pay that are annexed to this report.
 5. 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 28 June 2021 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 Burwood Village Special Rate and Charge (proposed Scheme renewal) as required under Section 163 of the *Local Government Act 1989* (the Act).

The Burwood Village Shopping and Business Centre's (Centre) current five year special rate and charge scheme is due to expire on 30 June 2021. The scheme funds marketing and business development initiatives in the Centre. The Burwood Village Business Association (BVTA) has requested that Council renews the special rate and charge to apply for a further five years from 1 July 2021 to 30 June 2026 (**Attachment 1**).

2. Policy implications and relevance to community 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 that a special rate and/or charge scheme plays in providing support for commercial centres in Boroondara and provides support to facilitate the preparation and implementation of these schemes.

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

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

3. Background

Burwood Village has been designated as one of "thirty-one Neighbourhood Centres" in Clause 21.08 of the Boroondara Planning Scheme which states that, 'Neighbourhood centres provide an important social, economic, environmental and infrastructure role in the municipality, and enhance the City's desirability as a great place to shop, work, meet, relax and live.

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
- successful and vibrant shopping centre that serves the needs of local residents and visitors.

A special rate and charge scheme was first introduced in the Centre in 1996 and there have been continuous renewals since. During this time, the BVTA has implemented the schemes with Council's oversight. Over the last 25 years, the BVTA has undertaken a wide range of activities associated with the promotion and marketing of the Centre as a result of the marketing and business development fund. These include:

- employing a Marketing Coordinator for the Centre
- marketing, advertising and promoting the Centre
- improving the online presence of the Centre and its businesses through a Centre directory and website - www.burwoodvillage.com.au and social media campaigns
- publishing an annual printed store directory
- advertising in a variety of local media - e.g. Burwood Bulletin, The Boroondara Pocket Book, Progress Leader and Whitehorse Leader;
- organising festivals and events at the Centre e.g. Halloween, Christmas and the Burwood Village Festival in May each year
- implementing consumer shopper campaigns e.g. Win a \$2,000 shopping spree in the lead up to Christmas
- contributing to Council's graffiti management program
- delivering business development seminars and networking functions to encourage business-to-business relationships
- working closely with Council, local community and school groups
- liaising and advocating on behalf of the Centre with all levels of government and relevant agencies
- sourcing grants e.g. Council grants and sponsorship to support centre activities
- conducting consumer research
- developing category campaigns to highlight each retail category over social media, website, and local letterbox drop
- undertaking streetscape improvements such as garden beautification and mural works.

As part of the proposed Scheme renewal, the BVTA developed the Burwood Village Strategic Business Plan 2021-2026 (Strategic Plan) which articulates a vision, implementation actions and budget for the Centre (**Attachment 2**). The Strategic Plan has been informed by:

- consultations with the BVTA committee via a series of online meetings in October and November 2020
- an online survey of members conducted in late October/early November 2020
- drafts of other related BVTA strategies, including the 'retail precinct review' and 'stakeholder engagement strategy.'

The Strategic Plan outlines the Centre's vision to: *'Enhance the economic and social viability of Burwood Village through a coordinated marketing, communications and community engagement strategy, aimed at making it an exciting and vibrant focus for those who live and work within 1.5 kilometres of the precinct.'*

Momentum created by positive changes will attract increasing numbers of new and exciting traders and more visitors. The Village will be a thriving local hub with a great mix of shops, offices and residences, health providers and home

renovation businesses, public spaces and facilities; and an engaging program of community activities.

The Village will develop its own distinctive feel and be a source of pride for the local community. It will be clean and attractive and will retain the relaxed, local feel people value. Traders will share in the sense of pride and belonging.

In support of the vision, the Strategic Plan has a set of objectives and strategies, including:

Objectives

- To support the trader community to effectively respond to the impacts of COVID-19, as necessary*
- To raise awareness of Burwood Village through a series of online community engagement and place-making activities*
- To continually strive to understand and meet the specific needs of the target market through regular research, communication and consistent branding*
- To increase the level of trader engagement and participation in Trader Association activities*
- To act as a united voice with key stakeholders, as well as provide an opportunity for comment and communication with all traders and stakeholders.*

Strategies

- Develop a stronger brand identity / look and feel of Burwood Village*
- Develop a branding and communications strategy to reiterate and strengthen the brand*
- Create positive impact through improvements and exciting place-making activities*
- Create a vibrant, ongoing community engagement program*
- Provide solutions to some of the longer term, potentially negative issues*
- Encourage business development by engaging and supporting traders.*

If the proposed Scheme renewal is declared, it will assist the BVTA in implementing strategies and actions to realise the vision and objectives as set out in the Strategic Plan in the coming years. As outlined above, these include improvements to its branding and communications, as well as physical attractiveness and placemaking; increased engagement with traders and the community through a range of activities and initiatives; and business development activities to enhance the retail mix.

The Strategic Plan also outlines how the Centre will respond to the impact of COVID-19 and business operational restrictions and social distancing guidelines set out by the State Government, including continuing to provide businesses with support and up-to-date information, organising smaller scale events as larger ones are likely to be restricted in Years 1 and possibly 2 of the proposed Scheme renewal, and continuing promotional activities to increase visitation to the Centre.

The Strategic Plan envisages an annual budget of approximately \$108,365. This is made up of the triennial grant operational funding provided by the City of Boroondara of approximately \$18,663 and funds raised through Year 1 of the special rate levied on all rateable properties.

If declared, the proposed Scheme renewal will provide funds to assist the BVTA in competing with other single owner hard-top centres, such as Chadstone, Doncaster and Burwood Brickworks - 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 BVTA formally wrote to Council on 5 November 2020 (**Attachment 1**) requesting that Council renew the special rate and charge scheme for the Centre. The BVTA's current scheme commenced on 1 July 2016 and is due to expire on 30 June 2021. A plan of the proposed Scheme renewal area (**Attachment 3**) and details of the proposed Scheme renewal (**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

The request by the BVTA for a special rate and charge scheme to fund marketing and business development activities in the Centre must be considered by Council in line with the provisions of the Act. These primarily relate to:

- the method of calculating the maximum amount that a Council may levy as a special rate and charge; and
- the objection/submission process under the Act.

Calculation of maximum total levy of the Burwood Village 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 the legislation. See **Attachment 4**.

The proposed Scheme renewal area is as shown in the Plan of the Burwood Village Special Rate and Charge Area (the Plan) in **Attachment 3**. The area can be generally described as all ratable properties used for commercial purposes in the Burwood Village Shopping Centre. Council's Revenue and Property Services department has been involved in the development of the proposed Scheme renewal.

Council's decision to proceed with initiating this process does not commit it to the introduction of the proposed Scheme renewal. Council will consider any submissions and objections received at a future meeting in accordance with the Act.

Council will then be able to decide whether or not to proceed with the proposed Scheme renewal, after having considered all submissions and objections.

The area of the special rate includes properties along Toorak Road bounded by Warrigal Road to the east and Outlook Drive to the west and including a small number of properties on Warrigal Road to the south and north of Toorak Road. **(Attachment 3).**

There are currently 101 rateable properties included in the proposed Scheme renewal, the details of which are outlined in **Attachment 4**. In summary, a rate of 0.09 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme renewal area, subject to a minimum charge of \$550 in years one, two and three and a minimum charge of \$600 in the fourth and fifth years payable per occupancy per annum.

The proposed Scheme renewal, if declared will raise approximately \$90,365 in the first year of the scheme with a total levy of approximately \$455,337 expected over five years. The amount levied is likely to increase given the application of the minimum charges along with likely increases in the CIV of rateable properties over the life of the proposed Scheme renewal due to revaluations. Supplementary valuations can also result in variations in the CIV of rateable properties and thus the amount levied.

The BVTA 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.
- the impact COVID-19 has and will continue to have on the support and information traders are likely to need, as well as community engagement activities such as events.
- the current economic climate and minimising increases in the cost of the proposed Scheme renewal in the first year for the majority of properties.

The minimum charges, the rate in the dollar of the CIV and area plan have not changed from those in the current scheme 2016 – 2021.

Objection/Submission Process

The Act imposes certain requirements when dealing with objections and submissions. These are described in **Attachment 5**. In summary, pursuant to section 163B(4) of the Act, only those who are required to pay the special rate or charge have a right to object. An occupier required to pay rates under the terms of their lease may object, if they provide documentary evidence of their liability to pay the rates and charges for the property.

The application of the 50% majority rule in accordance with section 163B(6) of the Act relies on Council being able to establish the number of valid objections received.

Following the notice of intention to declare a special rate and/or charge by Council, if objections are received from more than 50% of those required to pay the special rate/charge (deemed a valid objection), the special rate/charge cannot be introduced.

It is important to note that this is 50% of people who are required to pay the special rate and/or charge, as distinct from 50% of the total number of objections that Council receives.

Consequently officers will follow the process outlined in the Act to manage submissions/objections should Council decide to proceed with the intention to declare the proposed Scheme Renewal. The process involves:

- Sending letters to relevant owners and occupiers and publishing notice of Council's intention to declare the proposed Scheme that clearly articulates the requirement for appropriate documentary evidence of the liability to pay. A copy of the draft sample public notice is in **Attachment 7** and includes the following details:

An occupier of a property is entitled to exercise the right of objection if the person submits documentary evidence with the objection which shows that it is a condition of their lease that the occupier is liable to pay rates and charges for the property.

- The requirement for documentary evidence (e.g Council rates notice or lease agreement) will also be included in letters addressed to all property owners and occupiers affected by the proposed Scheme renewal. A copy of the sample letter is in **Attachment 6**.
- The proposed Scheme will be exhibited and available for inspection at Council's offices or online as required. Submissions and/or objections will be received for a period of 28 days after the giving of public notice, as required under section 163(1B)(c) of the Act.
- Once the period for lodging of an objection or submission has closed, objections will be assessed and only treated as a valid objection for the purpose of the 50% majority rule (that is 50% of people who are required to pay the special rate and/or charge, as distinct from 50% of the total number of submissions that Council receives). Council officers will contact those who have made submissions without including documentary evidence and provide them with the opportunity to do so.
- Also, only one objection can be counted for each property, so where multiple objectors for one property have been received, only one objection will be treated as valid for that property. This is the objection which provides documentary evidence that they are liable to pay and is typically the tenant rather than the property owner unless the property is vacant.

Legal Advice

External legal advice has been sought and received, confirming the report and attachments satisfy the statutory requirements for preparing and giving public notice of the proposed scheme under s163 of the Act.

5. Consultation/communication

If Council resolves to give public notice of its intention to declare a Burwood Village Special Rate and Charge, a public notice will appear in The Age. All persons (property owners and occupiers) required to pay the Burwood Village

Special Rate and Charge will be sent a letter and a copy of the notice within three days of the public notice being published. The sample letter and public notice are in **Attachment 6 and 7**.

The letter sent to all persons required to pay the Burwood Village Special Rate and Charge will outline the area and details of the proposed Scheme as shown in **Attachment 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/or submissions must be in writing and lodged with Council within 28 days of when the public notice is published.

In formulating the proposed Scheme renewal Council has worked collaboratively with the BVTA Committee.

The BVTA has advised Council that it has consulted with its members in preparing the proposed Scheme renewal in the following manner:

- an online survey of members was conducted in late October/early November 2020 to inform the Strategic Business Plan
- the committee were consulted via a series of online meetings in October and November 2020
- the marketing coordinator regularly visits traders on the strip and incorporates their feedback into marketing initiatives;
- monthly Committee meetings, which are open to members.

It should be noted there were minimal responses to the survey designed to collect feedback to inform the new Strategic Business Plan. This could be attributed to the timing of the survey which was conducted while many businesses were closed or had limited operations as a result of restrictions imposed to stop the spread of COVID-19.

The BVTA plans to communicate further with members should Council decide to proceed with the proposed Scheme renewal in the following manner:

- an information sheet will be distributed to all businesses
- the marketing coordinator will visit businesses to discuss and be available upon request to answer questions
- communication in the regular electronic newsletters.

6. Financial and resource implications

It is proposed that the Scheme will be in place for a period of five years between 1 July 2021 and 30 June 2026.

In the first year of the proposed Scheme renewal, the total amount to be raised is estimated to be \$90,365 with a total amount of approximately \$455,337 expected over five years. The total amount levied is likely to increase given the formula for maximum charges detailed in Attachment 4, along with likely increases in the CIV of rateable properties over the life of the proposed Scheme Renewal.

Administration of the proposed Scheme renewal takes place through Council collecting the Burwood Village Special Rate and Charge proceeds and then distributing them to the BVTA in two instalments each year to spend in accordance with their strategic and annual business plans.

There is an administrative cost involved in facilitating the proposed Scheme renewal, 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 that 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, provide an environmental benefit.

9. Evaluation and Review

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

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

10. Conclusion

The process outlined in this report provides the opportunity for those liable to pay the special rate and charge to make a submission or objection for the purposes of Council's future consideration of declaring the scheme.

The request before Council for the proposed scheme renewal represents an ongoing commitment by the BVTA 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: Alana Smith, Senior Economic Development Officer

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

Burwood Village Traders' Association
PO BOX 13
BURWOOD, VIC, 3125

5 November, 2020

City of Boroondara
Private Bag 1
Camberwell, VIC, 3124

Attention: Mr Nick Lund
Local Economies, Placemaking and Active Ageing

Dear Nick,

Re: Burwood Village Traders' Association Marketing and Business Development Fund

The current five-year Marketing and Business Development Fund for Burwood Village concludes in June 2021.

At our committee meeting held on 22 October, 2020, it was agreed the scheme was beneficial for business in the Burwood Village precinct, especially given the current circumstances of the COVID-19 pandemic. It was agreed to apply for a scheme for a further five years. (Minutes to follow)

On behalf of the Burwood Village Traders' Association, I request that Council initiates the process for a new charge or rate to allow for the continuance of the promotion and business development of Burwood Village Shopping Centre. The Burwood Village Traders' Association would like to acknowledge the support from the City of Boroondara, and in particular Economic Development at this time.

Yours sincerely,

Wayne Stoll, President

Corner Toorak Rd & Warrigal Rd, Camberwell
PO Box 13, Burwood VIC 3125

burwoodvillage.com.au

Attachment 1: BVTA letter to Council confirming intention to renew Scheme**Burwood Village Traders' Association
Committee Meeting**

Thursday 22 October, 9:30am

Via ZOOM

Minutes of Special Rate Discussion:

Present: Wayne Stoll (President), Travis Bateman (Vice President), Ashley Jones (Treasurer), Sallyanne Smith (Secretary), Amanda Tolhust (General Member), Maria Kyriakos (General Member), Les Rudling (General Member)

Apologies: Sofie Zoumis (General Member)

Guests: Nil

Topics: This Special Rate discussion formed part of the regular monthly committee meeting held on 22 October 2020.

Special Rate**• Motion 1:**

The special rate is to be renewed for a period of 5 years.

o Motioned by: Travis Bateman

Seconded by: Wayne Stoll

Carried: Unanimously

• Motion 2:

The rate shall be calculated at a rate of 0.09cents **in the \$1** (CIV as determined by the City of Boroondara), over the life of the special rate.

o Motioned by: Travis Bateman

Seconded by: Sallyanne Smith

Carried: Unanimously

Motion 4:

o Adjustments for CPI shall **not** be applied annually during the life of the special rate.

o Motioned by: Travis Bateman

Seconded by: Maria Kyriakos

Carried: Unanimously

• Motion 5:

All the properties identified in the 2016-2021 Special Rate Scheme are to be included in the special rate (as per what is currently in place)

o Motioned by: Travis Bateman

Seconded by: Wayne Stoll

Carried: Unanimously

There being no further business in relation to the Special Rate, the meeting was closed at 10:30am

Attachment 2: BTVA Strategic Business Plan



Proud. Authentic. Local.

Five-Year Strategic Business Plan

1 July 2021 — 30 June 2026

Prepared by Burwood Village Traders' Association

November 2020

Attachment 2: BTVA Strategic Business Plan

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1 EXECUTIVE SUMMARY

The Burwood Village is located in the suburb of Camberwell, an increasingly affluent area where the mean (house) property value is now \$2.1m.

In Camberwell, 39.6% of households earned an income of \$2,500 or more per week in 2016.¹

A large proportion of homes are owned by families with children. 38.3% of households were made up of couples with children in 2016, compared with 33.5% in Greater Melbourne.² Home renovation and presentation are priorities for these proud residents – and they want their local shopping centre to reflect their affluent neighbourhood and lifestyle. 29.6% of Boroondara houses have more than three bedroom, proving that the precinct attracts families who place a premium on space.³

Since the Village does not have community assets like a playground or library to attract people, it needs to offer residents other amenities they value such as places to socialise and relax – while still meeting their day-to-day shopping needs.

For a relatively small precinct this is challenging. There is a good deal of competition from larger surrounding shopping centres that can, by virtue of their size, offer a much broader mix of businesses, quality supermarkets and large discount stores.

Yet Burwood Village has a significant advantage. There are 29,691 total residents within 1.5km of the centre of the shopping district.⁴ 15.4% of the total were 20 to 29 year olds living within 1.5 km of the shopping district. Many community members see great value in living near a vibrant local shopping strip and they are willing to support new and existing businesses. This represents a great opportunity. If the Village as a whole can respond to community expectations and aspirations, everyone will benefit - and the Village will thrive. The population of the City of Boroondara is forecast to grow almost 15% from 184,176 in 2020, to 211,363 in 2041, which will give rise to a greater number of prospective shoppers looking to support local businesses.

Cafes and restaurants are creating a welcome social vibe. Consumer research done in preparation for the previous Strategic 5 Year Plan, shows the Village is emerging as a preferred destination for relaxed social activities, specialist shopping and convenient top-up shopping. It is seen as friendly, local, independent, and authentic when compared to its nearest competitors.

One of the big, ongoing challenges for the Village is improving its physical appearance. Progress has been made yet there is still plenty to do. Some issues are outside the control and budget of the Traders' Association. But there are also many exciting opportunities to focus on the strengths of the Village and create positive changes in the short to medium term.

This plan outlines a new vision for Burwood Village. In light of 2020's COVID-19 pandemic, and the business operational and personal movement (shopping) restrictions, we anticipate a soft approach over years 1 and 2 of this 5 year plan, keeping in mind that large scale events will continue to be

¹ [Home | City of Boroondara | Community profile \(id.com.au\)](#)

² [Home | City of Boroondara | Community profile \(id.com.au\)](#)

³ [The Boroondara Pocket Book by Urban Walkabout - issue](#) – published 2015

⁴ [Burwood Village customer profile | City of Boroondara](#)

1 EXECUTIVE SUMMARY

restricted in some way, likely during a portion of, or throughout those 2 years.

This plan details practical strategies that will take the aforementioned into account, and transform the Village into a vibrant community hub – both on and offline. The focus on placemaking and our leasing strategy will create a strong direction in this space. Community engagement and place making activities will play a big role. It also covers strategies to tackle some of the obstacles standing in the way of this transformation, as just outlined due to COVID-19.

2 OVERVIEW

2.1 Business Plan

This five year Strategic Business Plan for the Burwood Village Activity Centre for the period 1 July 2021 through to 30 June 2026, has been prepared by the Burwood Village Traders’ Association and is based on:

- The statement of purposes of the Burwood Village Traders’ Association
- Preliminary work to develop this strategy has been found in the drafts of the ‘retail precinct review’ and ‘stakeholder engagement strategy’, which have helped to inform the five year plan.
- The Burwood Village Traders Association Business Plan for 2016-21

2.2 Profile of the Centre

Burwood Village is a Neighbourhood Activity Centre of approximately 14,000 square metres, located along the Warrigal Road end of Toorak Road - between Charles Street and Warrigal Road, Camberwell. A plan is illustrated in Figure 1.

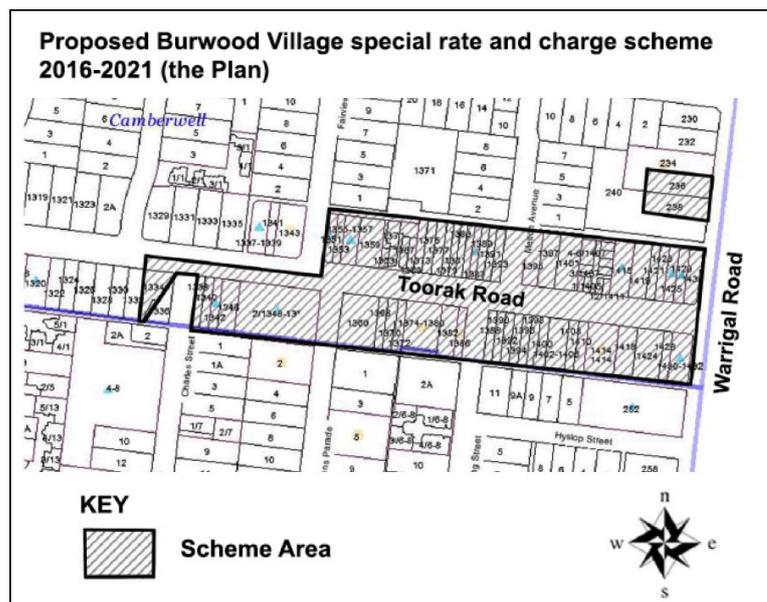


Figure 1. Burwood Village Neighbourhood Activity Centre
 Burwood Village has changed significantly in the past 12 months alone. Longstanding local retail and commercial facilities - including IGA supermarket, liquor outlet, newsagency, pharmacy and post office – have been joined by a significant number of new retail.

Destination shops and cafes now include: Zinc, Santucci, Harvest Blend, Zouz, The Banyan Tree, Essjai, Burwood Cellars and Prohibition Food & Wine. The combined impact of these destination venues is adding a new reason to visit - socialisation.

2 OVERVIEW

There has been a reduction in bank services, with ANZ leaving the strip and Commonwealth Bank downsizing significantly. There has been the addition of MINO Korean BBQ, Fulin Asian Grocery, and more recently, Chemist Warehouse and All Modern Rugs. COVID-19 saw the exodus of Flight Centre, Cash Converters, and Coco Sisley.

The three properties along Warrigal Road (southern side of Toorak Road) were added to the 2016-21 special rate scheme, and will continue to be part of the precinct.

The turnover of businesses continues year on year. At present, the overall vacancy rate of 11% is higher than previous 9%. This is due, in part, to the movement of the banks, COVID-19 closures, relocation/purchase of Burwood Pharmacy by Chemist Warehouse franchisee, and long-standing vacancies of over 2 years for some tenancies.

Details of the Burwood Village business mix are outlined below in Figure 2. It is evident the Village has quite a diverse range of businesses. The leading businesses types are: dining/takeaway, health services, furniture and home renovations/design.

(It is interesting to note - focus group participants for the 2016-21 scheme were well aware of the dining and gifts businesses but few knew of the variety and number of health providers or visited the many furniture and home renovations stores operating in the Village.)



Figure 2: Burwood Village business mix

2 OVERVIEW

2.3 Traders' Association

The Traders' Association (details in Appendix 2) operates through a Committee of Management with the assistance of a marketing consultant.

The purpose of the Association is to:

- 1 Generate and manage the collective marketing, promotion, advertising and business development activities for the Burwood Village traders.
- 2 Engage with business owners and operators, represent their interests and work with them for the collective benefit of the Burwood Village area.
- 3 Lobby and advocate for continued improvements to the public realm of Burwood Village, including streetscape and landscape, signage, public art, parking, traffic management, pedestrian and community facilities and other infrastructure.
- 4 Develop positive relationships with key stakeholders who impact and influence the role and function of Burwood Village, including: Local, State and Commonwealth Governments; the local community; nearby employers and institutions; parliamentary representatives; infrastructure, utility and transport providers.
- 5 Engage in other activities to benefit the Burwood Village.

3 SITUATIONAL ANALYSIS

2.4 Profile of Burwood Village residents

The Burwood Village primary catchment area is within a 1.5 kilometre radius of the shopping precinct. Approximately 29,691 people live within this radius and a further 10,201 are employed within its proximity.⁵

Almost 40% of households are made up of couples with children and the number of the children living locally is on the increase, demonstrated by the growth in pre-school, childcare and primary school numbers.

32% of residents were born overseas. The top three overseas birthplaces are China and Hong Kong (2639), England (865), India (723).⁶

ABS data from 2016 states that in Camberwell, 39.6% of households earned an income of \$2,500 or more per week in 2016.⁷ The percentage of households that earned \$3,500 - \$3,999 per week was 7.5% in Camberwell (compared to 4.1% for Greater Melbourne).

According to ABS 2017 (based on 2016 Census Tabelbuiler Pro) data, there are 4,561 20-29 year olds living within 1.5 km of the shopping district. Of the 10-year age brackets, this was the most highly represented.⁸

⁵ [Burwood Village customer profile | City of Boroondara](#)

⁶ [Burwood Village customer profile | City of Boroondara](#)

⁷ <https://profile.id.com.au/boroondara/household-income>

⁸ [Burwood Village customer profile | City of Boroondara](#)

3 SITUATIONAL ANALYSIS

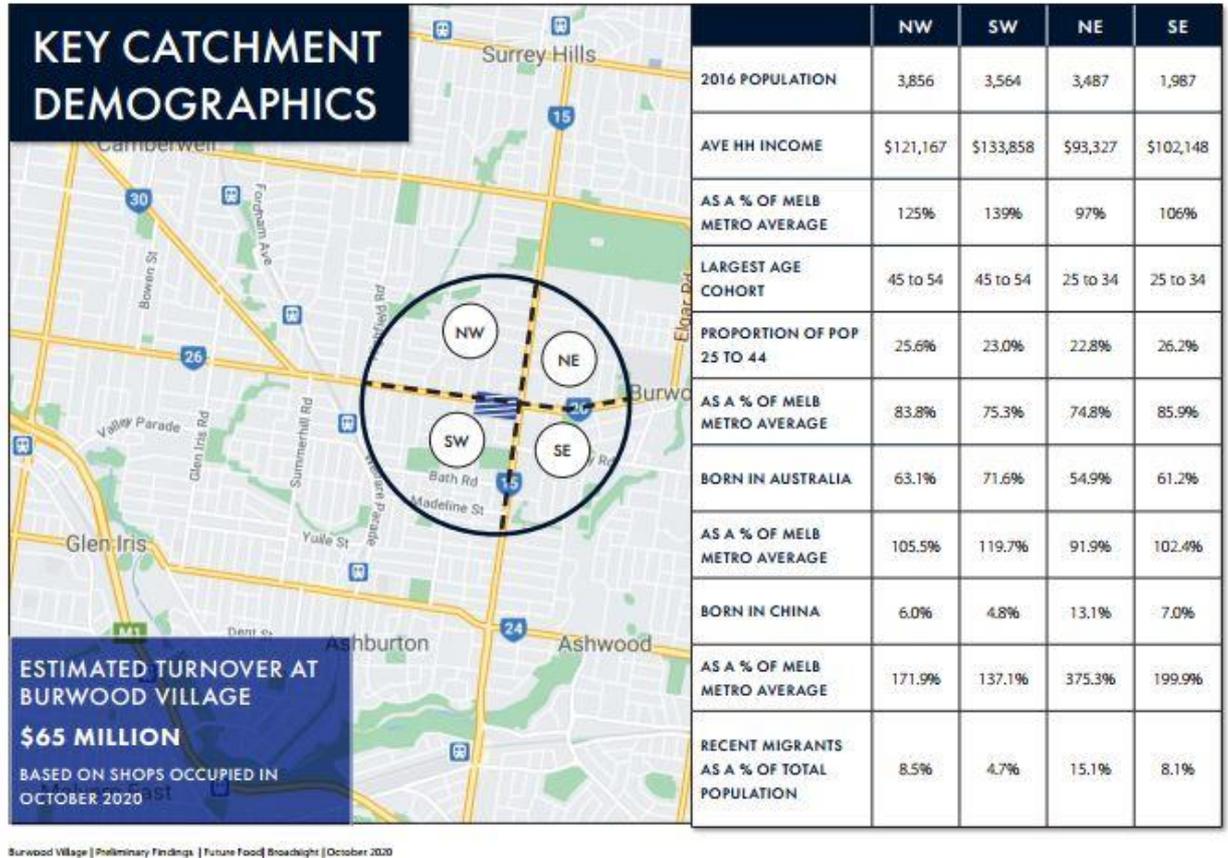


Figure 3. Key Catchment Demographics - Broadsight & Future Food, Preliminary Findings, Oct 2020.

3 SITUATIONAL ANALYSIS

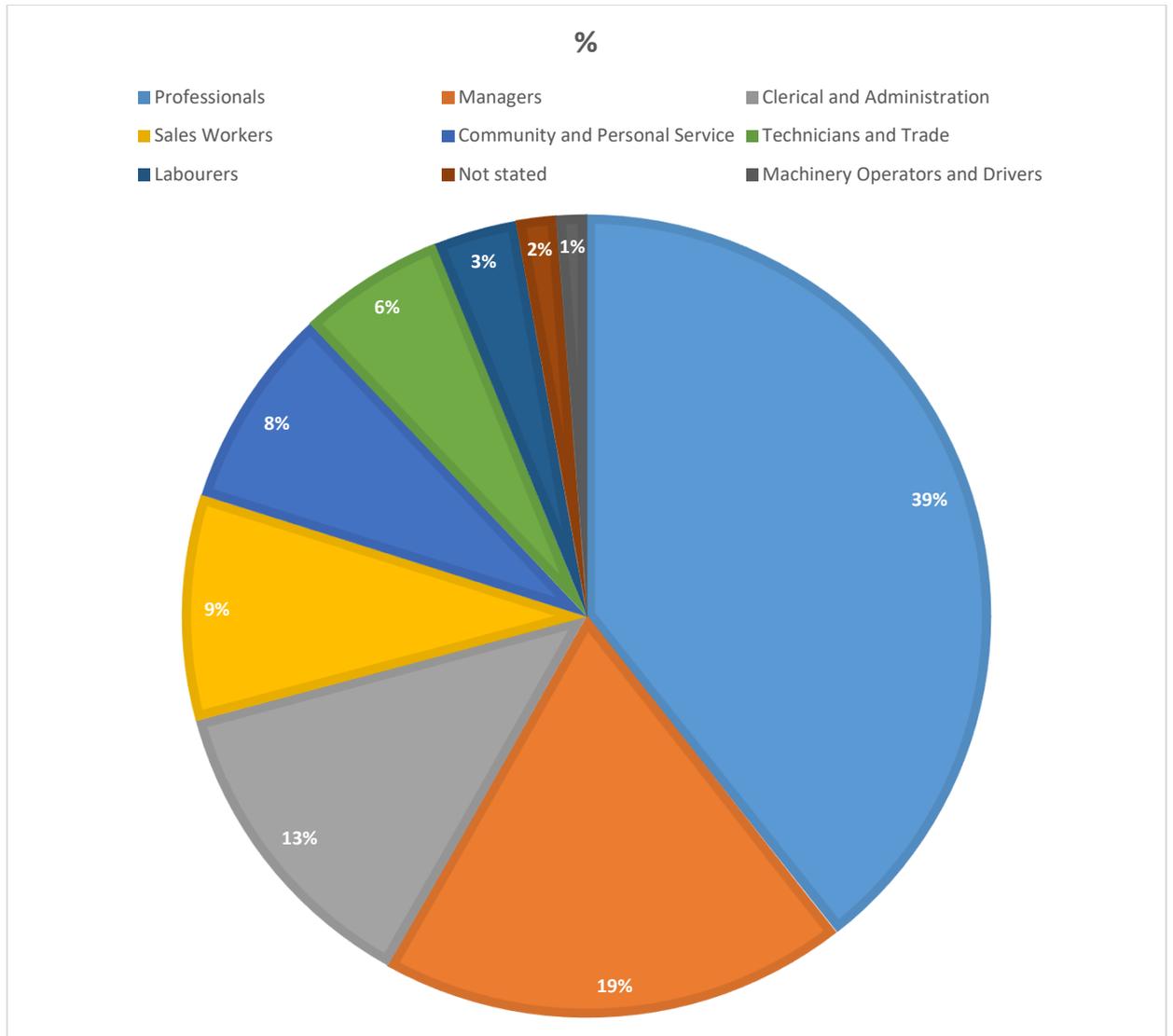


Figure 4. City of Boroondara Employment Type breakdown⁹

It is interesting to note that within the City of Boroondara in 2016, Professionals make up 39% of the employment types, as compared to 25% in Greater Melbourne.

⁹ [Occupation of employment | City of Boroondara | Community profile \(id.com.au\)](https://www.id.com.au/city-profile/city-of-boroondara/employment)

3 SITUATIONAL ANALYSIS

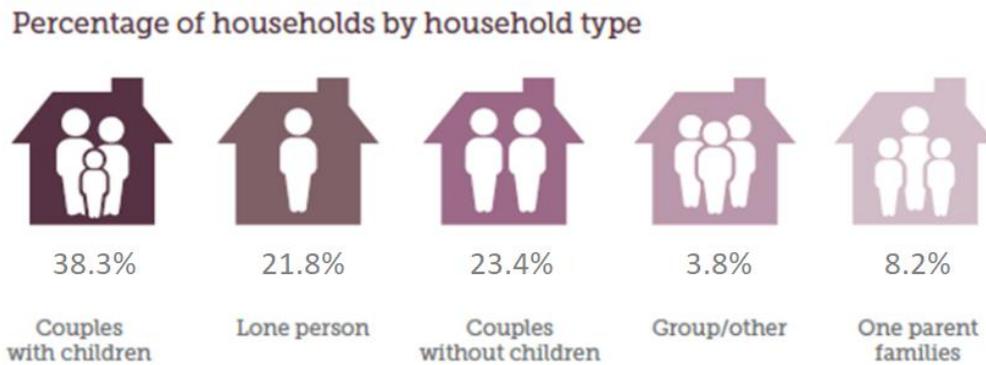


Figure 5. Household types in Camberwell ¹⁰

In Camberwell, 38.3% of households were made up of couples with children in 2016, compared with 33.5% in Greater Melbourne. 22% of households in Camberwell contained only one person, compared with 23.2% in Greater Melbourne.

NB: “Other families” made up 1.3%, and “Not classified” 2.4%.

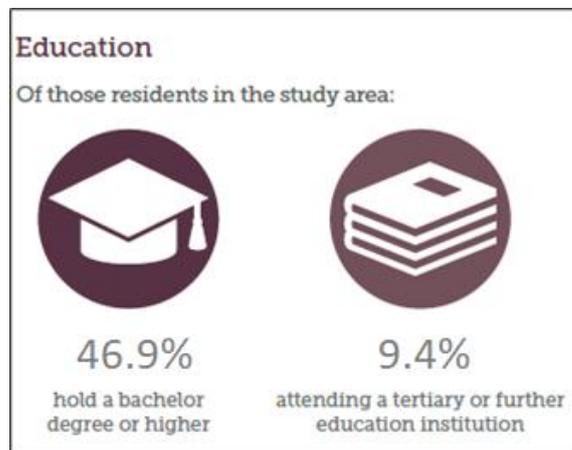


Figure 6. Education

¹⁰ [Household type | City of Boroondara | Community profile \(jd.com.au\)](#)

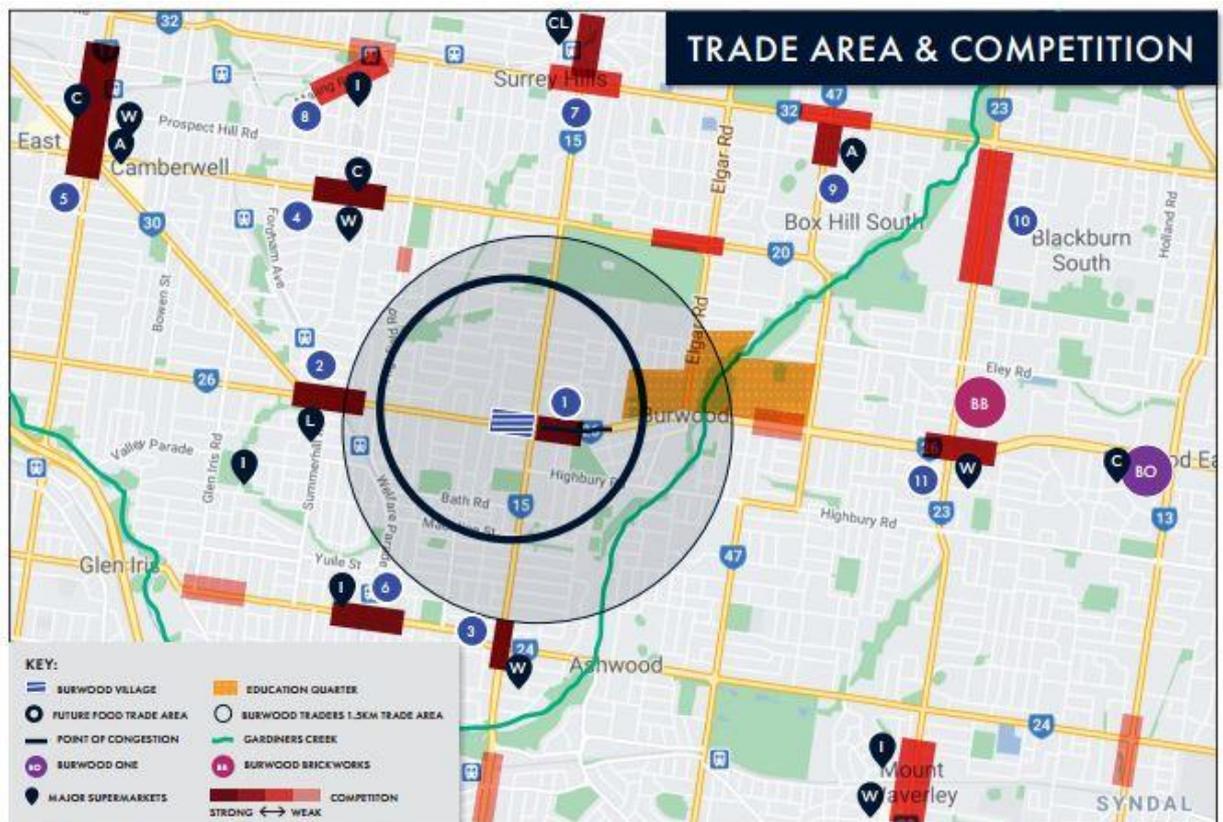
3 SITUATIONAL ANALYSIS

46.9% of people in the City of Boroondara had a Bachelor or Higher degree qualification in 2016, higher than Greater Melbourne. This represents an increase of 8,268 people since 2011. 9.4% are currently attending university, compared to 6.4% in Greater Melbourne in 2016.¹¹

2.5 Profile of Burwood Village competitors

One of the major challenges to a relatively small shopping precinct like Burwood Village is the number of distinctive and mostly high quality alternative destinations available to residents.

In many cases the competing shopping areas are bigger and can offer a superior range of goods and services, and/or have discount stores offering cheaper prices.



Burwood Village | Preliminary Findings | Future Food | Broadlight | October 2020

Figure 7. Trade Area and Competition

¹¹ [Qualifications | City of Boroondara | Community profile \(id.com.au\)](https://www.id.com.au/city-profile/city-of-boroondara)

3 SITUATIONAL ANALYSIS

LEGEND FOR MAP

IDENTIFICATION OF SYMBOLS

SYMBOL	DESCRIPTION	COMMENT
	BURWOOD VILLAGE	The subject of this project.
	FUTURE FOOD TRADE AREA	Future Food's estimate of the Main Trade Area is based on the competitive landscape as well as the geographic barriers to shoppers coming to and thinking about Burwood Precinct.
	BURWOOD TRADERS 1.5KM TRADE AREA	The original 1.5km trade area used in the 2015 Burwood Traders report is both too blunt and too wide. At 1.5km, the trade area reaches several major competitor strips. Future Food's trade area is skewed to the west as there are significant barriers to shoppers coming from the east.
	STRONG COMPETITIVE STRIP  WEAK COMPETITOR	Future Food has identified all of the significant shopping strips that attract people from the trade area. Areas such as East Camberwell and Ashburton are both in close proximity to Burwood Precinct and have a large and varied number of shops and full-line supermarkets. Hence, these are colour coded dark.
	EDUCATION QUARTER	The area formed by PLC and Deakin University acts as a barrier for customers from the east.
	POINT OF CONGESTION	Burwood Highway is a four lane road that becomes two lanes when it becomes Toorak Road. The hill leading up to the intersection is a known congestion point and acts as another barrier to shoppers from the east.

SYMBOL	DESCRIPTION	COMMENT
	GARDINERS CREEK	Gardiners Creek is the third geographical barrier that separates the Precinct from shoppers from the east.
	BURWOOD ONE	This managed shopping centre, being one of the first enclosed malls in Melbourne, was for many years the closest mall to the Precinct. It is well known in the community but necessarily well loved by people in the trade area.
	BURWOOD BRICKWORKS	This is a newer and closer managed shopping centre that has only recently opened.
	COLES	The broader region that would service the residents of the Main Trade Area contains outlets of all the major supermarket groups as well as specialist stores such as Leod's and Coles Local. As a consequence the area is well served by a wide variety of outlets.
	COLES LOCAL	
	WOOLWORTHS	
	IGA	
	ALDI	
	LEOS	

Burwood Village | Preliminary Findings | Future Food | Broadlight | October 2020

Figure 8. Legend for map – identification of symbols - Trade Area and Competition

3 SITUATIONAL ANALYSIS

LEGEND FOR MAP

IDENTIFICATION AND DESCRIPTION OF KEY COMPETITIVE STRIPS

COMPETITIVE STRIP	DESCRIPTION	COMMENT	COMPETITIVE STRIP	DESCRIPTION	COMMENT
1	BEGINNING OF BURWOOD ROAD	This strip is directly across Warrigal Road from Burwood Village. Because it is in the City of Whitehorse, this strip is not part of BV, but for most shoppers, there would be little difference between the two. Besides from the usual array of small businesses aimed at serving the local community, there is a Mercedes Benz dealership, a Coles Express and a McDonalds.	5	CAMBERWELL JUNCTION	Besides having a Woolworths, Coles, Aldi and Target, this is one of the premier shopping strips in Melbourne. After Chadstone, this was the next highest rated competitor in the 2015 Burwood Traders report.
2	TOORAK ROAD, HARTWELL SHOPS	This strip is about 1.5km west of BV. It is a longer strip with more and more varied shops, including a Leas Supermarket, the original Camberwell Electric store and the corporate offices of Estia Health. Because of its proximity and offer, this is a significant competitor to BV.	6	ASHBURTON	This is a lively and large strip centred around the Ashburton train station. It has an excellent local butcher and a wide variety of retail outlets that cater to a broad shopper demographic. The strip also hosts a very popular street fair which closes High St Road for the day. It seeks out local community groups to set up a tent in the street to alert fairgoers to all of the possibilities in Ashburton.
3	ASHWOOD	This strip is about 1.7km south of BV. It is anchored by a large Woolworths with undercover and at-grade parking. In addition, there is a 7-11 petrol station, KFC and a stand-alone First Choice outlet with a dedicated car park	7	UNION ROAD, SURREY HILLS	This is another lively strip that has many different F&B venues. In addition, this strip is home to the first Coles Local in Victoria. There is also a Red Rooster and the Surrey Hills train station.
4	MIDDLE CAMBERWELL	This strip is home to an older Woolworths and a new Coles. There is also a reasonable collection of small businesses, but the supermarkets are a considerable draw and the main reason for shopping here.	8	MALING ROAD, CANTERBURY	This is one of the iconic local strips in Melbourne. It has a good mix of food and non-food retail and is next to the Canterbury train station.
			9	STATION ST	The two important anchors here are Aldi and a very good Asian supermarket.
			10	MIDDLEBOROUGH ROAD	This is a very strong bulky goods strip with Officeworks, Spotlight, Bunnings, Decathlon and Pet Barn.
			11	BURWOOD EAST	This is a managed strip shopping centre anchored by a Woolworths.

Burwood Village | Preliminary Findings | Future Food | Broadlight | October 2020

Figure 9. Legend for map – identification and description of key competitive strips - Trade Area and Competition

2.6 Summary of Key Findings

A series of research activities, including surveys and focus groups with local residents, were undertaken in 2015/16 to better understand perceptions of the Burwood Village. The key findings included:

People **like** the convenience and friendliness of the Village and welcome the increasing choice of fun places to dine and socialise. They enjoy the Annual Festival and Halloween events and want more reasons to visit the Village.

They **dislike** the Village’s physical appearance, the perceived incomplete business mix and the overall inconsistency in the quality of service, product offering and store presentation. They feel the needs and interests of young children are inadequately met. Parking is both a positive and negative depending on the time of day. These findings are consistent with previous research that found the

3 SITUATIONAL ANALYSIS

centre would benefit from improvements in its appearance, the variety and quality of stores and having more community based events.

As shown in Figure 9, over 90% of the locals believe it is very important or extremely important to have a vibrant shopping centre as part of their local community.

The overriding response was locals greatly value and are very loyal to the Village. This is a significant shift from findings of The Loyalty Zone research conducted in 2010 when the net loyalty score was only 6%. In 2011 new research saw loyalty increase slightly to 13%. Whilst funding was not available to complete this research again, anecdotal evidence arising out of the shopper focus groups suggests people's loyalty has grown significantly. The locals are willing to support new and existing businesses because they want the Village to thrive.



Figure 9: Percentage of residents who value local shopping centre.

2.7 Interpretation (SWOT Analysis)

The following analysis draws together resident and competitor profile data and research findings to define the strengths, weaknesses, opportunities and threats to the Village.

Strengths

The centre has strengths in a number of categories:

- 1 Convenience - ample free car parking at most times; good access to public transport and a compact, easy to navigate layout.

3 SITUATIONAL ANALYSIS

- 2 Atmosphere - relaxed, friendly and unpretentious; local feel where you can bump into friends; cafés give inner urban vibe – safe and family friendly
- 3 Popular business - Cafés, Zinc, Burwood Cellars, Prohibition, The Banyan Tree and a good assortment of takeaways
- 4 Loyalty from locals – see the village as a great place to meet up with friends and bump into neighbours; feel much goodwill and want the centre to thrive; are willing to try new and support existing businesses; are interested in what's on and what's new
- 5 Traders - many independent stores that can change and adapt to customers' needs – proven during COVID-19 restrictions; a strong and active Traders' Association to support businesses. Regular communication via e-newsletters, phone calls and face to face. All new traders welcomed by the marketing coordinator and encouraged to feature on the website directory and via social media.
- 6 Community engagement – current event program is popular; developing relationships with local schools and community groups
- 7 Council - Strong relationship between the Traders' Association and the Council, particularly the Economic Development team and local Councillor for Lynden Ward.

Weaknesses

Weaknesses identified by current (and in many cases, previous) research include:

- 1 Uneven business mix – no fresh food, no baker facing Toorak Rd, no butcher or fishmonger; many hairdressers and food outlets.
- 2 Village Consistency – related to above, variation in key areas of service and store quality; food quality and variety; presentation and upkeep of shops; friendliness and attitude of store staff; opening hours; offering for kids; supportiveness of other traders
- 3 Usability - lack of variety of store types; some essential shops missing from mix (particularly kids clothing and shoe shops, quality deli, and stand-alone green grocer); Village access points and layout prevent the whole strip from being used; pedestrian crossing location tends to operate as a barrier to travelling further west in the strip. Lights slow to change; insufficient lunchtime parking; more public toilet facilities required.
- 4 Physical attractiveness – arcade is unpleasant; no theme to unite the look and feel of the Village, no distinctive branding evident; some shopfronts tired and dated; unattractive streetscape; busyness of Toorak Road and harshness of the centre due to tram lines; poor signage.
- 5 Marketing & Communication – although communication with locals via eNews is quite regular, communication between traders is inconsistent and does not maximize potential to unite and support each other.

3 SITUATIONAL ANALYSIS

Opportunities

The combination of strengths and weaknesses creates many opportunities for the centre to improve:

- 1 Community – create more opportunities for community engagement; provide more kids activities to enhance family friendliness; extend events program (utilising COVID-safe / attendance limitations) and create more opportunities to 'bump into friends'; create regular attractions; build connection with Deakin student and local workers; to explore more culturally diverse activities to engage changing demographic of the area.
- 2 Centre Attractiveness and Usability - additional public toilets; develop arts program; introduce greening/softening of public space; provide better signage; transform unfriendly/underutilised spaces through place making; encourage traders to create and agree to standards of presentation; resolve lunchtime parking issues.
- 3 Business Attraction & Awareness - encourage current traders to stock 'in demand' items that have been identified as missing from product/service mix; promote similar services (health; home decoration) as a group to lift awareness and usage; target boutique businesses to enhance visitation; create interaction around empty shopfronts; approach desirable businesses to join the centre using customer feedback as evidence of demand.
- 4 Performance Measurement - track vacancy rates; carry out stakeholder and visitor perception surveys; evaluate performance of events and activities; create opportunities for customer feedback and ideas collection systems.
- 5 Branding and Communication – introduce themes to unify all branding and communications and to create a distinctive village feel; increase frequency of communication to community; develop friendly, informative voice for all communication; share traders' stories; broaden range of communication channels to include video and blogging; increase use of social media.
- 6 Trader engagement - mentor new business owners, conduct trader education sessions; provide valued services and tips to traders; share vision emphasising trader benefits.

Threats

Threats to the success of Burwood Village include:

- 1 The name – lack of relevance of the Burwood Village name i.e. centre located in Camberwell not Burwood; confusion for people who do not know the centre; traders not using Burwood Village in address are harder to find online.
- 2 Competitors - Hartwell Precinct offering a large range of high-quality food and household goods. Leo's offering matches local consumer expectations. Completion of development in Hartwell will attract boutique traders and create direct competition; increase in Ashburton's late night dining options will erode current competitive edge. Burwood Brickworks' "sustainable" identity will provide a unique point of difference for locals to explore.

3 SITUATIONAL ANALYSIS

- 3 Online retailing provides convenient alternative for essential services (like banks, post office, parcel postage) and other consumer goods, affecting visitation. COVID-19 has diverted consumers to online, creating purchasing habits that may be difficult to break later.
- 4 Vacancies - empty shops reduce perception of a confident, thriving centre; signalling potential concerns for community.
- 5 Trader engagement – traders who do not participate in activities to improve the Village fall behind; ongoing poor service and failure to meet customer expectations effects perception of whole centre with potential to negatively impact visitation rates.
- 6 Council – allowing inappropriate development; providing insufficient funds for infrastructure maintenance; providing lack of infrastructure capital works to support ongoing improvement of the Village.
- 7 COVID-19 has directly impacted bricks and mortar retail as a whole. Boutique retail has been forced to close over many months. Many retail sectors have had to reinvent the way they operate, offering their goods or services through unique, online, and contactless methods.

4 FUTURE DIRECTION

4.1 Vision

To enhance the economic and social viability of Burwood Village through a coordinated marketing, communications and community engagement strategy, aimed at making it an exciting and vibrant focus for those who live and work within 1.5 kilometres of the precinct.

Momentum created by positive changes will attract increasing numbers of new and exciting traders and more visitors. The Village will be a thriving local hub with a great mix of shops, offices and residences, health providers and home renovation businesses, public spaces and facilities; and an engaging program of community activities.

The Village will develop its own distinctive feel and be a source of pride for the local community. It will be clean and attractive and will retain the relaxed, local feel people value. Traders will share in the sense of pride and belonging.

4.2 Objectives

- To support the trader community during difficult and uncertain COVID-19 period
- To raise awareness of Burwood Village through a series of online community engagement and place-making activities
- To continually strive to understand and meet the specific needs of the target market through regular research, communication and consistent branding
- To increase the level of trader engagement and participation in Trader Association activities
- To act as a united voice with key stakeholders, as well as provide an opportunity for comment and communication with all traders and stakeholders.

4.3 Principles and Values

The principles and values important to the Traders' Association can be summarised in this guiding statement:

Every day we have the chance to make the Village a little better

This statement recognises the enormous potential that seemingly small but ongoing positive change can have on creating significant and lasting improvement.

The Association will create this positive change through marketing and promoting the Burwood Village; improving its presentation; helping businesses thrive; creating connection with the community, and being accountable for all activities.

5 STRATEGIES AND KEY ACTIVITIES

To meet the objectives previously described, the committee has developed a series of strategies that are practical, realistic and focused on achieving the vision for Burwood Village. They include:

- 1 Develop a stronger brand identity / look and feel of Burwood Village
- 2 Develop a branding and communications strategy to reiterate and strengthen the brand
- 3 Create positive impact through improvements and exciting place-making activities
- 4 Create a vibrant, ongoing community engagement program
- 5 Provide solutions to some of the longer term, potentially negative issues
- 6 Encourage business development by engaging and supporting traders

5.1 Target Audience

There are many groups of residents who use Burwood Village – the dominant group being families with children. Workers from nearby businesses and Deakin University students and staff also use the Village. Strategies have been based on an ideal customer profile from the dominant group.

Profile

The *ideal customer* profile - known as Lisa - is a female between the ages of 35-49 years old. She is married with 2 school aged children and has the following attributes and interests:

- Discerning
- Social
- Knows what is going on in Melbourne, interstate and abroad
- Looks for quality
- Makes most of the family's primary purchase decisions
- Uses social media – particularly Facebook and Instagram
- Likes the social cache of finding 'something different'
- Likes the inner urban feel coming to her backyard
- Has disposable and discretionary income
- Wants to be connected to her community
- Proud of where she and her family live
- Wants the local shopping centre to reflect the neighbourhood

5 STRATEGIES AND KEY ACTIVITIES

Lisa is looking for community and convenience. She's busy with part-time work and family life. She wants to be able to catch up with friends in a groovy eatery then do her shopping all in one place - but without the busyness of a large shopping strip. She has her favourite local shops where she is known by friendly traders who sell quality (but not overly expensive) products.

5.2 Burwood Village Name

The mismatch between the Burwood Village name and the centre's geographic location continues as a source of frustration to traders who report it causes confusion for both customers and delivery people.

Residents participating in focus group discussions also acknowledged the mismatch, but had no suggestions for alternatives.

To resolve this ongoing issue, a formal request will be made to Council for advice on the legal possibility and requirements for changing the Village name.

If it is not legally possible to change the name, an impact study will be carried out to determine the most effective strategy to build awareness and resolve confusion around existing name.

If it is legally possible to change the name, the community consultation will be carried out to determine the level of support for the change, and cost/benefit analyses will be conducted to determine the:

- Impact/value of a new name
- Process required to generate a new name
- Resources needed to build recognition of a new name
- Implications of name change for banks and post office; location directories etc.

In the meantime, plans are in place to significantly improve branding and signage for the existing Burwood Village name. Signage improvements will include installation of way-finding signs throughout the Village and a prominently located business listing board – all bearing the Burwood Village name. Branding strategies to build a distinct identity for the Village are detailed below.

5.3 Reiterating the brand

The first step in the overall strategy is to create a strong theme for all communication and community development decisions. Utilising the current tagline in all communications will remain, with the focus on honing into the meaning behind the three words used in the tagline.

Proud • Authentic • Local (PAL)

Rationale

These words have been selected because they define the strongest and most valued attributes of Burwood Village. They also sit well with the 'Village' concept contained in the centre's name.

5 STRATEGIES AND KEY ACTIVITIES

Proud: Members of the target market are proud that they and their family members live in an affluent, sought-after Melbourne suburb. They have similar aspirations for their local shopping centre. They see it as a reflection of the community they belong to – an extension of their own 'backyard'.

Authentic: Members of the target market value the relaxed, friendly and unpretentious feel in the Village. It is a place to socialise with friends and family in an environment where they feel comfortable and welcome.

Local: Members of our target market highly value the convenience of a thriving shopping centre within easy reach. They are willing to support the centre and any new businesses to ensure its success. They conversely find it frustrating when local businesses do not try to adapt to the changing demographics and expectations of the locals.

5.4 Branding and Communications

Existing Logo

The colors of the existing logo are warm, vibrant and friendly, and while the design is quite linear and could be perceived as a bit masculine, consumer feedback collated in 2016 did not reveal any issues with the logo itself.

New website and social media strategy

Website: The current website will be modified to reflect a more vibrant feel, as well as to create a use-friendly functionality, making the website easy to navigate. The directory functionality will be enhanced, so that businesses will be visible on Google Maps and Street View. This will create further opportunity for surrounding businesses to feature as the user is viewing one business. Content (written, graphic and video) will focus on building community through story telling and sharing of useful information. In response to COVID-19 and the impact this has had on small business, content will focus on the personalisation of businesses and the faces and families behind them.

Social media: The community will be more widely engaged through social media channels. Content will include behind the scenes happenings, hints and tips, and relevant and timely content appealing to consumer hearts and minds. Content will be designed to enhance the sense of community connectedness. It will also include plenty of opportunity for community interaction and engagement, via the use of local competitions and community activities.

Formal communication

Regular email newsletters will continue to be created to keep the community up to date on retailer news, centre promotions, and small events, should the Association be able to run them during key periods. The e-News emails will continue to be brief, friendly and include only new and useful material. Subscription links will be continue to feature on the new and improved website and in

5 STRATEGIES AND KEY ACTIVITIES

promotions and competitions, with the aim to continually expand the database.

Business Directory

The business directory on the new and improved website will have user friendly functionality including map capability, which will open up opportunity for further awareness of other businesses on the strip.

Trader Communication

Ongoing communication with traders will be maintained through regular Traders' eNews, emails and informal interactions.

5.5 Community Engagement Program

The community engagement program involves understanding of the community's expectations, values and perceptions and using those to guide development and initiatives. Current research has provided an excellent starting point:

- Implement new and innovative annual event (smaller scale due to COVID-19) in replacement of the Festival
- Develop stronger attraction for young families with offerings for young children during key retail periods such as Halloween and Easter.
- Identify and prepare spaces (such as the arcade) for community use, then invite local schools, artists and community organisations to 'fill' the space. Share each stage on social media to build interest and participation.
- Organise store-based art activities – such as giant eggs decorated by local artists and displayed during Easter. Promote on social media.
- Create ongoing opportunities to gather community feedback such as suggestion boxes, surveys, social media interaction. Demonstrate responsiveness by widely communicating progress/actions being taken.
- Develop an annual calendar of promotional events
- Implement a series of regular events / spaces – namely in Melton Avenue with pop-up activations - that become part of the Village identity (example chillout Fridays; Sunday morning vibe)
- Consider developing a regular market focused on engaging children – eg. BIZKIDS market that was traditionally a part of the Festival, but could stand alone as an event, provided COVID restrictions allow.

5 STRATEGIES AND KEY ACTIVITIES

5.6 Physical Attractiveness and Place Making

As well as developing new activities, it is important to resolve high priority issues that stand in the way of achieving objectives. Many relate to physical characteristics and the attractiveness of the Village. Some items need Council involvement/support, while others can be addressed by the Traders Association.

Items involving council include:

- Parking – Lack of adequate lunchtime parking could potentially be resolved by introducing time restrictions and permits to clear residents' cars from long-term parking. Traders and staff would receive permits to use this area, in turn clearing short-term parking for customers.
- Landscaping - Encourage Council's Landscape Department to undertake streetscape improvements to address customer concerns about harsh/unattractive aspects of the centre.
- Graffiti - Continue to organise monthly graffiti removal program.
- Lighting - Request installation of additional car park lighting to support increased evening dining.
- Toilets - Request installation of additional public toilets on the South side of Toorak Road.

Items not involving council include:

- Create and install better signage for the village. The recent rebrand of Burwood Arcade to Camberwell Walk Arcade (by the landlord) presents scope for improvements there.
- Build relationship with landlords to improve public space – namely Camberwell Walk – with the implementation of turf, and street furniture to create a place to dwell and enjoy food and drink.
- Negotiate with real estate agents and property owners to improve external appearance of buildings throughout the Village.

There is also a significant role for place making.

The aim of place making – defined as transforming spaces into lively, interesting and inviting locations for community enjoyment – is to strengthen the connection between the Village and the community.

Attractive public spaces can be created through channels such as public art making; greening and landscaping; creation of performance and recreation spaces.

Initiatives that start as small-scale, inexpensive and temporary activities have the potential to become more permanent, defining features that become part of its overall identity of the Village.

Community engagement is an essential component of the place making process, and ensures that initiatives are relevant and reflect the interests of the local community.

5.7 Business Development

Research has repeatedly highlighted visitor dissatisfaction with perceived gaps in the Village product/service offering. The list of 'missing essentials' includes: bakery; deli; kid's products; shoes

5 STRATEGIES AND KEY ACTIVITIES

and fashion stores. This list represents opportunities for existing traders to expand their current offering to meet at least some of this demand.

In addition, the Traders Association will work with consultants specialising in retail mix and trends, to put together a leasing/retail mix review and strategy, and business attraction plan to present to property owners and real estate agents when their stores become vacant. The plan will focus on businesses that are in high demand (such as those listed above) and distinctive, drawcard businesses that could make the Village a destination.

There are also opportunities to repurpose current businesses and work with Council on the *Bare to Beautiful* program, ensuring vacancies are appropriately and attractively dressed with window decals.

Research has also revealed limited community awareness of a number of business sectors within the Village – such as health and other professional service providers and home improvements businesses.

To address this issue it is recommended Health/Wellness providers collaborate to find ways they can leverage their combined asset of a 'top to toe' service offering, through a series of shared marketing activities. A category campaign implemented to highlight this offering to customers, could be a beneficial way to create further awareness.

Building member numbers within the Traders' Association committee, so that there is representation from each category, will enable the committee to create cross-promotional and category/industry aligned strategies and initiatives that forge collaboration amongst members.

5.8 Trader Engagement

Many of the strategies in this business plan depend on business owners engaging with and supporting initiatives. It is essential they see the potential benefits for their own businesses, as well as the Village as a whole. The aim is to build the sense of community and shared goals amongst traders, and to provide valuable services that support their businesses. The following actions will facilitate this process:

- Create engaging and regular Traders' eNews eDMs to keep readers informed on relevant news from Association meetings, useful information, tips and resources.
- Committee members to interact face to face with traders to build relationships and keep them 'in the loop' with ideas and plans.
- Regularly encourage traders to participate in Traders Association meetings.
- Regularly seek input and feedback from traders to understand their needs and priorities.
- Encourage stronger business-to-business referrals through a 'working together program'.
- Facilitate business-networking opportunities.

5 STRATEGIES AND KEY ACTIVITIES

- Engage with new traders immediately – welcome from the marketing coordinator and a member of the committee, invited to share their story with other traders at a regular committee meeting.
- Support new traders with mentoring programs, getting to know your neighbour programs and invitations to monthly committee meetings.
- Share customer suggestions and feedback in the context of building business success (rather than as criticism).
- Inspire a culture of pride through success stories.
- Gain commitment for agreed service standards that aim to increase business performance through meeting customer needs.
- Educate and motivate business owners and property owners on the value of improving external appearance of buildings throughout the Village.

6 MANAGEMENT AND FINANCE

6.1 Financial Strategy

The Association is funded by a special rate levied by the City of Boroondara. The total value of the scheme over five years is \$455,337. Approximately \$90,365 is raised in each of the first three years and \$92,121 in remaining two years.

In addition, the Burwood Village Traders Association has been successful in gaining a triennial community grant for an annual Food & Beverage Promotion that provides additional funding of approximately \$18k. The overall budget is distributed across the key activities of:

Activities	Percentage of budget
Branding and Communications (including Consultancy Fees)	45%
Community Engagement	24%
Trader Engagement	5%
Physical Attractiveness / Placemaking	12%
Business Development and Networking	11%
Accountancy and Insurance	3%

Spending will be increased in the areas of Branding and Communications in light of the likely ongoing implications of COVID-19 restrictions on large scale events. Physical attractiveness, business development and networking will also take a focus. Emphasis will continue on encouraging greater visitation to the Burwood Village through advertising, promotions and (likely smaller scale) events, under the direction of an experienced management team and marketing consultant.

Funding streams to meet budget include:

- Special rate – A rate of 0.09 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme renewal area subject to a minimum charge of \$550 in years one, two and three, and a minimum charge of \$600 in the fourth and fifth years payable per occupancy per annum.
- Annual grant amount of \$18k p.a. (plus CPI rises) for the major Food & Beverage event for 2021-23 and a future application for funding for the 2024-26 period.

6.2 Financial Accountability

The Traders' 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 Contract with Business Associations relating to the special rate.

A financial report, outlining expenditure against a designated budget for each project area of the Association's program, is to be organised and provided regularly to Committee meetings. An audit

6 MANAGEMENT AND FINANCE

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 provided to the City of Boroondara.

7 MONITORING AND EVALUATION

Monitoring and Evaluation

The degree of achievement of the actions outlined in the Strategic Business plan will be evaluated as part of the annual planning process.

Key performance indicators to be included in the evaluation:

- 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

An evaluation report will be prepared for the Traders' Association at the end of each financial year of the program. The report is to address the degree of compliance with the performance indicators established for major activities. It is to be submitted to Council as part of the accountability requirements for the program. It will also be used as a basis for developing a more detailed action program and budget for the following financial year.

8 CONCLUSION

The next five years for Burwood Village will be very exciting in terms of getting brand and communications standards up to scratch. The objectives and strategies detailed in this Business Plan will see the Village mature into an attractive, lively community hub where local residents feel proud to shop, socialise and access a broad range of specialist services.

The Village will establish a strong, recognisable brand, and will be defined by a great mix of quality shops, services and venues, as well as signature events and community spaces.

Traders will work towards shared goals for high standards of presentation and friendly service, and will enjoy the economic success that comes when their business offering matches the needs and expectations of their local community.

Improvements to facilities and amenities will ensure the Village provides those elements essential to a successful shopping strip.

By June 2026, it is desired that Burwood Village will successfully reflect its brand – “Proud. Authentic. Local”.

Attachment 1: Burwood Village Traders' Association Strategic Business Plan 2021 - 2026**Appendix 1 – Boroondara Activity Centres – Strategic Context**

Activity centres play an important economic and community role in the City of Boroondara. There are over 5000 businesses in 53 centres in the municipal district. Council recognises the valuable role that a special rate and/or charge scheme plays in providing support for commercial centres in Boroondara and provides support through the Local Economies department to facilitate the preparation and implementation of these schemes.

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

The proposed Scheme renewal also supports Council's Economic Development and Tourism Strategy 2016-2021 and its key objective to "facilitate the development of best in class neighbourhood shopping centres throughout the City". A related strategy 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".

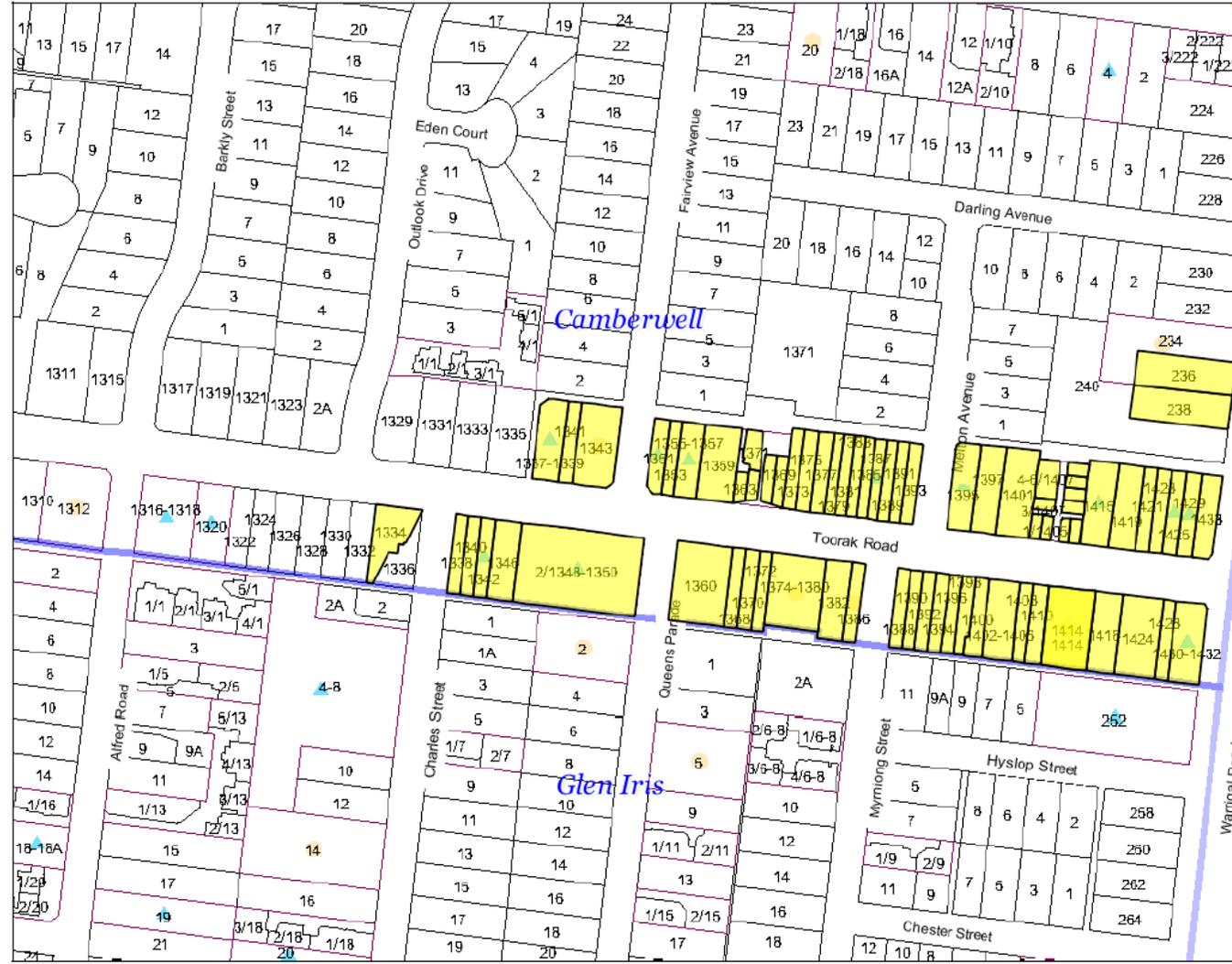
Attachment 1: Burwood Village Traders' Association Strategic Business Plan 2021 - 2026**Appendix 2****Committee of Management**

Committee Members of the Traders' Association for 2020-21 (current at Oct 2020) – representation of each category in brackets:

Name	Position	Business
Wayne Stoll	President	Prohibition Food and Wine (Dining & Takeaway)
Travis Bateman	Vice President	Camberwell Sports & Spinal Medicine (Health)
Sofie Zoumis	Committee	Essjai Clothing & Accessories (Fashion & Beauty)
Sallyanne Smith	Secretary	EyeQ Smith and Walker (Health)
Maria Kyriakos	Committee	Zinc Shop (Fashion & Beauty)
Amanda Tolhurst	Committee	Next Furnishings (Home & Interior Design)
Les Rudling	Committee	Wild Dough Bakery (Dining & Takeaway)
Ashley Jones	Treasurer	MoneyQuest (Banking & Finance)

Attachment 3: Plan of proposed Scheme area

Proposed Burwood Village special rate and charge scheme 2021 - 2026 (the Plan)



KEY

- Property
- Suburbs
- Roads
- Property Base Property

Map Produced: 29 September, 2015 13:37:16

Attachment 4: Details of proposed Burwood Village Special Rate renewal**Details of the Proposed Burwood Village Special Rate and Charge scheme****Duration**

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

Purpose

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

The proposed Scheme renewal will provide the Burwood Village Traders' Association (BVTA) with funding to enable them to undertake activities, such as:

- employ a Marketing Coordinator for the Centre
- market, advertise and promote the Centre
- finalise the 'retail precinct review' and 'stakeholder engagement strategy' aimed at increasing the diversity of products/services offered within the Centre
- develop a stronger brand identity, as well as a branding and communications strategy
- improve the website, including the directory functionality;
- improve engagement on social media through increased competitions and posting of diverse content
- organise activations that engage the community, including the delivery of a new and innovative annual event (to replace the annual festival), store-based art activities and pop-up events in Melton Avenue
- implement consumer shopping campaigns and competitions
- improve physical characteristics of the Centre, in partnership with relevant stakeholders
- work closely with Council, local community and school groups
- liaise and advocate on behalf of the Centre with Council and relevant agencies
- source Council grants and other sponsorship to support centre activities.

There is also some scope for allowing the funds from the proposed Scheme renewal to be spent on the BVTA's administrative costs associated with management. For example, the BVTA may employ a part-time bookkeeper to assist with preparation of the budget and financial records relating to the implementation of the 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 BVTA's affairs generally.

Attachment 4: Details of proposed Burwood Village Special Rate renewal

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

Area

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

The area can be described as follows:

- The area of the special rate includes properties along Toorak Road bounded by Warrigal Road to the east and Outlook Drive to the west and including a small number of properties on Warrigal Road to the south and north of Toorak Road. **(Attachment 3).**

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:

$$R \times C = S$$

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.

Attachment 4: Details of proposed Burwood Village Special Rate renewal

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, adopted or designed to be used primarily for commercial purposes in the Centre (as generally described above in the section under "Area") will receive a special benefit from all of the activities undertaken with scheme funds.

With respect to community benefits, there are no community benefits included in this scheme.

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 amount of the scheme is approximately \$455,337 or such other amount as is lawfully levied as a consequence of the declaration. This figure is supported by the BVTAs 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 \$455,337 or such other amount as is lawfully levied as a consequence of the declaration. It is proposed to levy this amount.

Apportionment

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

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

- i. A rate of 0.09 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme renewal area subject to a minimum charge of \$550 in years one, two and three and a minimum charge of \$600 in the fourth and fifth years payable per occupancy per annum.

Attachment 4: Details of proposed Burwood Village Special Rate renewal

- ii. For the purposes of this paragraph, 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 (so that the CIV may alter during the period in which the special rate and charge is in force, reflecting any revaluations and supplementary valuations which take place).

It is further proposed that the owners of the land in the Burwood Village Special Rate and Charge scheme pay the Burwood Village Special Rate and Charge on the same date/s as Council's general rates are due, and that they be required to pay interest on any amount which has not been paid.

Attachment 5: Objection/submission process**Objection/Submission process pursuant to the *Local Government Act 1989***

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

Submissions and Objections

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

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

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

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

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

Objections and Council's decision

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

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

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

Attachment 6: Draft proposed letter

Date

Owner/Occupier
<Property Address 1>
<Property Address 2>
<Suburb> VIC 3122

Property Address
Property address
SUBURB VIC POSTCODE

Dear Sir or Madam

Notice of Intention to renew the Burwood Village Shopping and Business Centre Special Rate and Charge

At the request of Burwood Village Traders' Association ("BVTA") the City of Boroondara ("Council") proposes to renew the existing special rate and charge scheme ("Scheme") for the marketing and business development of the Burwood Village Shopping and Business Centre ("Centre").

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

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

On 15 March 2021 Council resolved to give notice under section 163 of the *Local Government Act* 1989 (the "Act") of its intention to declare a special rate and charge. The 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 Scheme will commence on 1 July 2021 and remain in force for a period of 5 years ending on 30 June 2026. The special rate and charge is to be levied on all rateable land primarily used or adapted or designed to be used for commercial purposes within the areas described in the **enclosed** public notice.

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

Attachment 6: Draft proposed letter

- i. A rate of 0.09 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme renewal area subject to a minimum charge of \$550 in years one, two and three and a minimum charge of \$600 in the fourth and fifth years payable per occupancy per annum.
- ii. For the purposes of this paragraph, 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 (so that the CIV may alter during the period in which the special rate and charge is in force, reflecting any revaluations and supplementary valuations which take place).

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

A copy of the proposed declaration including a detailed plan of the area of the proposed special rate and charge can be viewed at the Council Offices at Level 1, 8 Inglesby Road, Camberwell until (insert date). Electronic copies are also available at www.boroondara.vic.gov.au/business.

Any person who is liable for or required to pay the proposed Burwood Village 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 special rate and charge. For example, this could include extracts from a lease/tenancy 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 a lease is in a company name, evidence will be required that the person has the authority to act on behalf of that company.

The right of objection is in addition to the right to make a submission. Submissions/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 declaration.

Submissions and/or objections must be lodged by (insert date) in writing, addressed and sent by mail to:

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

Attachment 6: Draft proposed letter

Submissions/objections concerning the declaration of the special rate and charge will be heard by Council on Monday 28 June 2021 at its meeting to be held at 6.30pm in the Council Chamber, Camberwell Office, Camberwell (or such other date as Council subsequently determines). People wishing to be heard in support of their submission must state this in their submission and then register in the foyer of the Council Chamber prior to commencement of the meeting.

Enclosed for your information is a flyer from the BVTa in relation to its request for renewal of the Scheme. The flyer details the Association's activities to be funded by the Scheme. It also provides contact details for the Association.

Should you have any questions you may contact the Liveable Communities department on 03 9278 4444 or by email boroondara@boroondara.vic.gov.au .

Yours sincerely

Insert signature

Nick Lund
Manager Liveable Communities

Enclosed

- *Copy of the proposed Burwood Village Special Rate and Charge Scheme public notice*
- *Burwood Village Traders' Association flyer*

Attachment 7: Public Notice - Notice of Intention to Renew Scheme**Public Notice – Notice of Intention to Declare Scheme****PROPOSED RENEWAL OF A MARKETING AND BUSINESS DEVELOPMENT FUND (BURWOOD VILLAGE SPECIAL RATE AND CHARGE) FOR THE BURWOOD VILLAGE SHOPPING AND BUSINESS CENTRE**

Notice is hereby given that Boroondara City Council resolved on 15 March 2021 to give public notice of its intention to declare a Burwood Village Special Rate and Charge pursuant to sections 163 of the *Local Government Act* 1989 ('the Act').

The special rate and charge, is 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 2021 and remain in force for a period of five years, ending 30 June 2026.

The special rate and charge is to be levied on all rateable land primarily used or adapted or designed to be used for commercial purposes within the Burwood Village Shopping and Business Centre. A plan of the Scheme area appears below. A detailed map of the Scheme area can be viewed at Council offices at Level 1, 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 Burwood Village Special Rate and Charge will be assessed and levied as follows:

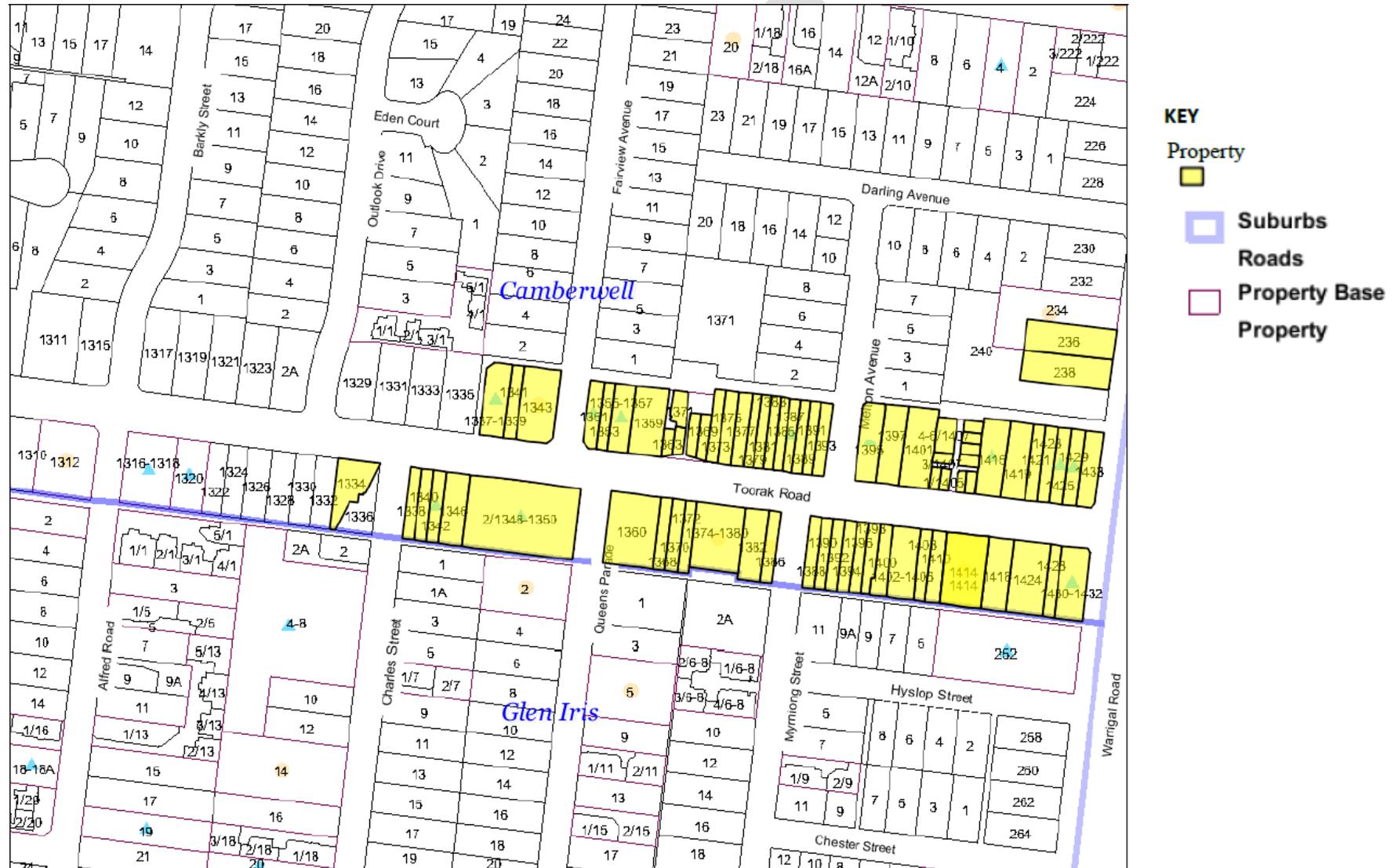
- i. A rate of 0.09 cents in the dollar of the Capital Improved Value (CIV) will be levied on each rateable property in the proposed Scheme renewal area subject to a minimum charge of \$550 in years one, two and three and a minimum charge of \$600 in the fourth and fifth years payable per occupancy per annum.
- ii. For the purposes of this paragraph, 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 (so that the CIV may alter during the period in which the special rate and charge is in force, reflecting any revaluations and supplementary valuations which take place).

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

In the first year, the scheme is estimated to raise \$90,365.

Attachment 7: Public Notice - Notice of Intention to Renew Scheme

Proposed Burwood Village special rate and charge scheme 2021 - 2026 (the Plan)



Attachment 7: Public Notice - Notice of Intention to Renew Scheme

Council considers that each rateable property included in the Scheme area that is required to pay the Burwood Village 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.

The special rate and charge will be payable by ten monthly instalments, four equal instalments or by one instalment in February each year, in accordance with Council's general rate collection processes.

A person may make a submission in relation to Council's proposed declaration. Submissions must be lodged within twenty-eight (28) days after the date of 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 28 June 2021 (or such other date as Council subsequently determines).

Any person making a written submission under section 223 of the Act is advised that under regulation 11 of the *Local Government (General) Regulations 2004*, the Council is required to make available for public inspection all submissions (including personal information) received in accordance with section 223 of the Act during the previous 12 months. Details of submissions may also be included within the official Council Agendas and Minutes which are public documents and which may also be made available on Council's website.

Any person who will be required to pay the Burwood Village 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 the objection which shows that it is a condition of their lease that the occupier is liable to pay rates and charges for 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.

A copy of the proposed declaration (including a plan of the area of the proposed Burwood Village Special Rate and Charge) is available for inspection at the Council Offices at 8 Inglesby Road, Camberwell for at least 28 days after the date of this notice.

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

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

Council will consider whether to make the proposed declaration at a meeting on Monday 28 June 2021 (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 Liveable Communities department on 03 9278 4444 or email boroondara@boroondara.vic.gov.au

**Phillip Storer
CHIEF EXECUTIVE OFFICER**