

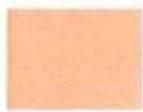


**Comments:**

-  Streams
-  Easements
-  Road Reserves
-  Property



Indication of Secondary Benefit



Indication of Primary Benefit



Geod of Australia - Zone 52  
04/10/2012

Scale 1:2226

**Overview**



The State of Victoria & Manningham City Council do not warrant the accuracy or completeness or timeliness of the information and any person using or relying upon such information does so on the basis that the State of Victoria & Manningham City Council shall bear no responsibility or liability whatsoever for any errors, omissions or inaccuracies in the information.

**Vicmap**

**TEMPLESTOWE VILLAGE SPECIAL CHARGE SCHEME  
RATEABLE PROPERTIES & AMOUNTS PAYABLE**

<b>Address</b>	<b>Suburb</b>	<b>Cost</b>
1/49-55 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
2/49-55 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
29B Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
3/23A Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
3/49-55 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
38 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
40 Anderson Street	TEMPLESTOWE VIC 3106	\$350.00
1/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
1/110 Wood Street	TEMPLESTOWE VIC 3106	\$700.00
1/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
1/120 James Street	TEMPLESTOWE VIC 3106	\$700.00
1/132 James Street	TEMPLESTOWE VIC 3106	\$700.00
10/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
11/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
114 James Street	TEMPLESTOWE VIC 3106	\$700.00
114A James Street	TEMPLESTOWE VIC 3106	\$700.00
116 James Street	TEMPLESTOWE VIC 3106	\$700.00
118 James Street	TEMPLESTOWE VIC 3106	\$700.00
118A James Street	TEMPLESTOWE VIC 3106	\$700.00
118B James Street	TEMPLESTOWE VIC 3106	\$700.00
118C James Street	TEMPLESTOWE VIC 3106	\$700.00
12/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
1-2/124 James Street	TEMPLESTOWE VIC 3106	\$700.00
122 James Street	TEMPLESTOWE VIC 3106	\$700.00
123-125 James Street	TEMPLESTOWE VIC 3106	\$700.00
126 James Street	TEMPLESTOWE VIC 3106	\$700.00
126A James Street	TEMPLESTOWE VIC 3106	\$700.00
127 James Street	TEMPLESTOWE VIC 3106	\$700.00
128 James Street	TEMPLESTOWE VIC 3106	\$700.00
129 James Street	TEMPLESTOWE VIC 3106	\$700.00
130 James Street	TEMPLESTOWE VIC 3106	\$700.00
131 James Street	TEMPLESTOWE VIC 3106	\$700.00
13-14/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
133 James Street	TEMPLESTOWE VIC 3106	\$700.00
134 James Street	TEMPLESTOWE VIC 3106	\$700.00
143 Parker Street	TEMPLESTOWE VIC 3106	\$700.00
143A Parker Street	TEMPLESTOWE VIC 3106	\$700.00
147-151 Parker Street	TEMPLESTOWE VIC 3106	\$700.00
15 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
157 Parker Street	TEMPLESTOWE VIC 3106	\$700.00

<b>Address</b>	<b>Suburb</b>	<b>Cost</b>
159 Parker Street	TEMPLESTOWE VIC 3106	\$700.00
15A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
17 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
17A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
19 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
2/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
2/110 Wood Street	TEMPLESTOWE VIC 3106	\$700.00
2/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
2/120 James Street	TEMPLESTOWE VIC 3106	\$700.00
2/132 James Street	TEMPLESTOWE VIC 3106	\$700.00
2/23A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
21 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
21A-23 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
25 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
27 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
29 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
29A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
3/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
3/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
3/120 James Street	TEMPLESTOWE VIC 3106	\$700.00
3/124 James Street	TEMPLESTOWE VIC 3106	\$700.00
31 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
33 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
35 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
37 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
37A Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
39 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
4/110 James Street,	TEMPLESTOWE VIC 3106	\$700.00
4/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
41 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
43 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
45 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
47 Anderson Street	TEMPLESTOWE VIC 3106	\$700.00
5/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
5-6/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
6/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
7/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
7-8/112 James Street	TEMPLESTOWE VIC 3106	\$700.00
8/110 James Street	TEMPLESTOWE VIC 3106	\$700.00
9/114-116 James Street	TEMPLESTOWE VIC 3106	\$700.00
Level 2, 9B/112 James Street	TEMPLESTOWE VIC 3106	\$700.00

# **Business Plan**

## **2015-2020**

**Draft**

Prepared by  
*Peter McNabb and Associates*  
for

**Templestowe Village Traders Association**

**February 2015**

## **1. INTRODUCTION**

### **1.2 Purpose of the Report**

The purpose of this report is to provide a consolidated vision and mission statement for Templestowe Village together with an integrated set of strategies to achieve the vision in areas such as the centre's land use structure, business development, marketing and public relations, community development, centre management, communication and finance.

### **1.3 Methodology**

The development of the Business Plan is based on:

- Background information compiled from on-site visits and a review of the current marketing and business development program as well as Council plans and policies
- Surveys of all businesses in the centre about their perceptions about the current program and possible business development, marketing, and centre management arrangements for the centre going forward
- Follow-up discussion with several businesses about those suggestions
- An in-centre business planning workshop on 2 February 2015 with businesses in the centre to discuss further the current situation in the Village, a vision for the future, and possible business development, marketing, centre management and communication strategies

## **2. PROFILE OF THE CENTRE**

### **2.1 Regional Context**

Templestowe Village is an important activity centre in the City of Manningham and Melbourne's Eastern Region, situated approximately 16 kilometres north-east of the Melbourne CBD.

The precinct services not only an immediate local neighbourhood of over 6,000 residents in Templestowe and Lower Templestowe, but also is a destination for people in the region and metropolitan area attracted by the cafes and restaurants in the centre as well as those using the Yarra Trail along the nearby Yarra River.

### **2.2 Land Use Structure**

The centre is adjacent to the intersection of Anderson and James Streets, Templestowe. It has a distinctive elevated and undulating character with a mix of modern and heritage buildings. The views of the Ranges from the centre add considerable interest.

The extent of Templestowe Village is illustrated in Figure 1. The centre consists of two main sections to the north and south of James Street:

- A larger rectangular block (running east west) at the southern end generally bounded by James, Anderson, Parker, and Milne Streets. There is a row of businesses along the south side of James Street, a pair of medical/dental businesses along the east side of Anderson and a row of businesses along the west side of Anderson Street, with a few businesses at the rear fronting the car park. To the south and west of this L-shaped configuration is the stand alone Supa IGA supermarket and a group of businesses to the west based around upper car park areas
- A generally rectangular block (running north south) at the northern end of the centre bounded by James, Anderson, and just north of Wood Streets, as well as the rear of the properties including the Eastern Court Restaurant along the western edge of the block. There is a row of businesses along the west side of Anderson Street including the 7-Eleven store north of Wood Street and a small row of businesses along the north side of James Street. To the north and west of this L-shaped configuration is a small group of two shops with a Wood Street address separated from the rest by a car park.

Figure 1 Extent of Templestowe Village



Templestowe Village has over 12,000 square metres of retail and commercial floorspace of which approximately 9,000 square metres is retail floorspace. There are 56 retail and commercial properties in the southern section, and 22 properties in the northern section. The southern section also contains 12 apartments as part of a multi-storey residential building at the western end of the centre.

To the south of the precinct between Parker and Foote Streets is a very significant community services and leisure precinct. This area contains the Manningham-Templestowe Leisure and Community Centre, outdoor netball courts, the Memorial Hall, and the Templestowe RSL.

The Village Precinct is lively and reasonably compact centre with a distinctive sense of place and community.

### **2.3 Activity Centre Mix**

Templestowe Village provides an interesting business mix for a neighbourhood activity centre. Its range of uses is summarised in Table 1.

**Table 1: Breakdown of Existing Uses in the Templestowe Village**

<b>Use</b>	<b>No. of Uses</b>
Retail including cafes & restaurants	58
Commercial	8
Health and Fitness	14
Community Services	1
Vacant	1
<b>Total</b>	<b>82</b>

*Source: Peter McNabb and Associates, February 2015*

One of the key features of the centre is that there is only one vacant premise.

There is a reasonably diverse range of retail and commercial uses in the Village, comprising:

- Convenience retailing and commercial services anchored by the IGA Supermarket, newsagency, post office, and pharmacy
- Specialist retailing ranging from fashion, beauty and personal care to cafes and restaurants
- Health and fitness services
- A few professional and commercial services scattered throughout the centre

### **2.4 Role of the Centre**

Templestowe Village functions as a very diverse and vibrant mixed-use neighbourhood centre with a primary focus on retailing. It not only provides a number of convenience products and services for the local Templestowe and Lower Templestowe communities, but through its alfresco café and dining experiences and the health, beauty and leisure activities, it performs more of a sub-regional role. In that role, Templestowe Village

attracts customers in an arc extending from Eltham and Warrandyte to the north-east to Doncaster, Box Hill and Balwyn to the south and south-west.

In addition to its primary role as a shopping centre, Templestowe Village performs a secondary role as a commercial and health services centre with several specialist uses (e.g., orthodontics, dental) attracting clients from a wider area.

The Village has a unique role in the City of Manningham in providing higher density housing within it through a multi-storey unit development. This role is enhanced by the intensive residential development adjacent to the Village, providing an environment where people can walk to the centre on a regular basis.

The extent of residential development and proximity of Templestowe Village to the key community and recreational services in the precinct immediately to the south reinforces the centre's role as an important community hub.

## **2.5 Image and Branding of the Centre**

The current image of Templestowe Village is of a vibrant and stylish activity centre where most of the centre is active during the day and at night, seven days a week. A key ingredient to the image is the cosmopolitan café and dining culture that has developed in the Village over recent years.

It is considered that the extensive focus on the café and dining scene in the Village's image underplays the diversity of distinctive retail, commercial, health and fitness experiences that are available in the centre. A new image needs to be developed and promoted to recognise the strength of that wider diversity.

A new branding strategy including a unique logo has been developed for the Village.

## **2.6 Current Marketing and Business Development Program**

The current marketing and business development program consists of:

- Seasonal promotional events at Christmas, Valentine's Day, Easter, Mother's Day, Father's Day, and the Spring Racing Carnival
- Involvement in the Templestowe Festival
- New branding of the centre through a new logo
- Development of a new website
- Lobbying to Council for footpath upgrades and streetscape enhancement
- Facilitation of a parking review
- Facilitation of a Structure Plan for Templestowe Village to plan for further capital works in the centre

The program is funded by a special charge to which all properties in the centre contribute. The fund has raised \$ 46,800 in each of the last five years.

### **3. SWOT ANALYSIS**

From a review of the centre and its current program and the discussions with businesses and property owners, a summary of the strengths, weaknesses, opportunities and threats of the centre and its program is presented below:

#### ***Strengths***

- Good location
- High level of exposure because of the strong traffic flow past the centre
- Good mix of businesses
- Caring business people
- Nice customers and clients
- Low vacancy rate
- Specialist niches in food, wine, fashion and homewares
- Effective lobbying to achieve ongoing streetscape improvements

#### ***Weaknesses***

The weaknesses of the centre and its marketing program are:

- Parking arrangements
- Disjointed and spread out centre with business premises on different levels
- Lack of engagement in the program from the body corporate and most landlords
- Limited involvement from many businesses in the centre
- Gaps in the business offer in areas such as fresh food, fashion and gifts
- Poorly presented IGA supermarket
- Lack of clean and smart presentation – unsightly rubbish bins, bird droppings
- Lack of interactive workshops or meetings where businesses can express their views about the program;
- Differing opinions among business owners about the professionalism and effectiveness of the current program
- Lack of expansion opportunities for the centre because of the netball courts

#### ***Opportunities***

The opportunities for the centre and its marketing program are:

- Reshaping of the branding and marketing of Templestowe Village including through a calendar of promotional events
- Revitalisation of the centre through implementation of Council's Structure Plan for Templestowe Village
- Stronger connections with the community particularly local sporting clubs
- Restructure of the premises along the lower part of James Street
- Redevelopment of the IGA supermarket
- A better website linked to social media
- Better engagement and communication with businesses in the centre

- Renewal of the special charge program to provide funding for various marketing and business development activities;
- Ongoing employment of a centre coordinator
- Capacity to attract external funding

***Threats***

The threats to the centre and its program are:

- More difficult economic conditions causing a downturn in consumer visitation and spending in the Village;
- Changing consumer preferences in favour of overseas travel and spending
- Increasing competition from both online shopping and other centres in the area
- The lack of a coordinated marketing program
- Apathy or divisions among the business community
- The negative impact of the poorly presented IGA

## **4. FUTURE VISION AND MISSION STATEMENT**

### **4.1 Vision**

From our analysis and business consultations, the following vision for Templestowe Village is put forward:

*To develop Templestowe Village as the best neighbourhood centre in the City of Manningham for shopping, dining, business and community activities*

The vision envisages a place that:

- Has a unique sense of identity
- Continues to have a stylish and somewhat exclusive character
- Is diverse, refined, local, and personalised
- Is vibrant, exciting and welcoming
- Is clean, attractive and comfortable
- Continues to be friendly and relaxed to work in, shop and visit
- Has an active street life with more people staying longer in the centre and at night
- Has interesting speciality shops
- Has a good range of specialist commercial and health services
- Is a community hub
- Is geared to tourists and is a gateway to the Yarra Valley
- Has an active business group working for the interests of the whole centre

### **4.2 Mission Statement**

The mission statement for the Templestowe Village Traders Association is to:

- Promote and improve the Village so that it becomes a great centre
- Raise awareness about the centre
- Act as leaders and ambassadors for the centre
- Facilitate positive experiences in the centre

Specific outcomes expected to be achieved over time from the work of the Association and its centre coordinator are:

- An improved profile for the whole centre
- An increasing number of activities in the centre for the benefit of retail, commercial and other businesses
- More businesses talking to and working with one another
- An continual improvement in consumer spending patterns in the centre
- An overall improvement in the trading performance of the centre
- Improved customer perceptions about businesses and activities in the centre

## **5. STRATEGIES**

An integrated set of strategies has been developed in the Business Plan to realise the vision for Templestowe Village. The emphasis is on ambitious but realistic strategies that are affordable and that can achieve real results. There is a need to tackle all aspects of the strategies in an integrated manner, with work proceeding on items in each of the different components. Ownership of the strategies by all the key parties connected with the centre also is critical to the successful implementation of the Plan.

The strategies encompass the following six components:

- Business Development
- Marketing and Public Relations
- Community Development
- Centre Management and Communication
- Financial

### **5.1 Land Use Structure**

Templestowe Village is a reasonably compact, but undulating activity centre. Its major weakness is that it is disjointed and spread out. The centre also is poorly integrated with the Leisure and Community Services Precinct immediately to its south.

The recommended strategies to deal with these issues are:

- Sustain the compact nature of the Village by working within its current boundaries
- Continue to develop stronger land use connections between the north and south sections of the centre
- Encourage the redevelopment of 121-123 James Street, in line with the Templestowe Village Structure Plan, to strengthen the retail/commercial offering in the north section of the centre
- Link the Village more strongly with the Community and Leisure Services Precinct to the south
- Encourage new mixed use developments in and adjacent to the Village to diversify the housing available in Templestowe and provide more local customers for the centre

### **5.2 Business Development**

#### **Retaining and Improving Existing Businesses**

The success of Templestowe Village depends to a large extent on the quality of the experiences offered to customers and clients by all of its businesses. A memorable experience in a shop or office is based on:

- Unique quality products or services
- Great customer service
- Excellent merchandising and presentation
- Value-added offers
- Superior marketing and sales promotion

From our surveys and centre analysis, not all businesses in Templestowe Village offer this combination. It is important, therefore, to plan for continuous upgrading, business development, and renewal of products/services, shopfronts and service. The aim is to achieve “best of kind” businesses in the centre.

The recommended strategies to address current issues and achieve excellence are:

- Encourage businesses to improve shop facades, signage and internal presentation to project a smarter, livelier, more pro-active, more personalised and specialised image. Encourage businesses to show more pride in their business
- Set up training and motivational programs with assistance from programs such as StreetLife to address issues such as shop presentation, signage, visual merchandising and customer service
- Provide a prize/award for the best window of the month
- Organise in conjunction with Manningham City Council a designated clean-up day each year as well as a ongoing co-ordinated program to clean the facades and windows of all premises in the Village
- Encourage all shops and offices to extend and value add on the goods and services provided – e.g., by working with businesses to identify specific extra products and services that they could provide that would fill gaps in the Village
- Encourage businesses to develop a stronger tourist-oriented focus to take advantage of visitors coming to the centre from the Yarra Trail, or going to the Yarra Valley, or as a result of other regional tourism marketing initiatives
- Encourage stronger communication, joint customer databases and cross-marketing (e.g., exchange of gift vouchers) among clusters of complementary businesses
- Encourage businesses in the Village to participate in a business awards program so as to recognise excellence in different types of businesses (e.g., retailing, commercial services, health services, etc.)

### **Getting the Best Business Positioning**

Templestowe Village is a collection of many privately-owned properties and businesses. As a result, it is difficult to organise businesses to occupy particular premises or cluster businesses in specific areas. Despite these difficulties, it is desirable to aim for the best

positioning of businesses in the Village to achieve synergies among complementary businesses and make the whole centre more vibrant. This has occurred, to a considerable extent, in the café and restaurant as well as hair and beauty sectors with the clusters of these kinds of businesses in different parts of the centre

There can be further achievements through pro-active work undertaken by the Templestowe Village Traders Association in conjunction with property owners and local real estate agents. The aim is to cluster further as many similar or complementary businesses as possible in particular precincts and to organise major magnets in key parts of the centre.

Specific strategies to achieve the best business positioning are:

- Continue to develop and promote high quality and boutique style lifestyle precincts in different parts of the centre with clusters dealing with:
  - Hair and beauty
  - Leisure and fitness
  - Fashion
  - Fine dining
- Encourage the development of fresh food and specialist food precincts in the centre with a key anchor tenant(s) to serve as a magnet

### **Improving The Business Mix by Attracting Appropriate New Businesses**

Consultation with businesses has highlighted that there could be a better spread of business categories and business types in the Village. Although the centre currently has only one vacancy, it is important to be pro-active about the future and consider possible businesses that would assist in achieving the recommended vision for the centre.

From our analysis of the surveys and consultations, it is recommended that the following new operations be considered to strengthen the Village's business mix:

- A boutique supermarket
- More specialist fresh food shops – e.g., a butcher, a chicken shop, a delicatessen, health food shop, a fresh fish shop,
- Take-away outlets such as a juice bar or a sushi shop
- New types of healthy take-away food offers such as is provided at Burger Lounge in Eltham
- A wine bar
- More “browsing” shops such as homewares and gifts shops
- More specialist fashion shops such as a shoe shop and a menswear shop

The Templestowe Village Traders Association should establish a pro-active process to attract these types of new businesses into centre when vacancies appear or new properties are established. The key strategies to be pursued by the Association to achieve this are:

- Develop a brief prospectus outlining the case for establishing the proposed new operations in the Village, indicating its primary catchment area and socio-demographic profile
- Discuss the prospectus and desired new businesses with centre property owners and real estate agents, and encourage them to sign up these types of businesses as new tenants when vacancies become available
- Directly approach the desired new types of businesses (e.g., dynamic businesses in other centres particularly those looking to expand, new upmarket businesses looking to establish in this part of Melbourne) present them with the prospectus, and encourage them to look at Templestowe Village and be ready to take up any vacant premise or establish a new development

### **5.3 Marketing and Public Relations**

A comprehensive marketing and public relations program needs to continue at Templestowe Village. This should encompass a branding campaign, strategic advertising, and a calendar of promotional activities.

#### **Branding**

This is a key priority. The recommended strategies are:

- Organise more exposure and promotion of the Village's new branding logo including a flyer explaining the format and colours in the logo; local and regional media promotion; and other advertising such as window decals for all shops and offices in the centre
- Paint the logo onto the footpaths in different parts of the centre
- Establish with Council an exciting piece of modern artwork incorporating aspects of the new logo to be placed at a high traffic location such as in the middle of the roundabout at the corner of Anderson and James Streets
- Facilitate with Council large new signs to be erected at key gateway entrances to the Village to highlight the new brand and to clearly delineate the boundaries of the centre. In addition, provide directional signs within the Village incorporating the branding
- Develop over time merchandise (e.g., re-useable shopping bags) to promote the new brand

#### **Strategic Advertising**

This requires an extended focus. The recommended strategies are:

- Establish a distinctive Templestowe Village website with the new branding, feature stories and photographs to highlight the ‘vibe’ of the Village, the annual calendar of promotional events; an online business directory and profiles of each business with photos and video providing information about products and services; links to individual business websites; and social media streams with channels such as Facebook. Promotion of the website through complementary media channels
- Develop an SMS database of mobile phone numbers and use that to make potential local customers aware of special offers or events in the centre
- Market the Village through monthly media releases in the local Leader newspaper and/or the Melbourne Weekly including “ Business of the Month” and What’s on in Templestowe Village” features
- Develop and promote a VIP Newsletter with “Customer of the Month” and “free coffee” features and photographs that can be included on Facebook
- Organise special advertising in conjunction with major promotional events. Insert ads in the Melbourne Weekly and/or leader newspaper and distribute letterbox drops with features such as “free coffee” offers
- Develop a business directory and centre map highlighting the diverse range of businesses in the Village. Promote and distribute the business directory through all shops and offices in the Village, and encourage businesses to become familiar with it to increase customer referrals to other businesses in the centre
- Develop stronger marketing links with local sporting organisations
- Link in more strongly with the tourism marketing campaigns of Yarra Valley Tourism and Melbourne Tourism. Encourage businesses to embrace a stronger tourist orientation in their advertising and presentation

### **Special Promotional Events**

It is important to build on the program of promotional events and associated activities. The recommended strategies are:

- Develop, in advance each year, a 12-month calendar of special promotional events to be undertaken by the Templestowe Village Traders Association. Ensure that the promotional events are undertaken in different parts of the centre.

A suggested calendar for 2015-16 is outlined in the following table:

<b>Month</b>	<b>Promotional Event</b>
September	Fathers Day
October/November	Spring Racing Carnival
November/December	Christmas including a VIP shopping night in December
February	Valentine's Day
April	Templestowe Festival and Easter
May	Fine dining working in with the cafes and restaurants.
June/July	Mid Year Sales A winter theme – e.g., Christmas in July

- Develop a regular community or farmers market as part of the calendar
- Promote the calendar of events through large posters placed at strategic points in both the north and south sections of the centre
- Ensure that the promotional events are strongly linked to community groups and involve different groups in performances or other activities associated with each event.
- Complement the events with give-ways (e.g., cash, wine), vouchers and other enticements to reinforce the brand and promotional program
- Organise a program of smaller activities outside the main events to reinforce the vitality of the Village. These could include competitions, regular live entertainment in the evenings on Fridays and Saturdays, strolling bands (using buskers/students from local schools and colleges in the region), sidewalk sales or markets on the weekends, and community days (e.g., charity day, local schools day)
- Establish event calendar noticeboards in the Village, in conjunction with Council and key businesses, and provide regular updates about forthcoming events and activities

#### **5.4 Community Development**

Community development is an important spin-off of the marketing and promotional strategies. It is important to ensure that the Village is a key community focal point and that benefits flow to the wider Templestowe and Doncaster communities from the Village program. This would reinforce the work of the Manningham Christian Centre in the Village.

Similarly, it is important to connect with the work of local sports and other community groups so as to develop mutually beneficial activities and funding arrangements. The recommended strategies are:

- Develop, through the marketing and promotions program, Templestowe Village as a key community hub in the City of Manningham

- Involve schools and other community organisations through music and dance performances, painting and sculptural displays, in the promotions program. Organise youth group activities such as talent searches, busker events and school choir performances in the centre
- Strengthen community connections and loyalty to the centre. Organise community day promotional events such as a charity day or local schools day
- Promote the services provided by the Manningham Christian Centre in the Village
- Develop stronger linkages and partnerships with local sporting organisations such as the Templestowe Football Club
- Incorporate fundraising for schools and local groups as part of the promotional events

### **5.5 Infrastructure and Other Physical Improvements**

Ongoing improvement in the physical condition and amenity of Templestowe Village are very important as the appearance and ambience of the centre are critical to the branding of the centre. The key strategies are:

- Lobby Council, property owners and businesses to facilitate, as part of the implementation of the Templestowe Village Structure Plan:
  - Ongoing improvements in the cleanliness and presentation of the centre so that it is distinctive as a clean, fresh activity centre
  - Enhanced signage and plantings at key entrances to the centre including Parker Street
  - Improvements in the presentation and management of rubbish bins and their enclosures, particularly in the centre car parks
  - The installation of wayfinding signs and map to direct visitors within the centre and to nearby local attractions
  - Other coordinated features to enhance the branding of the centre
  - Improvements in the provision of car parking
- Request an investigation into the location of the bus stop in front of 110 James Street to a location further to the west to overcome current parking and traffic movement issues in the centre

### **5.6 Centre Management and Communication**

This is a key priority. For the success of an ongoing business development and marketing program in Templestowe Village, it is critical to continue to have a strong business association with a professional part-time centre co-ordinator as well as very good communication processes.

**Templestowe Village Traders Association**

The Templestowe Village Traders Association is an incorporated body that is designed to be representative of all businesses in the centre. The recommended strategies to improve the management and communication processes of this organisation are:

- Develop a culture in the Village so that all businesses want to be members of the Traders Association
- Continue to organise an annual general meeting (AGM) of the Association to elect the Committee of Management. Ensure that there is an appropriate representation from different types of businesses in different parts of the Village on the Committee, particularly representation from the northern section of the centre
- Develop sub-committees to oversee key activities in the marketing and business development program so as to share the workload among Committee members and other businesses in the centre.
- Provide each Committee member with a specific role or project
- Organise monthly meetings of the Committee to direct and monitor the agreed program of activities
- Get all businesses in the Village to work together as a team by communicating with them regularly and holding at least two public meetings a year to develop an ongoing united sense of direction for the centre. This also will provide a high degree of transparency and accountability for the Association's activities. One of these meetings should be the formal Annual General Meeting to elect the Committee for the following year. The other should be an open discussion session on the Village marketing program.
- Organise other informal business networking sessions to encourage sharing of information and establishment of cross-marketing ventures both within the centre and with sporting and other community organisations
- Update regularly the database of all businesses in the Village with key contact points. Use the email addresses to establish a monthly e-newsletter to keep businesses up to date with proposed new events and activities in the Village. This communication also could be used as a monthly media release highlighting the progress and achievements of the Traders Association.
- Prepare a New Business Welcome Kit and distribute it to all new businesses in the Village
- Develop a systematic approach for individual Committee members to visit groups of businesses in the Village at least once every two months to inform them about new initiatives and to receive feedback (i.e., famil tour)

- Organise, at least on an annual basis, a resident and/or customer survey to obtain feedback on the marketing and centre management program for the past year
- Encourage regular liaison between the Association and Council on issues such as car parking and centre maintenance, and establish a system of regular reporting on these matters at Association Committee meetings

### **Centre Co-ordinator**

It is important that the Traders Association continue to have an energetic part-time centre co-ordinator (working at least one day a week) to undertake the proposed marketing and business development tasks. This is absolutely essential to the ongoing success of the program.

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

- Reinforcement of the new brand for Templestowe Village
- Strategic advertising of the centre through the proposed Templestowe Village website; in the local media; and in conjunction with sporting organisations and other community groups
- Organisation of a few key special promotional events during each year
- Communication with all businesses in the centre through e-newsletters and regular visits
- Development of stronger relationships with local community groups (schools, service clubs, sports clubs, etc.) and residents so as to foster stronger connections with the Village and develop stronger loyalty from these groups towards the centre
- Active discussions, in conjunction with property owners and real estate agents, to encourage appropriate new businesses to be interested in establishing in the Village
- Organisation of business training/networking events to motivate and educate individual businesses to make improvements to their businesses and to get businesses interacting more strongly with one another
- Organisation of branding and tourism marketing for the Village in conjunction with regional tourist organisations
- Development of an annual sponsorship program for Village events and other activities

It is important that the centre co-ordinator visits and is seen to be working with each business in the centre to keep businesses up to date with current and future activities, obtain feedback, and receives information about issues of concern. Regular contact (at least a short visit to each business once every month) and communication also are very

important to engender commitment and ownership from all businesses to the marketing and business development program.

## **5.7 Financial Strategy**

It is estimated that the costs in 2015-16 of undertaking the proposed marketing, community and business development initiatives outlined in the Business Plan are in the order of \$70,000. A general breakdown of that estimate is as follows:

### **Business Development**

Business networking/training programs	\$	3,000
Business prospectus	\$	500
Welcome kit for new businesses	\$	500

### **Marketing**

Branding and awareness program	\$	3,500
Website development and maintenance	\$	5,000
Media advertising (advertorials etc.)	\$	10,000
Special promotional events	\$	20,000

### **Management and Communication**

Part time centre co-ordinator	\$	23,000
Business newsletters and other communication	\$	2,000
Public liability insurance	\$	2,000
Financial audit/general administration	\$	500

**Total** \$ 70,000

*Some of these items will be one-off costs; others will occur on an annual basis. The above estimates have been averaged over five years*

There is a need for a long term and secure source of funding to cover the costs of the proposed initiatives. The annual advertising income from the Templestowe Village sign in James Street is currently at \$5,600 with opportunities to increase that to \$9,000. To achieve the balance of \$61,000 it is recommended that a marketing and business development fund be established for a five-year period (commencing 1 July 2015) in the form of a special charge levied by Manningham City Council. For 2015-16, it is recommended that the special charge raise approximately \$54,000. Annual CPI increases should be included in the amount raised in the subsequent four years to cover expected increases in marketing costs. An annual sponsorship or grants program of approximately \$8,000 a year needs to be developed to raise the remaining funds

A special charge is considered critical to the success of the program. The key benefit is that all businesses and/or property owners contribute to the fund, hence involving every business in the program.

With approximately 80 rateable properties in the Village, the average annual contribution from each property (normally paid by the business operator) would be \$662.50 to achieve the suggested total of \$54,000. This represents \$700 a year for businesses in the primary area of the centre (see Figure 1), and \$350 a year for the businesses in the secondary area (Figure1). For the \$700 contribution, this is about \$13.50 per week or less than \$2 a day – about half the cost of a cup of coffee a day. It is considerably less than the amounts paid by businesses into the marketing funds of enclosed shopping complexes. As the special charge is organised by Council, businesses would have the option of paying their contribution in quarterly instalments, which in this case would be about \$175 a quarter. All contributions are tax deductible as a business expense.

The levy should be seen as an investment by each business in the future of Templestowe Village.

Other recommended financial strategies are:

- Continue to implement a financial accountability system for the Association. Continue to provide a financial report to an Association Committee meeting at least every three months to rigorously monitor expenditure against income received. This report should continue to outline expenditure against a designated budget for each project area of the Committee's work (e.g., advertising, special promotions, business development program, business newsletter, centre co-ordinator's fees, general administration, etc.)

## **6. MONITORING AND EVALUATION PROGRAM**

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

Key performance factors to be included in the evaluation are:

- Extent of completion of projects within the recommended time frame and budget
- 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 Village
- Financial accountability

An evaluation report is to be prepared for the Templestowe Village Traders Association Committee at the end of each financial year of the program. This is to be used as a basis for developing a more detailed business plan and budget for the following financial year.

## NOTICE OF INTENTION TO DECLARE A SPECIAL CHARGE TEMPLESTOWE VILLAGE SHOPPING CENTRE PRECINCT

At the ordinary meeting of the Council to be held on **26 May 2015**, Manningham City Council (**Council**) proposes to declare a Special Charge (**Special Charge**) under section 163(1) of the *Local Government Act 1989 (Act)* for the purposes of defraying expenses to be incurred by Council in providing funds to the incorporated body known and operating as the Templestowe Village Traders Association Incorporated (**Traders' Association**), which funds will be provided on an administrative basis only and subject always to the approval, direction and control of Council to be used for the purposes of the appointment of a part time marketing coordinator, promotional, advertising, marketing, business development and other incidental expenses as approved by Council and agreed to from time to time between Council and the Traders' Association, all of which are associated with the encouragement of commerce, retail and professional activity and employment in the Templestowe Village Shopping Centre Precinct (**Centre** or **Scheme**).

The criteria which form the basis of the proposed declaration of Special Charge are the ownership of rateable land used, or reasonably capable of being used, for commercial, retail or professional purposes, which rateable land is situated within the geographical area of the Templestowe Village Shopping Centre Precinct.

The area for which the proposed Special Charge is to be declared is the area known as the Templestowe Village Shopping Centre Precinct. The land in relation to which the proposed Special Charge is to be declared is all that rateable land described in the following paragraph. The area and the land subject to the proposed Special Charge are more particularly set out in the schedules to the proposed declaration of Special Charge.

For the period of the Scheme, the Special Charge will be declared and assessed based on "Primary" benefit and "Secondary" benefit properties. "Primary" benefit properties will be defined as those properties located on the ground level in that part of the Centre comprising the odd numbered properties between 15 and 47 Anderson Street, the even numbered properties between 110 and 134 James Street, the odd numbered properties between 123 and 133 James Street, the odd numbered properties between 143 and 159 Parker Street, and 110 Wood Street. The "Secondary" benefit properties will be defined as those properties located above ground level throughout the Centre and those on the ground level in that part of the Centre comprising 38 and 40 Anderson Street and the odd numbered properties between 49 and 55 Anderson Street. Properties included in the "Primary" benefit area will be liable or required to pay \$700 in 2015-16, and for each of the subsequent four years an amount equivalent to the previous year's amount plus CPI. Properties in the "Secondary" benefit area will be liable or required to pay \$350 in 2015-16 and for each of the subsequent four years an amount equivalent to the previous year's amount plus CPI. For properties where a business occupies more than one contiguous property, the Special Charge payable will be for only one of the contiguous properties.

Copies of the proposed declaration and a detailed plan of the Scheme area and classifications as to whether a particular property is included within the "Primary" or "Secondary" special benefit areas are available for inspection at the offices of the Manningham City Council, 699 Doncaster Road, Doncaster 3108 during normal office hours for a period of at least 28 days after the publication of this notice.

In proposing the declaration of Special Charge, Council is performing functions and exercising powers in relation to the peace, order and good government of the municipal district of the City of Manningham, in particular the encouragement of commerce, retail activity and employment opportunities within the area for which the proposed Special Charge is to be declared.

The total cost of the performance of the function and the exercise of the power by Council (in relation to activities associated with the encouragement of commerce, retail activity and employment opportunities in the area for which the proposed Special Charge is to be declared) and also the total amount of the Special Charge to be levied by Council is referable to an amount of \$54,250 in 2015-16. This amount, it is proposed, will be increased in each of the subsequent four years of the Scheme by an amount equivalent to the previous year's amount plus CPI so that, in total, the Special Charge will raise an amount of \$271,250 over the 5 year period of the Scheme, plus CPI increases relevant to the amounts to be raised in years 2,3,4 and 5.

The period for which the proposed Special Charge is to be declared and is to remain in force is a period of 5 years commencing on 1 July 2015 and ending on 30 June 2020.

The proposed Special Charge will be levied by Council sending a Notice of Levy in the prescribed form annually to the person who is liable to pay the Special Charge, which will require that the Special Charge must be paid in the following manner -

- by one annual payment to be paid in full by the due date fixed by Council in the notice, which will be a date not less than 30 days after the date of issue of the notice; or

- by four instalments, to be paid by the dates which are fixed by the Council in the notice.

Council will consider cases of financial and other hardship, and may reconsider other payment options for the Special Charge.

Council considers that each rateable property and each business included in the Scheme area that is required to pay the Special Charge will receive a special benefit because there will be a benefit to the owners of those properties and businesses that is over and above, or greater than, the benefit that is available to persons who are not subject to the proposed Special Charge, and directly and indirectly as a result of the expenditure proposed by the Special Charge, the viability of the Centre as a business, commercial, retail and professional area, and the value and the use, occupation and enjoyment of the properties and the businesses included in the Special Charge Scheme area will be maintained or enhanced through increased economic activity.

Council further considers, and formally determines for the purposes of sections 163(2)(a), (2A) and (2B) of the Act, that the estimated proportion of the total benefits of the Scheme to which the performance of the function and 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 Charge is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of Council, all of the services and activities to be provided from the proceeds of the expenditure of the proposed Special Charge are marketing, promotion and advertising related and will accordingly only benefit the owners and occupiers of those properties and businesses included in the Scheme that are used, or reasonably capable of being used, for retail, commercial or professional purposes.

Any person may make a written submission to the Council under sections 163A and 223 of the Act.

In addition, any person who will be required to pay the Special Charge to be imposed by the proposed declaration, whether an owner or an occupier of a property included in the Scheme, has a right to object to the proposed declaration and may also make a written objection to the Council under section 163B of the Act. An occupier is entitled to exercise the right of objection if they submit 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 Charge.

Written submissions under section 223 of the Act and/or objections under section 163B of the Act must be received by the Council by 5pm on Friday 26 June 2015. Submissions and/or objections must be in writing and addressed and sent by mail to the Chief Executive Officer, Manningham City Council, PO Box 1, Doncaster, Victoria, 3108.

Any person who has made a written submission under section 223 of the Act and has requested to be heard in support of their written submission is entitled to appear in person or by a person acting on their behalf before a Committee appointed by the Council to hear submissions under section 223 of the Act, the day, time and place of which will be advised in writing.

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 with the official Council Agendas and Minutes which are public documents and which may also be made available on Council's website.

Council will consider any written submissions and take into account any objections in accordance with sections 163A, 163B and 223 of the Act.

Any person requiring further information concerning the proposed declaration of the Special Charge should in the first instance contact Ben Harnwell, Coordinator Economic Development and Tourism, on telephone (03) 9840 9338, facsimile (03) 9840 9465 or email [Ben.harnwell@manningham.vic.gov.au](mailto:Ben.harnwell@manningham.vic.gov.au).

**JOE CARBONE**  
**CHIEF EXECUTIVE OFFICER**



# Templestowe Village Special Charge Submissions Committee

Monday, 6 July 2015

The meeting commenced at 6.00 pm.

## 1. Attendance & Apologies

### Councillors in Attendance

Cr Jim Grivokostopoulos (Chairperson)

Cr Geoff Gough

### Council Officers Present

Teresa Dominik, Director Planning and Environment

Vivien Williamson, Manager Economic and Environmental Planning

Ben Harnwell, Coordinator Economic Development and Tourism

Ralph Geerling, Economic Development Officer

### Apologies

Cr. Paul McLeish (Mayor)

Hooman Karimbho, PJ's Mexican Kitchen, 4/41 Anderson St Templestowe

## 2. Conflict of Interest – Disclosure

The Chair invited Councillors to disclose any conflict of interests in any item listed on the Meeting Agenda.

There were no disclosures of conflicts of interest.

## 3. Templestowe Village Special Charges Scheme Renewal 2015-2020 – receipt of Submissions and/or Objections.

The Chairperson advised that the Committee has been appointed by Council to hear oral presentations in support of written submissions to the Templestowe Village Shopping Centre Special Charge Scheme Renewal 2015-2020.

The Chairperson stated that there were 24 written submissions received on the proposal and thanked all submitters for their feedback which will be the subject of a further report for Council's direct consideration at a Council Meeting on 25 August 2015 along with consideration of the seven verbal presentations to be heard tonight.

Verbal submissions were made in support of their written submissions by:-

### 1. Mr Ken Taylor, The Living Room, 19 Anderson Street, Templestowe

The submitter supports the proposed Special Charge Scheme renewal. He has been a business owner at Templestowe Village Activity Centre for 12 years, has seen the benefit of the previous Scheme and considers that it has achieved a lot.

The submitter stated he did not know the Centre when he first bought into it. He stated that Templestowe Village was not a well known shopping precinct but that since then the presence of the Village has grown, in his opinion, as a result of the Special Charge Scheme. He went on to say that the Scheme has created an ongoing marketing strategy with special events, whereas prior to this, marketing was dependent on individual traders placing advertisements in the Leader Newspaper at a cost of \$300-\$400 per ad.

He also stated that the activity centre is now more than just a shopping precinct because the Scheme has supported ongoing marketing strategy, special events and promotion and marketing to the greater community involvement and that this could not have been achieved without the Scheme.

2. Ms Kerrie Davis, The Girls on Anderson, 29A Anderson Street, Templestowe

The submitter supports the proposed Special Charge Scheme renewal. She has operated a retail store at Templestowe Village Activity Centre for four years and is part of the Templestowe Village Trader Association Committee.

The Scheme allows the Association to pay for a qualified marketing manager who liaises with Council in relation to repairs and upgrades and with the Association in relation to concerns and issues. The submitter stated that Scheme has provided the opportunity to share areas for improvement across the activity centre and has been a way for marketing the centre as a whole to the community.

The submitter stated that each trader wants the Village to grow and improve but the strong framework provided by the Special Charge Scheme this may not is needed to make that happen.

3. Mr Gus Morello, President Templestowe Village Trader Association

The submitter supports the proposed Special Charge Scheme renewal. He explained that before the Scheme came into effect, there was no Coordinator role and that any type of marketing was a product of token donations from traders.

The submitter informed that Committee that the Scheme was first established as an infrastructure fund and only included a small marketing allocation. However, with the introduction of the new Scheme, the impact made by promotion and events has been far greater as the focus has been to promote the centre as a whole.

The submitter concluded by stating that the Scheme had allowed for the employment of a good coordinator who is doing a great job and that it is important for the future of the centre that it is renewed.

4. Mr Christos Katsivelis, Melbourne Manufacturing Jewellers, Shop 12, 114-116 James Street, Templestowe

The submitter objects to the proposed Special Charge Scheme renewal. His business is one of a small number of shops that is located away from the main shopping precinct and in his opinion he has not experienced any benefit from the Scheme.

From a financial perspective alone, Christos would prefer to keep the money he pays for the Scheme for marketing his own business. He believes that the second tier of the charge for businesses for which it has been identified do not receive the same benefit as others is evidence of the problems with the Scheme and that his business is located in an area of the centre that does not receive any benefit.

Christos stated that he did not believe the benefits justified the costs associated with the Scheme and that he spoke on behalf of other traders in his area of the centre who felt the same.

Christos did feel that the liaison with Council via the Traders Association was good.

5. Mr Peter Serroni, Pizzaroni's , 9/29A Anderson Street, Templestowe

The submitter objects to the proposed Special Charge Scheme renewal and has done so since it was first introduced. He runs a business located in an area of the centre which must also contribute Body Corporate fees for maintenance and insurance. He stated that the Scheme could work well in theory but to date the funds have been inappropriately directed into such things as a poorly functioning website and VIP scheme.

Whilst the submitter conceded that the centre does require ongoing commitment to beautification works, he provides his own promotions and discounts and the activities supported by the Scheme to date have not benefited his business.

Without validating the renewal of the Scheme, Peter stated that what is most needed is an additional welcome sign.

The submitter stated he is open to compromise (25% reduction suggested) but he does not currently see equitable benefit but rather wasteful spending of the Scheme's funds. The submitter expressed concern that the Scheme was based on the same charge for all regardless of floor space, size or turnover and commented on the increase from \$600 to \$700 which is greater than CPI.

6. Mr Jason Slaviero, Townshend & Associates Accountants 33 Anderson Street, Templestowe

The submitter objects to the proposed Special Charge Scheme renewal. He indicated that he has worked and studied within Templestowe since 1990 and has seen the area grow in this time. Over the five years of the proposed renewal of the Scheme, over \$250,000 would be raised and the submitter has suggested that this is a significant amount of money for which there is not enough accountability. Whilst contributions to the Scheme are tax deductible, the submitter stated that these can have an impact on cash flow for a small business.

The submitter suggested that irrespective of the current Scheme renewal, the Body Corporate responsibility needs to be separated out and clarified as it does create complicating factors for the Association's activities with competing agendas from the different sections of the centre.

He conceded that there had been some valuable initiatives carried out by the Association; however submitted that the Village Festival has been a long term event that has not provided long term benefit. He believes that with the majority of Templestowe's 17,000 residents working outside of the area during the week, the exposure and growth of the centre is a testament to the types of businesses and their hard work rather than the Scheme or the Association.

He was of the opinion that rather than renewing the Scheme, the Association needs to take a step back and its funds frozen until it can come up with a long term sustainable strategy.

7. Mr Hooman Karimbho, PJ's Mexican Kitchen, 4/41 Anderson Street, Templestowe

Hooman was an apology for the Committee Meeting and did not speak in support of his submission.

The Chairperson thanked those who had spoken on behalf of their respective submissions and called upon others present who had not previously indicated that they wished to speak to address the Committee in support or objection to the Scheme.

8. Ms Ilona Anthony, Ilona Anthony, 126 James Street, Templestowe

The submitter supports the Special Charge Scheme renewal. She lives in Templestowe and chose to start a business at the centre in 2011 because of the feel of the Templestowe Village shopping precinct. She also indicated that she is a member of the Templestowe Village Trader Association Committee and had seen improvement in the centre as a result of the Association's work.

She conceded that not all activities had been effective such as the website, but the Association consistently asked businesses for input into the activities and all the issues raised at the present Committee Meeting could have been resolved if they were brought to the Association meetings.

The submitter stated that as an individual business she does not have a separate budget for marketing. The centre's growth has allowed for the employment of a Coordinator through the Scheme funds and the beautification works sends a positive message to the community. The Association aims to bring people to the centre as a whole rather than any individual section of the centre so that the individual appeal of each business can then attract its own customers.

The submitter was of the opinion that the Festival Committee does a lot of good work which provides even wider exposure of the centre and that without the Scheme, there will not be the funds to continue any of the existing work.

#### **4. General discussion**

A general discussion took place regarding issues that had impacted the previous Scheme's charges. A particular concern was that when the special charge is passed on to tenants via a real estate agent, GST is being charged on the special charge contribution on a quarterly basis to businesses, when GST is not payable when Council charges property owners directly. Officers agreed to seek further advice on this matter.

At the conclusion of the discussion, the Chairperson thanked the submitters for their presentations and contributions.

The meeting concluded at 7.20 pm.

## Templestowe Village Special Charge Scheme Renewal 2015-2020 Summary of Submissions

No.	Property address	Submission	Officers Response
1	Templestowe Village Traders Association	<p>The Traders Association strongly supports the Scheme.</p> <p>The special charge is critical to provide the centre with an ongoing self-funded marketing and development program so the Association can continue to lift the profile of the activity centre as well as support local businesses and local jobs.</p>	<p>Support noted.</p> <p>The submitter was heard by the Submissions Committee in support of their submission.</p>
2	19 Anderson Street	<p>The special charge has helped to promote and develop the whole Centre.</p> <p>Business would have been a lot worse off without it.</p> <p>We need it to continue to promote ourselves aggressively.</p>	<p>Support noted.</p> <p>The submitter was heard by the Submissions Committee in support of his submission.</p>
3	17 Anderson Street	<p>Supports the renewal of the special charge.</p> <p>The cost is minimal compared to the benefit seen for his business and the whole centre.</p> <p>Supports continuation of the program.</p>	<p>Support noted.</p>
4	15A Anderson Street	<p>Supports renewal of the special charge.</p> <p>The special charge is the only way to ensure that something actually gets done to promote the Centre.</p> <p>Particularly likes fact that all businesses work together to support each other throughout the village.</p>	<p>Support noted.</p>

No.	Property address	Submission	Officers Response
5	29A Anderson Street	<p>Supports renewal of the marketing program funded by the special rate.</p> <p>It is good that every business contributes to marketing and promotion of the Centre.</p> <p>The range of activities undertaken over the years has been excellent.</p>	<p>Support noted.</p> <p>The submitter was heard by the Submissions Committee in support of her submission.</p>
6	157 Parker Street	<p>Supports the special marketing and business development charge.</p> <p>Experience over the past five years suggests that this kind of marketing program is the way to go.</p> <p>For relatively small amount of money it provides businesses with a wide range of benefits – much more than from an occasional ad in the newspaper.</p>	Support noted.
7	15 Anderson Street	<p>Supports the Templestowe Village marketing program.</p> <p>Has been and will continue to be an important investment in our future as a vibrant retail centre and hospitality destination.</p>	Support noted.
8-10	<p>Shop 9, 114-116 James Street</p> <p>Shop 10, 114-116 James Street</p> <p>Shop 12, 114-116 James Street</p>	<p>Object to the Special Charge Scheme.</p> <p>Over the past five years they have paid for promotion and marketing as part of the special charge and have seen no interest from the Traders Association with regards to improvements in the area.</p> <p>Have reviewed the Business Plan and proposed scheme and there is no mention of any improvements to our area.</p> <p>Currently pay a yearly fee for signage on James Street in relation to which the Association has</p>	<p>The tenant of Shop 12 was heard by the Submissions Committee in support of the written submission.</p> <p>The charge which is proposed to apply to these properties in the first year of the Scheme is \$700.</p> <p>It is considered that all commercial properties in the Templestowe Village Activity Centre will derive 'special benefit' from the expenditure of the Special Charge funds on the encouragement of commerce in the activity centre.</p> <p>In relation to the issues raised in the submissions it</p>

No.	Property address	Submission	Officers Response
		<p>informed them that it is not responsible for keeping it clean and free of graffiti. Begs the question as to what the charge relates to if not for the upkeep of that signage.</p> <p>The Templestowe Village Fair does not extend its activities into our area and therefore does not promote our pocket of shops. The promotion of the Fair requires us to pay for being included in the marketing material and is not included in the scope of the special charge.</p> <p>Propose that the group of shops located at Shop 10-15 Upper Level 114-116 James Street be exempt from the special charge as none of the improvements or marketing and promotions relate to our area and will therefore receive 'no special benefit'.</p>	<p>should be noted that the funds raised by way of the special charge scheme may only be "used for the purposes of the appointment of a part time marketing coordinator, promotional, advertising, marketing, business development and other incidental expenses as approved by Council and agreed to from time to time between Council and the Traders' Association, all of which are associated with the encouragement of commerce, retail and professional activity and employment in the Templestowe Village Shopping Centre Precinct (Centre or Scheme)."</p> <p>The funds are not able to be used for physical improvements to the Centre although the Traders Association has a separate role in relation to lobbying Council, property owners and businesses to facilitate, ongoing improvements in the physical condition and amenity of Templestowe Village. However this group of shops is located adjacent to a privately owned car park for which Council is not responsible.</p> <p>However it is considered that use of the funds for promotion, advertising, marketing and business development will be of special benefit and it is noted that the businesses within this part of the centre are included on the Templestowe Village website which is supported by the funds raised through the special charge scheme.</p> <p>The Special Charge Scheme does not relate to infrastructure. The sign referred to by one of the submitters is located on the southern side of James Street midway between Anderson Street and Milne Street. Its cost was shared by the Traders Association and Council and it continues to be maintained by Council whilst the Association has</p>

No.	Property address	Submission	Officers Response
			taken on responsibility for the sale of its advertising panels.
11-24	127 James Street 129 James Street 131 James Street 29 Anderson Street 31 Anderson Street 33 Anderson Street 35 Anderson Street 37 Anderson Street 37A Anderson Street 39 Anderson Street 4/41 Anderson Street 3/43 Anderson Street 45 Anderson Street 1/47 Anderson Street	<p>The tenants of these properties strongly oppose the reintroduction of the Special Charge Scheme based on experience with the previous Scheme.</p> <p>Unanimously agree that in their current economic conditions they can ill afford any extra outgoings.</p> <p>They have an extra financial outlay in the form of rising owners corporate fees which they are liable for and extra funds are needed for repairs to the aging shops and their private car park.</p> <p>The business owner at 131 James Street also lodged a late separate submission in relation to the Scheme and strongly objects to the renewal of the Scheme.</p> <p>He submits that he signed the initial letter of support for the Scheme on the understanding that it was for one year only. He says that he cannot afford to pay this amount for another five years considering the body corporate has increased its rate by \$500 to \$1500 every three months plus Council and other expenses related to the shop.</p>	<p>The tenants of 29 Anderson Street and 33 Anderson Street were heard by the Submissions Committee in support of their written submissions.</p> <p>The charge which is proposed to apply to these properties in the first year of the Scheme is \$700.</p> <p>It is considered that all commercial properties in the Templestowe Village Activity Centre will derive 'special benefit' from the expenditure of the Special Charge funds on the encouragement of commerce in the activity centre.</p> <p>The cost of upkeep of shops is common to all property owners and tenants within the Centre, however that additional cost for the upkeep of the adjoining privately owned car park through body corporate fees is acknowledged.</p> <p>However, expenditure of the funds raised by the special charge on promotion, advertising, marketing and business development will be of special benefit to these properties. The businesses within this part of the centre are included on the Templestowe Village website which is supported by the funds raised through the special charge scheme.</p> <p>It is also noted that some of the other businesses within this part of the Centre support the Scheme.</p>
25	126 James Street	Supports the renewal of the special charge. The business owner has submitted that the promotional program has been terrific in lifting the image and profile of the village. She also submits that it has helped get streetscape improvements that have	Support noted.

No.	Property address	Submission	Officers Response
		improved the whole Centre and feels that her own business has benefitted from networking opportunities with other like minded businesses.	
26	17A Anderson Street	<p>Supports the Templestowe Village marketing program.</p> <p>Submits that the special charge will greatly help to continue to put together marketing and promotional campaigns for the whole centre and that the Centre cannot afford not to have this program.</p>	Support noted.
27	1/110 Wood Street	<p>Supports renewal of the marketing program supported by the Special Charge.</p> <p>Submits that with increasing competition from nearby centres such as Doncaster, the program is critical to lift the image and profile of the whole village. Fully supports the special charge and looks forward to the next five years.</p>	Support noted.