

LOCAL RETAIL AND ACTIVATION STRATEGY



Dedicated to a better Brisbane



Keeping on track

As a collective you've made progress with building relationships, setting priorities for your precinct and had some quick wins. Make sure you can monitor success and articulate the benefits of your work back to your partner organisations.

This section provides additional tools for measuring success as well as a business plan template to assist in expanding your partnership's role.

Setting goals and performance monitoring

It is important as a collective to set SMART goals for your precinct and business group.

These should be:

Specific

Measurable

Achievable

Realistic

Timely

The annual precinct health check in section two provides a means of recording precinct data on a regular basis and tracking the changes that are occurring over time.

It's important that these changes can be aligned with your action plan so you can measure and articulate success and ensure you are on track to achieve the precinct vision.

Performance indicators should include a mix of qualitative and quantitative measures, such as:

Measuring community engagement

- Is this a precinct people want to visit and hang out at?
- Is the precinct a meeting place?
- Has there been an improvement in the precinct's attractiveness/cleanliness in the past 12 months?

Measuring business engagement

- What are the challenges facing businesses in your precinct?
- Do you find the precinct is improving?
- Is the business group providing adequate advice and guidance?
- Business confidence.

Measuring business performance

- Number of business that experienced revenue growth in the last 12 months. This can be as simple as asking business to indicate their turnover performance relative to the consumer price index (CPI).
- Increase in pedestrian foot traffic in your precinct.
- Change in the number of vacant tenancies and tenant churn.

In addition to the precinct health check, business and customer surveys are a valuable way of capturing data.

HINTS AND TIPS

Qualitative measures are a way to measure the perceptions of your precinct and how businesses and the community feel about the precinct.

Quantitative measures are a way to measure the performance of a precinct through data and trend analysis. These measures provide an output that can be measured, for example, the number of pedestrians in your precinct, or increase in business sales.

Taking it to the next level

Congratulations! As a collective you have made improvements and built solid foundations for your precinct, but you want to take on more challenging projects which require greater financial investment and time commitments.

Successful precinct management examples show that meaningful interventions and lasting change require time and money.

To transition from a volunteer group to a formalised association you might decide as a group whether to incorporate as a legal entity and review the risks associated with this. It is best to seek legal and financial advice before proceeding.

As a legally incorporated organisation you will be able to:

- open a bank account
- arrange insurance
- borrow money
- explore opportunities to raise funds through business levies and sponsorships
- bid for funding from government grant programs (many governments prefer to deal with incorporated entities)
- continue to operate even if members change
- provide protections to its members from personal liability.

To become a legal entity and incorporate you will need to:

- decide on the group name
- register your group with the Queensland Government
- develop a business plan, to include:
 - group members and positions
 - group rules
- provide financial information and report annually
- hold regular meetings.

It is important at this step to look for someone who will drive the group's actions and vision. This is typically a person who is external to the precinct who is employed to facilitate the groups initiatives.

Securing a funding stream is one of the hardest challenges for a successful business group. Funding is crucial to the success of a precinct as it is the foundation for place branding, improving business mix, placemaking and events.

Case studies have shown that successful management secures funding derived from engaged businesses through a business levy.

A business levy is a cost-sharing method, where businesses contribute an equitable amount to the business group that is used to promote or improve the precinct. In addition, successful precincts have secured additional funding through either local developers or Council who see value in a thriving precinct.

The overall benefit of a business levy is having funds to execute effective place branding and placemaking that can attract more customers and spending to the precinct.

TOOLKIT EXERCISE

Customer survey

Precinct name _____ Survey purpose _____

This survey is designed for customers of this shopping precinct and should take _____ minutes to complete. We want to hear what you like, and what needs some love.

Tell us a little bit about you

Q1. What is your gender?

Female Male Prefer not to say

Q2. Which age group applies to you?

24 years and under 45-54 years 75 years and over
25-34 years 55-64 years
35-44 years 65-74 years

Q3. What suburb do you live in?

Q4. Is this your local shopping precinct?

Yes No

Q5. How do you get here?

Walking Cycling Car
Public transport (bus, train, ferry etc...)

Tell us a little bit about what you think of this precinct

Q6. How often do you visit this precinct?

This is my first time visiting Fortnightly
Daily Monthly
A couple of times a week Not that often
Once a week

Q7. What is your primary reason for visiting?

Shopping for essential items I need for everyday living
(e.g. food/grocery stores, liquor, pharmacy, newsagent)
Meeting family or friends
Exercise/recreational activities (e.g. gym, yoga studio)
I like going to restaurants and cafés here
I work here/nearby
Other _____

Survey continues on next page

TOOLKIT EXERCISE

Tell us a little bit about what you think of this precinct

Q8. Please rate the following statements below	1 highly disagree	2	3 neutral	4	5 highly agree
The precinct has a distinct identity					
The precinct has authentic local character					
The precinct has aesthetic value e.g. attractive internal and external areas, buildings and public areas					
The precinct feels safe and secure					
The precinct has a good balance of indoor and outdoor, and good balance of shelter, shade and sun					
The precinct is accessible (e.g. walkable and has public transport connections)					
The precinct is inviting and welcoming					
The precinct is a place I want to visit and hang out at					
The precinct is a place for meeting people					
The precinct is a place I feel attached and connected to					
Q9. Please rate the following statements below	1 highly disagree	2	3 neutral	4	5 highly agree
There are more cafés/restaurants					
There are more takeaway options					
There are more health and fitness options like gyms or studios					
There are more medical facilities, e.g. doctors, physio, massage etc.					
There are more shops for browsing					
There are less vacancies					
There is an improvement in the environment					

Q10. What activity/activities do you most like doing in this precinct?

Q11. What do you value most about this shopping precinct?

Please be specific, e.g. I really enjoy the mix of the shops, or I love the landscaping, or that you can get the best coffee in Brisbane on your doorstep.

Q12. What is missing from this shopping precinct?

Please be specific so we get a good understanding of what you are looking for.

TOOLKIT EXERCISE

Business survey

Precinct name _____ Survey purpose _____

This survey is designed for businesses' of this shopping precinct and should take _____ minutes to complete. We want to hear what you like, and what needs some love.

Tell us a little bit about your business.

Q1. Are you a business owner or manager?

Business owner Business manager

Q2. Approximately how many employees do you have?

Less than 10 employees
10-20 employees
More than 20 employees

Q3. In the last 12 months have your employee numbers increased or decreased?

Increased Decreased Stayed the same

Q4. Which industry best describes your business?

Food retail (e.g. groceries and fresh food)
Food and beverage
Discretionary retail
Retail services (e.g. hairdresser, nail salon, dry cleaning)
Medical
Professional services (e.g. financial, marketing, property)
Accommodation and tourism services
Education
Other _____

Q5. How long has your business been operating?

Less than 12 months
1-5 years
5-10 years
More than 10 years

Q6. How long has your business been operating within the precinct?

Less than 12 months
1-5 years
5-10 years
More than 10 years

Q7. In the last 12 months have your trading hours increased or decreased?

Increased
Decreased
Stayed the same

Survey continues on next page

TOOLKIT EXERCISE

Q8. What is your customer profile? (estimate %)

- Local residents _____ %
- Other Brisbane residents _____ %
- Domestic tourists _____ %
- Overseas tourists _____ %
- Other _____ %
- Don't know

Q9. In the last 12 months has visitation by local residents increased or decreased?

Increased Decreased Stayed the same

Q10. In the last 12 months has visitation by customers from beyond your immediate suburb increased or decreased?

Increased Decreased Stayed the same

Q11. In the last 12 months has customer footfall in the precinct increased or decreased?

Increased Decreased Stayed the same

Q12. In the last 12 months has your turnover increased or decreased?

Increased Decreased Stayed the same

Tell us a little bit about what you think of this precinct

Q13. How do you rate the following attributes of this precinct?	1 highly disagree	2	3 neutral	4	5 highly agree
Has an appropriate mix of retail businesses that complement each other					
Accessibility (car, walking, public transport)					
Quality of public spaces					
Well maintained buildings					
Vibrant street frontages					
Clean and safe					
Community engagement (events, great service, aligning values)					
Precinct brand					

Survey continues on next page

TOOLKIT EXERCISE

Q14. What do you value most about this precinct?

Please be specific so we get a good understanding of what you value, e.g. the mix of the shops, landscaping and shade, seating, lighting, transport, artwork, rubbish bins, signage.

Q15. What is missing from this precinct?

Please be specific so we get a good understanding of what you value, e.g. the mix of the shops, landscaping and shade, seating, lighting, transport, artwork, rubbish bins, signage.

Q16. Has the precinct changed over the last 12 months in any of the following ways?	1 highly disagree	2	3 neutral	4	5 highly agree
There are less vacancies					
There is an improvement in the environment					
There is a frequent turnover of retailers					
There are more vacancies					
There is a deterioration in the environment					
Other _____					

Q17. Why do you think that the precinct has declined, not changed or improved in the last 12 months?

Q18. What three priority actions do you think could be taken by the precinct business group to improve the precinct?

Business plan checklist

This checklist provides you with the key elements to include in a typical business plan.

- An **overview of your association** should outline who your group is, the rules it will follow, and what you want to achieve as a group. This will set the scene for the group’s goals and action plan.
- A **SWOT analysis** is key in strategic planning. It involves understanding the internal and external factors that make your group/precinct work well and what needs improvement. As a group you’ll need to:
 - Identify **strengths** of your precinct/group to understand how you can build on these in the future to create a competitive advantage.
 - Minimise **weaknesses** so they don’t become bigger issues in the future.
 - Identify **opportunities** arising in the market (e.g. a new residential development targeted at an affluent demographic within walkable distance of the precinct)
 - **Identify threats** that you don’t have control over (e.g. external factors), such as a new competitor in the market or restrictions to doing business such as social distancing.
- Taking into consideration the SWOT analysis, your **strategic direction will identify the priorities of the group**, the actions you need to complete them and when you need to complete them by.
- To **monitor success** you will need to identify your key performance indicators and what tools you will use to measure these. The health check assessment can assist you.

Topic	Items	Tick
The group/ association	<ul style="list-style-type: none"> • An overview of the group (e.g. members and positions) • Rules for the group – a set of written rules the members of group agree to comply with • Vision • Group’s purpose (mission statement) • Specific changes or outcomes that you want to deliver • Information about your precinct and its competition 	
SWOT analysis	An analysis of: <ul style="list-style-type: none"> • Strengths • Weaknesses • Opportunities • Threats 	
Strategic direction	<ul style="list-style-type: none"> • What are the goals for the precinct? • Action plan • Implementation plan 	
Financial considerations	<ul style="list-style-type: none"> • What is your current financial situation • Budget – income and expenses of the group (e.g. hosting events, marketing) 	
Monitoring success	Identify how you will evaluate the impact of the action plan and include key performance indicators. <ul style="list-style-type: none"> • Business owner and customer surveys • Annual health check assessment • Observations of how the space is used • Business performance measures (e.g. profitability, vacancies) 	

Council permits

As a business or business group you may need to contact Council for the following permits:

Footpath dining permits

Required if outdoor dining is in a public footpath where persons will be eating or drinking:

<https://www.brisbane.qld.gov.au/laws-and-permits/laws-and-permits-for-businesses/food-business-licences/footpath-dining-permit-guide>

Advertising permits

There are various different advertising devices that can be erected in different zones, with some signs accepted or not accepted by Council. Some advertising devices may be allowed in a zone but require formal approval under Local Law:

<https://www.brisbane.qld.gov.au/laws-and-permits/laws-and-permits-for-businesses/advertising-devices>

Festivals or market permits

Council regulates events and festivals to ensure public safety is upheld. Council requires these events to obtain permits and relevant approvals:

<https://www.brisbane.qld.gov.au/laws-and-permits/laws-and-permits-for-businesses/events-venues-and-filming>

Outdoor lighting

Any project that requires outdoor lighting requires an assessment against Council's lighting code. Depending on the proposals ability to comply with the code, a development application may need to be lodged to Council for assessment to determine extent of impacts:

<https://www.brisbane.qld.gov.au/planning-and-building/do-i-need-approval/residential-projects/yards-pools-fences-and-landscaping/outdoor-lighting>

Staying informed

In most circumstances Council is the consent authority for development applications in the Brisbane Local Government Area.

It is important for businesses and business groups to understand:

- when planning permits (or other permits) are required
- how to work with Council through the planning process
- how to find and respond to information about proposed developments that may impact on the performance of your precinct.

The toolkit provides how-to guides to assist with these matters, as well as links to other Council online resources.

Useful links and resources

Doing business in Brisbane:

<https://www.brisbane.qld.gov.au/about-council/governance-and-strategy/business-in-brisbane>

Business Hotline 133 BNE:

<https://www.brisbane.qld.gov.au/about-council/governance-and-strategy/business-in-brisbane/information-and-services/business-hotline-133-bne>

Brisbane Community Profiles:

<https://www.brisbane.qld.gov.au/about-council/governance-and-strategy/business-in-brisbane/business-opportunities/brisbane-community-profiles>

Queensland Police Service – Online Crime Map:

<https://qps-ocm.s3-ap-southeast-2.amazonaws.com/index.html>

How to get advice (planning enquiries):

<https://www.brisbane.qld.gov.au/planning-and-building/applying-and-post-approval/how-to-get-advice>

Development.i

<https://developmenti.brisbane.qld.gov.au/>

Business Hotline 133 BNE

Brisbane City Council has a dedicated 24 hour a day, seven day a week 133 BNE (133 263) hotline to support business in Brisbane.

The hotline is a one-stop-shop for businesses of all sizes seeking information and advice on Council services and is a convenient way to get all your questions answered in one phone call.

Council's aim is to make starting or running your business as easy as possible.

Call 133 BNE (133 263) to access information on a range of topics including:

- food licensing including food safety permits
- home businesses
- planning and development applications and advice
- business opportunities
- working with Council including tenders and procurement
- advertising sign advice and permits
- filming in Brisbane including permits
- festival and event permits
- commercial activities on public land
- plus many more.




A one-stop-shop for businesses of all sizes seeking information and advice on Council services

Brisbane City Council
GPO Box 1434, Brisbane Qld 4001



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