

**Attachment 1 – Letter from Warrandyte Business Association**

WARRANDYTE  
BUSINESS ASSOCIATION



Att: Ralph Geerling  
Economic Development Officer  
Manningham City Council  
PO BOX 1  
Doncaster 3108  
Vic

12 August 2015

Dear Ralph

RE: RENEWAL OF WARRANDYTE SPECIAL RATES AND CHARGES SCHEME

The WBA requests that Council pursue the renewal of the Special Rates and Charges scheme. The Scheme that has been in place for the past 5 years has been well managed and has assisted Traders in overall marketing and promotion of Warrandyte with the publication of the Directory as well as advertising in the media, live music at many events and venues, and assisting traders with many other issues.

Regards

Janelle Wareham  
President

Meredith Thornton  
Co-ordinator

**Attachment 2 – Notice of Intention to Declare Special Rate****NOTICE OF INTENTION TO DECLARE A SPECIAL RATE  
WARRANTYTE SHOPPING CENTRE PRECINCT**

In accordance with a resolution of the Manningham City Council (**Council**) made at its special meeting held on 13 September 2016, notice is given that at the special meeting of the Council to be held on 13 December 2016, it is the intention of Council to declare a Special Rate (**Special Rate**) 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 Warrandyte Business Association Incorporated (**Business Association**), which funds, will be provided on an administrative basis only and subject always to the approval, direction and control of Council, are 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 Business Association, all of which are associated with the encouragement of commerce, retail and professional activity and employment in the Warrandyte Shopping Centre Precinct, Yarra Street through to the Goldfields Plaza (**Centre** or **Scheme**).

The Special Rate will be based on geographic criteria, having regard to the location and the capital improved value (CIV) of those rateable properties in the Centre that are used, or reasonably capable of being used, for commercial, retail or professional purposes, and further, the classification of those properties as receiving a “Primary” or “Secondary” special benefit.

Council considers that each rateable property and each business included in the Scheme area that is required to pay the Special Rate 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.

In performing functions and exercising powers in relation to activities associated with the encouragement of commerce and retail activity in and around the area for which it is proposed the Special Rate will be declared, Council intends to levy and spend an amount of \$50,278.40 in the first year of the Scheme, raising in total an amount of \$251,392 over the five year period of the Scheme.

The Special Rate is to be declared, and will remain in force, for the period commencing on 1 January 2017 and ending on 31 December 2021.

For the period of the Scheme, the Special Rate will be assessed based on whether a property receives a “Primary” or “Secondary” special benefit. Properties included in the “Primary” benefit area (defined as those properties located within the core precinct areas of Yarra Street and Warrandyte Goldfields) will be liable or required to pay a rate in the dollar of 0.0015 annually based on the CIV of each property in 2011. Properties included in the “Secondary” benefit area (defined as those properties located on the periphery of the core precinct areas of Yarra Street and Warrandyte Goldfields) will be liable or required to pay a rate in the dollar of 0.00065 annually, based on the CIV of each property in 2011. For properties where a business occupies more than one contiguous property, the Special Rate payable will be for only one of the contiguous properties and will be the higher rate applicable. The Special Rate for all properties is capped at a minimum of \$300 and a maximum of \$3000.

The Special Rate will be levied by Council sending a notice of levy annually to the persons who are liable to pay the Special Rate, which will require that the Special Rate 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 Council in the notice.

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

For the purposes of having determined the total amount of the Special Rate to be levied under the Scheme, the Council 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 Rate is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of the Council, all of the services and activities to be provided from the proceeds of the expenditure of the Special Rate are marketing, promotion and advertising related and will accordingly only benefit those properties and businesses included in the Scheme that are used, or reasonably capable of being used, for retail, commercial or professional purposes.

Copies of the proposed declaration of Special Rate, a detailed plan of the Scheme area and classifications as to whether a property is included within a “Primary” or “Secondary” special benefit area 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.

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

In addition, any person who will be required to pay the Special Rate 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 Rate.

Written submissions to be submitted to the Council under section 223 of the Act and/or written objections to be lodged with the Council under section 163B of the Act must be received by the Council by **5pm on Friday, 28 October 2016**. 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 to be represented by a person specified in the submission before a Committee appointed by 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 the Council is no longer required to make available for public inspection submissions received in accordance with section 223 of the Act. Accordingly, all submissions and personal information in submissions will be handled as authorised or required by law, including under the *Privacy and Data Protection Act 2014*.

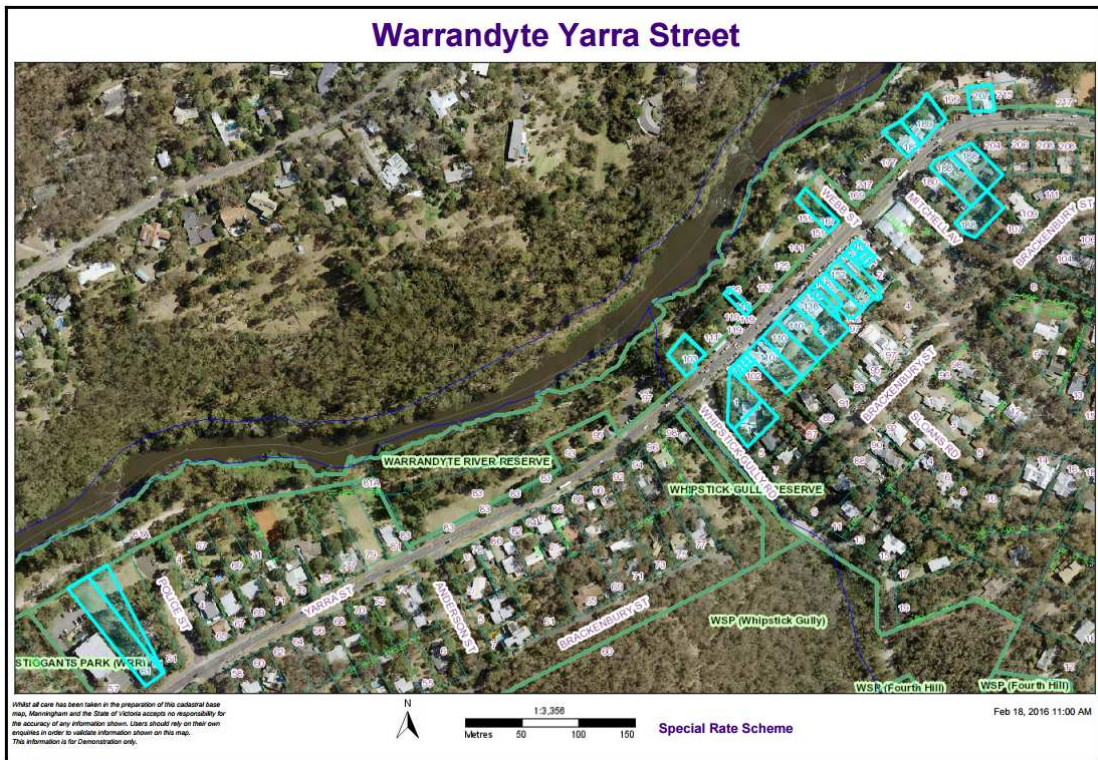
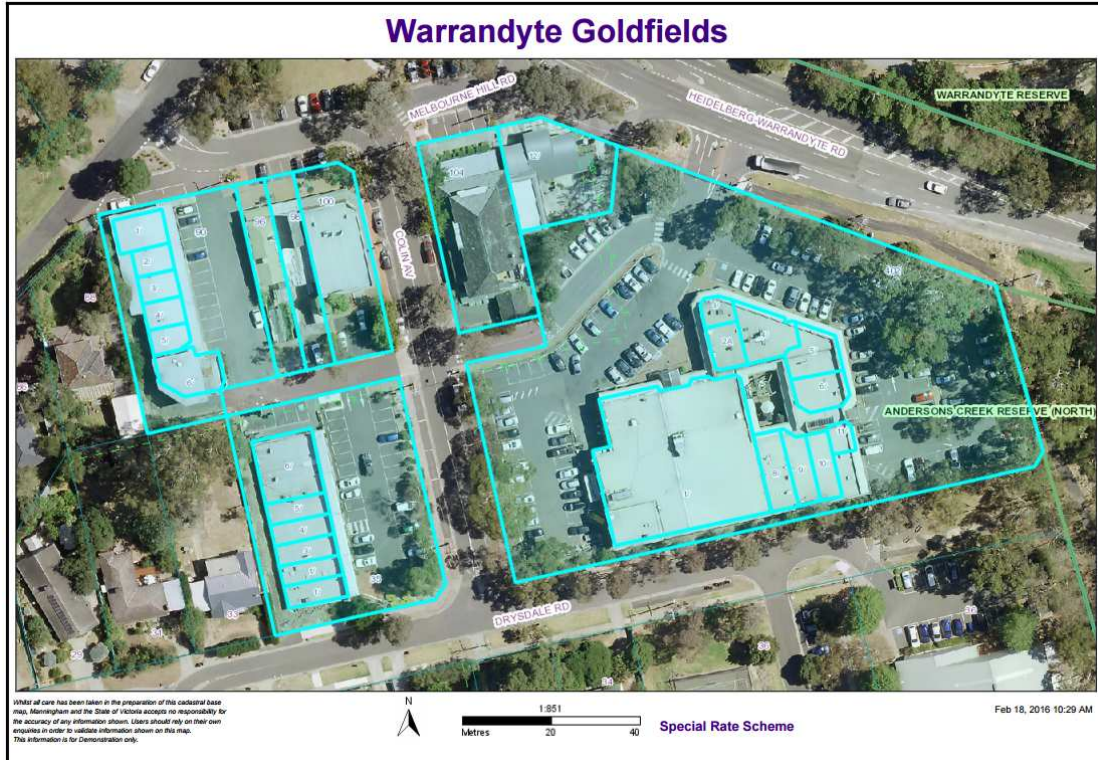
Council will consider any written submissions and take into account any objections in accordance with sections 163A, 163B and 223 of the Act.

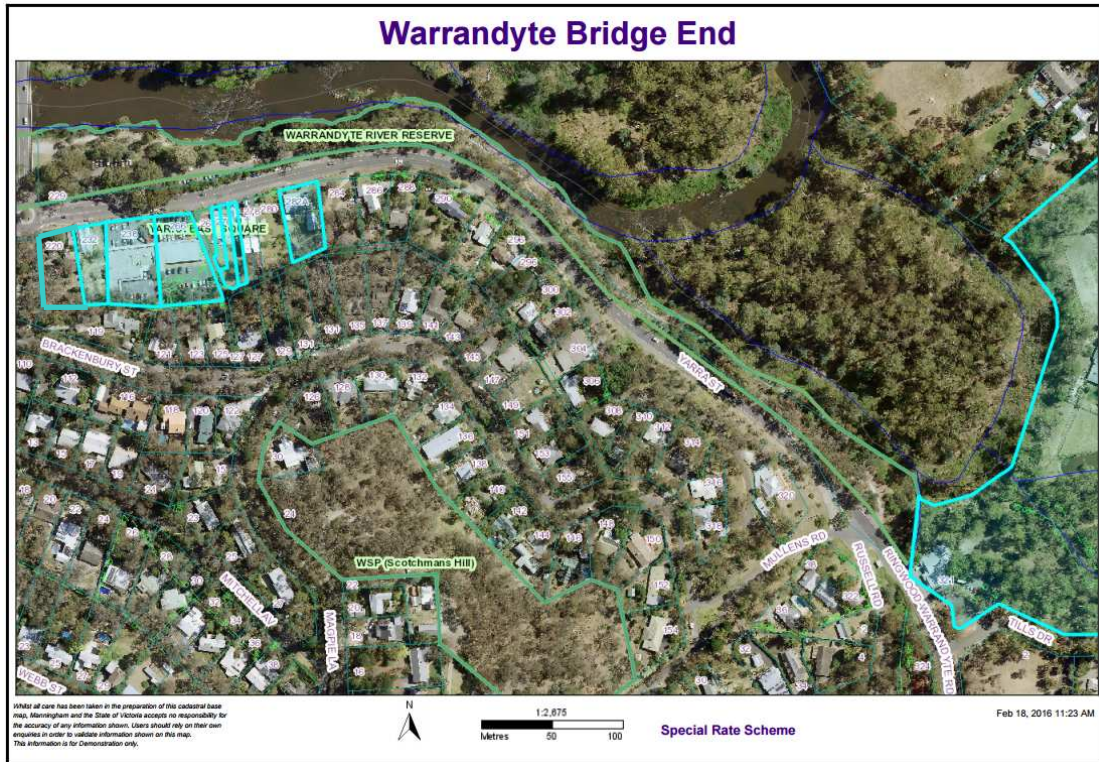
Any person requiring further information concerning the proposed declaration of the Special Rate should in the first instance contact Ben Harnwell, Coordinator Economic Development and Tourism, on telephone (03) 9840 9338, facsimile (03) 9840 9465 or email [ben.harnwell@manningham.vic.gov.au](mailto:ben.harnwell@manningham.vic.gov.au).

**WARWICK WINN**  
**CHIEF EXECUTIVE OFFICER**

Attachment 3 – Map of Scheme area and listing of rateable properties

Schedule 1 to the Proposed Declaration of Special Rate





**Schedule 2 to the Proposed Declaration of Special Rate**

Property address	Amount(\$)
2/2 Colin Avenue, WARRANDYTE	318.00
1/2 Colin Avenue, WARRANDYTE	334.50
3/35 Drysdale Road, WARRANDYTE	300.00
4/35 Drysdale Road, WARRANDYTE	300.00
5/35 Drysdale Road, WARRANDYTE	300.00
1-2/35 Drysdale Road, WARRANDYTE	576.00
6/35 Drysdale Road, WARRANDYTE	864.00
11/402 Heidelberg-Warrandyte Road, WARRANDYTE	372.00
3/402 Heidelberg-Warrandyte Road, WARRANDYTE	586.50
9/402 Heidelberg-Warrandyte Road, WARRANDYTE	694.50
10/402 Heidelberg-Warrandyte Road, WARRANDYTE	694.50
2A/402 Heidelberg-Warrandyte Road, WARRANDYTE	772.50
6-7/402 Heidelberg-Warrandyte Road, WARRANDYTE	931.50
12/402 Heidelberg-Warrandyte Road, WARRANDYTE	954.00
5/402 Heidelberg-Warrandyte Road, WARRANDYTE	1219.50
4/402 Heidelberg-Warrandyte Road, WARRANDYTE	1290.00
1/402 Heidelberg-Warrandyte Road, WARRANDYTE	3000.00
2/90-94 Melbourne Hill Road, WARRANDYTE	300.00
3/90-94 Melbourne Hill Road, WARRANDYTE	300.00

<b>Property address</b>	<b>Amount(\$)</b>
4/90-94 Melbourne Hill Road, WARRANDYTE	300.00
5/90-94 Melbourne Hill Road, WARRANDYTE	300.00
6/90-94 Melbourne Hill Road, WARRANDYTE	436.50
98 Melbourne Hill Road, WARRANDYTE	442.50
96 Melbourne Hill Road, WARRANDYTE	478.50
100 Melbourne Hill Road, WARRANDYTE	510.00
102 Melbourne Hill Road, WARRANDYTE	502.50
1/90-94 Melbourne Hill Road, WARRANDYTE	517.50
91-93 Melbourne Hill Road, WARRANDYTE	702.00
104 Melbourne Hill Road, WARRANDYTE	1119.00
<b>323 Ringwood-Warrandyte Road, WARRANDYTE</b>	<b>300.00</b>
<b>321 Ringwood-Warrandyte Road, WARRANDYTE</b>	<b>330.20</b>
2 Webb Street, WARRANDYTE	300.00
2A Webb Street, WARRANDYTE	300.00
<b>1-3 Whipstick Gully Road, WARRANDYTE</b>	<b>378.95</b>
First floor 1/152-156 Yarra Street WARRANDYTE	852.00
2/152-156 Yarra Street WARRANDYTE	837.00
1/152-156 Yarra Street WARRANDYTE	499.50
167 Yarra Street, WARRANDYTE	300.00
165 Yarra Street, WARRANDYTE	300.00
3/266 Yarra Street, WARRANDYTE	300.00
189 Yarra Street, WARRANDYTE	300.00
2/207 Yarra Street, WARRANDYTE	300.00
104 Yarra Street, WARRANDYTE	358.50
102 Yarra Street, WARRANDYTE	358.50
163 Yarra Street, WARRANDYTE	363.00
160A Yarra Street, WARRANDYTE	370.50
272 Yarra Street, WARRANDYTE	438.00
4-5/266 Yarra Street, WARRANDYTE	444.00
1/207 Yarra Street, WARRANDYTE	445.50
256 Yarra Street, WARRANDYTE	451.50
240 Yarra Street, WARRANDYTE	451.50
103-109 Yarra Street, WARRANDYTE	463.50
3/188-202 Yarra Street, WARRANDYTE	484.50
5/188-202 Yarra Street, WARRANDYTE	484.50
254 Yarra Street, WARRANDYTE	487.50
252 Yarra Street, WARRANDYTE	487.50
238 Yarra Street, WARRANDYTE	495.00
270 Yarra Street, WARRANDYTE	499.50
274 Yarra Street, WARRANDYTE	547.50
242-244 Yarra Street, WARRANDYTE	582.00
162-164 Yarra Street, WARRANDYTE	586.50

<b>Property address</b>	<b>Amount(\$)</b>
166 Yarra Street, WARRANDYTE	586.50
193-197 Yarra Street, WARRANDYTE	597.00
183-187 Yarra Street, WARRANDYTE	633.00
264 Yarra Street, WARRANDYTE	636.00
106-108 Yarra Street, WARRANDYTE	642.00
246-250 Yarra Street, WARRANDYTE	675.00
232-236 Yarra Street, WARRANDYTE	699.00
1-2/266 Yarra Street, WARRANDYTE	721.50
148-150 Yarra Street, WARRANDYTE	729.00
258-260 Yarra Street, WARRANDYTE	735.00
220-230 Yarra Street, WARRANDYTE	738.00
158-160 Yarra Street, WARRANDYTE	741.00
<b>61-63 Yarra Street, WARRANDYTE</b>	<b>666.25</b>
1/142 Yarra Street, WARRANDYTE	772.50
2/142 Yarra Street, WARRANDYTE	337.50
1/188-202 Yarra Street, WARRANDYTE	828.00
138-140 Yarra Street, WARRANDYTE	901.50
282 Yarra Street, WARRANDYTE	981.00
144-146 Yarra Street, WARRANDYTE	1146.00
110-136 Yarra Street, WARRANDYTE	3000.00
<b>TOTAL</b>	<b>50,278.40</b>



**Attachment 4 – Copy of pro-forma ‘Indication of Support’ form**



**Renewal of Special Rate- Support Form**  
**Indicate your Support!**

The Warrandyte special rate that has funded a range of marketing, business and promotions will expire in December, 2015. The Warrandyte Business Association (WBA) is seeking to renew this program for another 5 years and has formally approached Manningham Council. The WBA must demonstrate to the Council a positive level of support from business owners/operators for the program to provide Council with the confidence to commence the formal statutory process to renew for another 5 years. This formal process involves official notification to owners/tenants, public notices and the opportunity for formal submissions to be submitted from operators or owners included in the scheme.

With local businesses facing increasing challenges, changing customer preferences and rising competition, now more than ever collective approaches to marketing and promotions is critical. The Association seeks your initial support to continue the special rate which over the years has been instrumental in building the identity of Warrandyte, developing positive working relationships, stimulating promotions and marketing what Warrandyte has to offer. We look forward to your support and participation in the future.

**Support Form**

**“I support the renewal of the Special Rate scheme to continue** to collectively market and promote Warrandyte (please circle either Yes or No)

**Yes**

**No**

Name: .....

Business: .....

Address: .....Phone.....

Signature .....

**Warrandyte representatives.** Further information and completed support forms please see

- President Janelle Wareham
- Treasurer Mark Challen
- Julie Quinton
- Terry Rafferty
- Meredith Thornton -Coordinator

Insert details of committee and Meredith

***Collectively we can achieve more! We look forward to your support***

***You can also fax this form to Ralph Geerling – Economic Development –***

***Manningham City Council***

***Please return by 20 August***

**Attachment 5 – Council letter to traders and property owners**

Enquiries to: Ben Harnwell  
Telephone: 9840 9338

26 September 2016

\*\*\*\* Name  
\*\*\*\* Street Address  
\*\*\*\* SUBURB VIC \*\*\*\*Postcode

Dear Sir / Madam

**Re: Notice of Intention to Declare a Special Rate Scheme (2016-2021)**

**Warrandyte Activity Centre**

**Property Address: \*\*\*\***

**Proposed Amount Payable 2016: \$\*\*\*.00**

Council has received a formal request from the Warrandyte Business Association to renew the Special Rate Scheme for the purposes of marketing and promotion for a further 5 year period, commencing on 1 July 2016 and ending on 30 June 2021.

As a prerequisite to Council's consideration of this request, Council required a demonstration of initial trader support for a renewal of the Scheme, evidence of a coordinated trader body and evidence of researched marketing plans to enhance the Warrandyte Shopping Centre Precinct.

To meet these expectations, the Business Association worked together with Council to seek support from the traders in the Warrandyte Shopping Centre area. Indicative support forms were received with 62% of traders within the proposed Scheme area supporting a renewal of the Scheme. The Business Association also produced a five year business plan for the expenditure of the Special Rate proceeds.

On 13 September 2016, Council resolved of its intention to declare a Special Rate for the Warrandyte Activity Centre in accordance with section 163(1) of the *Local Government Act*

1989. A copy of the Council report in relation to this matter can be viewed on Council's website on [www.manningham.vic.gov.au](http://www.manningham.vic.gov.au) or by contacting Council's Economic Development team on (03) 9840 9338.

I write to inform you of the opportunity for you to make a submission and/or an objection to the proposed Scheme and to provide you with further information concerning the proposed Special Rate.

### **The Special Rate – An investment fund to facilitate effective business and marketing activities**

The declaration of a Special Rate, raising a total of \$50,278.40 per annum for the next five years will be a partnership between the traders and property owners to proactively encourage commerce and business activity within the Warrandyte Shopping Centre Precinct. A Special Rate can play a critical role in helping to fund positive promotional activities in Warrandyte. Council considers that the Special Rate will enable the entire precinct to be strongly positioned through collaborative promotion and business development activities.

### **How is the amount proposed per property calculated?**

At the Business Association's request and after consideration and agreement by Council, the Special Rate applicable to each property will be calculated based on a property's capital improved value (CIV) as at the commencement date of the previous special rate scheme for the precinct (being 2011 CIVs). Consistent with the previous scheme, properties receiving a "Primary Special Benefit" will have their Special Rate calculated by multiplying the CIV of those properties by a multiplier of 0.0015. Properties receiving a "Secondary Special Benefit" will have their Special Rate calculated by multiplying the CIV of those properties by 0.00065. The "Primary Special Benefit" properties are defined as those properties located within the core precinct areas of Yarra Street and Warrandyte Goldfields. The "Secondary Special Benefit" properties are defined as those properties located on the periphery of the core precinct areas of Yarra Street and Warrandyte Goldfields. The Special Rate for all properties is capped at a minimum of \$300 and a maximum of \$3000. In plain terms, this means that the Special Rate for each property is based on the CIV of that property from 2011, multiplied by either the "primary" or "secondary" rate, and combined with a minimum contribution payable of \$300 and a maximum contribution payable of \$3,000 per property.

New properties that are being included in the Scheme will have their Special Rate calculated based on equivalent 2011 CIV level.

The figures have been calculated to provide a total annual budget of approximately \$50,278.40 for Centre coordination and promotional activities.

Council believes that the property which you own or occupy (together with all of the properties included in the Scheme) will derive a 'special benefit' from the expenditure of the Special Rate funds. If Council proceeds to declare the Special Rate, each person liable to pay the Special Rate will receive a levy notice to pay the amount of the Special Rate each year for a period of five years (in addition to the normal Council General Rates).

#### **What will the money be spent on?**

Should this new Special Rate be declared, the Business Association will be committed to ensuring key actions from the Warrandyte Business Plan (2016-2021) are delivered in conjunction with all stakeholders and that the shared vision for the Warrandyte Shopping Centre Precinct is committed to and regularly reviewed. Key ongoing actions are likely to address:

- Organisation/management and committee representation;
- Marketing, promotions and branding of the precinct;
- Business mix/development and attraction; and
- Funding and budget priorities.

Importantly, these funds will allow for the appointment of a part-time independent Centre Co-ordinator. That person will work with the Business Association and its members to implement the range of marketing, promotion and business development activities as approved by Council and other stakeholders.

**Who manages the Special Rate funds collected?**

Council will require the Business Association to have a high level of financial and management accountability of the funds. This will include requirements such as the submission of an annual plan at the beginning of each year and an audited financial report at the conclusion of each year. Additionally, the Business Association will be required to enter into a funding agreement with Council, which will confirm that the Business Association is at all times acting in accordance with the requirements and purposes of the Special Rate Scheme, including the expenditure of those funds.

**Who will pay the Special Rate?**

The owner of the property is liable to pay the Special Rate. However, most commercial leases require all costs, such as a Special Rate, be passed on to the tenant (for example, the tenant is responsible for all outgoings). This usually makes the tenant responsible for paying any Special Rate under the terms of their lease arrangements.

**Council wants you to be fully informed**

Council has previously written to all property owners and tenants in the Warrandyte Activity Centre Precinct included in the proposed Scheme and has provided each with a copy of the Warrandyte Business Association's Business Plan.

Additionally, this letter includes a copy of the Public Notice that was published in "The Age" and the "Manningham Leader" newspapers on Friday, 23 September 2016 and Monday, 26 September 2016 respectively, advertising Council's intention to declare the Special Rate. The Public Notice marked the commencement of a formal submissions and objections period allowing you to have your say.

**It is important that you tell Council how you feel about this proposal**

Council would like to hear from as many persons as possible in relation to this proposal so that it is able to make an informed decision about whether or not to declare the Special Rate. You can make a submission to Council about the proposal in accordance with sections 163A and 223 of the *Local Government Act 1989*. Additionally, persons liable to pay the proposed

Special Rate also have a right of objection to the proposed Scheme and may object under section 163B of that Act.

**You can make a written submission and/or objection**

Please make your submission and/or objection in writing and lodge it with Council by **Friday, 28 October 2016**. Submissions and objections should be addressed to Economic and Environmental Planning, Manningham City Council, PO Box 1, Doncaster, 3108. Please note that a decision not to respond to this letter cannot be interpreted by Council as either an indication of support or an objection to the proposal.

**You may make a verbal submission to the Council Submissions Hearing on the Special Rate on Thursday, 17 November 2016**

If you lodge a written submission and request in that submission that you also wish to be heard in support of your submission, you are entitled to speak on your submission at the Council Submissions Hearing meeting to be held at the Manning City Council Chambers on Thursday, 10 November 2016. Council asks that you clearly indicate in your submission if you would like to speak at the hearing.

**Council will make a decision at its meeting in December**

It is proposed that Council, following a consideration of all submissions and the taking into account of any objections, will decide whether or not to declare the Special Rate at its ordinary meeting on 13 December 2016. You are welcome to attend this meeting. You will in due course be advised of Council's decision on this matter.

**Do you need more information?**

Please contact Economic and Environmental Planning on (03) 9840 9338 for further information regarding this matter.

Yours sincerely

TERESA DOMINIK  
**Director Planning and Environment**

**Attachment 6 – Warrandyte Business Association Business Plan 2016-2021**



**WARRANDYTE  
BUSINESS PRECINCT PLAN  
2016-2020**

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## Introduction

This is a five year business plan for the Warrandyte Business Precinct comprising Yarra St from Tills Drive encompassing the Bridge section, the Village, Goldfields Shopping Centre, Goldfields Terraces and adjacent areas.

It outlines a vision for the precinct and mission statement for the Warrandyte Business Association (WBA)

It also provides a set of strategies to achieve the vision in terms of business development, marketing and public relations, community development, centre management, communication and finance.

This Plan has been prepared in consultation with business owners in Warrandyte and the Manningham City Council.



## Profile of the Precinct

The Warrandyte Business Precinct is a neighbourhood activity centre and a specialist business destination area located at the entrance to the Yarra Valley in the north eastern part of the City of Manningham, just 35 minutes from the City of Melbourne. The precinct has approximately 15,000 square metres of business floor space of which approximately 9800 square metres is retail floor space. There are 88 business premises in the precinct (as at Feb 2016).

The main catchment area of the precinct covers approximately 10,000 households in Warrandyte, Warranwood, Park Orchards, Research and Wonga Park.

### Activity Mix

Retailing is the predominant business activity. The precinct has 57 existing retail businesses representing 63% of all businesses.

Personal and household goods represent 21% of all businesses, more than double the proportion allocated to food retailing. This category consists of a diverse range of shops extending from convenience outlets such as newsagency and pharmacy at Goldfields Shopping Centre to other specialist destination stores (e.g. Homewares, jewellery, gift shops and galleries, Vets, Doctor Surgery) on Yarra St, Ringwood –Warrandyte Rd and Heidelberg-Warrandyte Rd.

There are a number of cafes and restaurants representing a significant 16% of all businesses in the precinct. The category is represented by a mixture of restaurants (e.g., Indian, Italian, modern cosmopolitan) in Yarra Street as well as in Drysdale Road, Melbourne Hill Road, and Ringwood-Warrandyte Road.

Existing uses evident in the Warrandyte Business Precinct are summarised in Table 1 below.



Table 1

Activity Type	No. of uses	% of total
Food Retail including Takeaway Food	9	10
Personal Household Goods	27	31
Personal Retail Services	7	8
Cafes & Restaurants	14	16
Entertainment – Hotel, reception/accommodation	2	2
Banks & Financial Services	3	3
Business Professional Services	16	18
Medical, Veterinary & other Health Services	8	9
Automotive (Care Wash)	1	1
Vacant	1	1
<b>Total</b>	<b>88</b>	<b>100</b>

Source: Peter McNabb & Associates, November 2009 (updated December 2015)

While there are 16 professional and business services premises (18%) in the Warrandyte Business Precinct, these operations perform a stabilising role in Warrandyte. These include services such as the Warrandyte Community Bank, three accounting firms, three real estate agencies, two legal firms and four other specialist services including an architectural practice and other professionals.

Health services are an important sector within the precinct with nine facilities, representing 10% of all businesses. There is a medical centre, two veterinary clinics, an optometrist, a psychologist, a hearing audiologist, an osteopath and a fitness studio.

There is one car wash in the precinct at Goldfields.

Over the past few years the vacancy rate has dropped as Warrandyte shops are being more sought after.

## Current Marketing & Promotions Program

The Warrandyte Business Association has had a very successful Special Rate Scheme from 2011-2015 with a part time paid Coordinator.

The WBA is an active incorporated body working for all businesses in the precinct. A Committee is elected each year, and meets as a group once a month. The Association Executive worked hard over many years to facilitate significant physical improvements in the Warrandyte Precinct and has developed a very good working relationship with Manningham City Council.



## SWOT Analysis

### Strengths

- Attractive and pleasant setting adjacent to the Yarra river (one of only 3 Victorian townships located on the banks of the Yarra).
- Good mix of retail, commercial, health, food and entertainment services.
- Range of specialist retail businesses, gifts, interiors and homewares.
- Strong Café and Restaurant culture.
- Good community focus – strong patronage by and affiliation with Warrandyte residents/ visiting friends and relatives market.
- Active, positive Business Association.
- Gateway to the Yarra Valley Wine district.
- Fantastic anchors in Quintons IGA and the Grand Hotel

### Weaknesses

- Core business precinct is spread out over three sections, creating a disjointed township.
- Parking availability.
- The Warrandyte shopping experience is still a secret to some local residents.

### Opportunities

- Enhancement of the image and branding of the precinct.
- Develop a strong Buy Local campaign
- Develop a strong tourist/visitor attraction.
- Improve the business mix
- Continue a co-ordinated marketing and business development program with exciting advertising and promotional events.
- Improved digital and social media.
- Create a balance between marketing to locals and becoming a tourist destination.

### Threats

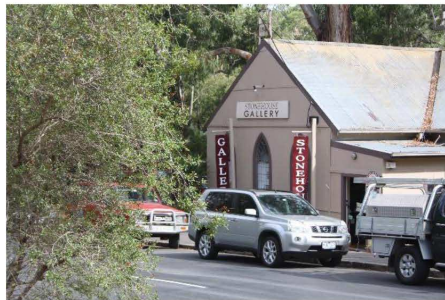
- Competition from nearby centres (e.g. Eastland, Westfield Doncaster etc)
- Lack of engagement from a small number of traders who display apathy in terms of taking an active role in the Business Association.
- Challenges balancing community and business development.



## Future Vision

To develop a vibrant, upmarket precinct with strong community links which supports a highly attractive visitor destination, providing a localised experience, good value to customers, old fashioned good customer service, and increased trade for business.

To continue our active business association which works effectively in partnership with all businesses, the wider community and Manningham City Council.



## Mission Statement

The mission of the Warrandyte Business Association is to:

- Work to improve the image and profile of the Warrandyte Precinct.
- Promote Warrandyte so that it becomes more vibrant
- Generate interest and enthusiasm in the activities of the Association, creating a cohesive and engaged trader group.
- Act as leaders and ambassadors for the precinct.
- Work to improve the overall trading performance of the precinct each year – targeting both locals and visitors.
- Continue to develop positive partnerships with Manningham City Council, the community and other key stake holders.
- Continue to lobby Council for improvements in the physical infrastructure and appearance of the precinct.



## Strategies

Over the next 5 years some key areas include to:

- Develop and implement the next self funded marketing program – Special Rate Scheme.
- Create an annual calendar of distinctive marketing and promotional activities.
- Develop stronger connections with the Warrandyte community and wider metropolitan groups.
- Involve community groups in the promotional program.
- Continue to roll out education programs to support business growth.
- Identify gaps in the market and seek to introduce complimentary business types into the precinct.
- Work together with individual businesses to develop strategies to overcome a challenging economy.
- Work with Council to develop regular communication and opportunities for partnership initiatives including street scape improvements.
- Support the development of fire and emergency safety kits prepared by and tailored to each individual business.
- Develop an appropriate signage strategy for the whole of Warrandyte.

## Branding

- Continue to consistently promote and reinforce Warrandyte branding to create an instantly recognisable brand.

## Marketing

- Further develop the WBA website and regularly update. Continue to cross reference with Traders websites and link with The MCC website.
- Produce regular advertising features in The Diary. Feature regular profiles of retail and commercial businesses.
- Continue quarterly advertising in localised publications.
- Encourage cross marketing and joint promotions among businesses.
- Develop a digital marketing strategy and implement.
- Develop an independent promotional strategic plan to directly support professional services.
- Encourage business owners to enter their business into industry and regional award programs, such as the Manningham BEA awards
- Investigate opportunities for promotion of public art displayed in Warrandyte.



## Special Promotional Events

- Develop an annual calendar of promotional events including:
  - Christmas VIP Open Nights
  - Light Up Warrandyte
  - Gnome Hunt
  - VIP Shopping nights
- Live music.
- Progressive dinners – incorporating historical elements and re-enactments.
- Winter campaigns – cosy campaign.
- Promote what is special and unique.
- Provide value and benefit for professional services.
- Target day trippers.
- Shop Local Campaign.
- Spin off activities from the Market.
- Promote the calendar of events through strategically placed signage.
- Link promotional events with local community groups.

## Community Development

- Develop Warrandyte through marketing, as a key community hub in Manningham.
- Strengthen community connections and loyalty to the Precinct particularly with the various communities that visit.
- Involve local schools and other community groups through music and dance performance and art and sculptural displays in the promotions program. Buskers, choir performances, local bands.

## Retaining and improving existing businesses

- Encourage businesses to improve cleaning, building facades, signage, internal presentation and customer service.
- Consistent streetscape beautification elements to unify the exterior of building facades.
- Visual Merchandising seminar
- Support business networking opportunities and training programs
- Develop a Welcome Kit for all new businesses.
- Provide greater recognition and promotion through being involved in the Manningham BEA awards
- Celebrate at Christmas with the Light Up Warrandyte – window display competition.
- Breakfast Seminars and Mentoring sessions
- Update Business Directories



## Improve the business mix by attracting appropriate new businesses

- Analyse the current business mix and identify any gaps
- Develop a list of desired new operations to fit any vacancies
- Work with local real estate agents and property owners to attract these types of new businesses into Warrandyte if vacancies occur.

## Management and Communication

Warrandyte Business Association:

- Elect a Committee of Management each year. Work to ensure that it is an appropriate representation from different types of businesses in the 3 precincts.
- Outline clear responsibilities for the Executive to share the workload.
- Establish sub committees or working groups to undertake projects and involve other businesses.
- Continue to organise short monthly meetings to direct and monitor the agreed program of activities. Ensure that each meeting has an Agenda and is conducted in accordance with the Rules of Association. Organise Minutes and distribute promptly.
- Communicate regularly with businesses. Prepare and distribute a short monthly newsletter to keep businesses up to date with proposed new events and activities.
- Hold an AGM annually and elect the Committee for the next year.
- Hold an open discussion session annually for all the traders on Warrandyte's marketing and business development program.
- Organise each year an informal networking session with traders to share information and discuss current issues.
- Organise an annual business/customer/resident survey to obtain feedback on the WBA activities over the last year.
- Continue to maintain monthly discussions with Council on issues such as streetscape, car parking, traffic management and maintenance, improvements and establish a system of regularly reporting back to the Committee.
- Prepare an evaluation report and submit to Council every quarter and annually present to WBA.





## Financial Strategy

- Seek approval from Council for the next ongoing self-funded program through the Special Marketing Rate to which all businesses contribute with a budget of approximately \$50,000 per annum ( please note this amount has not been increased since the previous scheme,)
- Develop an annual sponsorship program (cash and in kind) to attract additional funds to supplement the levy program.
- Identify and apply to Council and organisation on an annual basis for grants for specific projects.



## Streetscape Improvements

Advocate to Council for the following improvements:

- Maintenance of Council owned parks and garden areas around business areas.
- Maintenance and promotion of Soundscape listening Posts in Warrandyte
- Work with Council to optimise links to parks and reserves close to Warrandyte business including improved directional signage for walkers and bike riders to connect through the Goldfields to major tracks and reserves.
- Work with Council to get the Bike track continued into Warrandyte from Beasleys.
- Assist Council to finalise and build the public toilet at the Playground near The Bakery
- Continue widening of footpaths where appropriate to accommodate emerging social trends in the Activity Centre such as alfresco dining, market style displays and footpath advertising.





## Implementation

A 12 month work plan to be developed in line with the overall Business Plan.

The WBA to prepare quarterly financial and implementation reports to Council as well as a proposed program for the next quarter.

Calendar of events to be prepared outlining project timelines.



## Monitoring & Evaluation

Achievements of the actions outlined in the Business Plan are to be evaluated during and at the end of each financial year. Key performance indicators to be included in the evaluation are:

- Extent of completion of projects specified in the Business plan and Quarterly Work Plan
- Level of business participation in activities and promotions
- Business and customer perceptions about the success of promotions and advertising campaigns
- Financial accountability

A short evaluation report is prepared at the end of each quarter and presented to Council. The report addresses the degree of compliance with the performance indicators. It is submitted to Council as part of the accountability requirements for the special rate scheme program and is used as a basis for developing a more detailed work program and budget for the following financial year.



## Appendix

List of Businesses in the Warrandyte Business Precinct (as at March 2016)

Address	Business Name
Colin Avenue	
1/2	Peter Gardiner Lawyers and Solicitors
2/2	Haden Partners Accountants
Drysdale Road	
1-2/35	Indian Affair Restaurant
3/35	Muscle Magic Muscle Manipulation Clinic
4/35	Bonnie's West End Hairdressing
5/35	John Roberts and Associates Accounting
6/35	Red Fox Restaurant
Melbourne Hill Road	
1/90-94	Ruby Tuesday Jewellery
2/90-94	Warrandyte Osteopathy
3/90-94	Australian College of Environmental Studies
4/90-94	OMNI Trade Services
5/90-94	Ivory Hearing
6/90-94	Mings Chinese Restaurant
91	Warrandyte Vet Clinic
96	West End Fish and Chips
98	Vacant
100	Australia Post Office
102	Needles and Pins
104	Huntress Restaurant
Heidelberg - Warrandyte Road (Goldfields)	
1/402	Quintons IGA
2/402	Leo's Bakery
3/402	Eyes on Warrandyte
4/402	Rex Medical Clinic
5/402	Warrandyte Chemmart Pharmacy
6-7/402	Warrandyte Newsagency
8/402	Quintons IGA



9/402	Warrandyte Quality Meats
10/402	The White Owl Cafe
11/402	Warrandyte Hairco
12/402	Warrandyte Car Wash
Whipstick Gully Road	
1-3	Warrandyte Goldfields Bed & Breakfast
Yarra Street	
61	Warrandyte Cafe
102	Warrandyte Beauty Centre
103	Stonehouse Gallery
104	Essentially Hair by Emma
106-108	She Earth Rare Crystals
110-136	Grand Hotel
138-140	Vacant
1/142	Riveresque Home
2/142	Warrandyte Pilates
144-146	Warrandyte Community Bank Branch of Bendigo Bank
148-150	Now and Not Yet Cafe
1/152-156	DM Cycles
2/152-156	Altair Fine Dining
First Floor 1/152	McKellar Bros
158-160	Interiors by Riveresque
1/158-160	SMS Civil Engineers
162-164	Seafood by the Yarra
166	Cocoa Moon
168	Warrandyte Lions Opportunity Shop
Webb Street	
2	Warrandyte Travel and Cruise
2A & 2B	Gardiner McInnes Estate Agents
Yarra Street	
163	Rush and Hampshire Barrister and Solicitor
165	Henry Architects
167	Clinical Psychologist
183-187	Landfield Real Estate
189	Yarra Cottage Books



193-197	The Bakery Warrandyte
1/207	Ratty and Moles Antiques
2/207	Warrandyte Lollies and Treats
1-2/188	Bolero's European Restaurant
3/188	Bubba Pizza
4-5/188	Vanilla Orchid Thai Cuisine
220	Roundabout Cafe
232	Folkart Gifts and Clothing
238	Thyme by the Yarra
240	Quirk Gifts and Lifestyle
242-244	Warrandyte Cellars
252	D'Silvas of Warrandyte Ladies Fashion
254	Food For All Seasons
256	The Purple Dragonfly
258	Carrington Craft
260	Alert Fire Safety
262-264	Riverview Cafe
270	Homing Instincts
272	Frankies Boutique
272A	Vacant
274	
1-2/266	North Warrandyte Vet
3/266	Rotary Opportunity Shop
4-5/266	Rivva PT
246	Utaki Health and Wellbeing
248	Tails a go go Grooming
250	Rotary Opportunity Shop (furniture)
282	Nardee Indian Restaurant
Ringwood – Warrandyte Road	
321	Stonehouse Cafe
323	Yarra Store Linen and Larder





# WARRANDYTE

*eat • shop • explore • enjoy*

