

BRIDGE ROAD MAIN STREET INC BUSINESS PLAN – 2018 TO 2021



A plan to:

Direct and communicate our vision, role and focus on priorities.

Drive our key directions and expenditure and support effective key decision-making.

Lay the foundations to implement our annual marketing plan.

Maximise our partnership, communication and engagement with businesses, community and Council.

Provide a framework from which we can measure performance and continually improve.

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1. Executive Summary

Bridge Road Main Street Incorporated has been in existence for 20 years, taking a lead role and working to support the businesses with a collective marketing and management program that builds the offer, appeal and performance of Bridge Road. We have been able to produce and deliver events, marketing, branding and tourism initiatives, as well as perform an advocacy role to Council and stakeholders. There have been significant challenges, with Bridge Road experiencing the full brunt of the change in traditional retail strips, compounded by changes in consumer behaviour, outer centre developments, GFC, the growth of e-commerce, cheaper imports and fierce international competition from big brand retailers.

Bridge Road continues to evolve and transform with a number of major projects and significant high-density residential development, which will add population and expenditure within the precinct. This offers the potential to support considerable growth in everyday retailing, food and personal services retailing. Promotions, marketing and events can build relationships and loyalty with customers and community, and create interest and reasons for visiting and experiencing Bridge Road. These new opportunities are exciting and the appeal of Bridge Road as a precinct for working, playing and living will be very much a part of the new story and one that BRMS is keen to capitalise on.

We present this business plan to communicate the key directions that will be pursued to drive BRMS focus, budget and resources over the next three years. The directions are underpinned by a recognition by BRMS that future marketing and management of the program requires some re-thinking and new approaches to take advantage of the opportunities and help build the new story for Bridge Road. Essentially, the directions for the next three years will be underpinned by a focus on the following:

Re-engaging – making genuine connections with our business community – owners and operators to motivate their involvement and interest in engaging with BRMS, generating their participation in activities and delivering value.

Re-positioning – building a new story and communicating a new dialogue for Bridge Road that is supported by targeted, responsive marketing, new branding, events and campaigns that attracts customers and community and excites businesses.

Re-invigorating – developing the relevance of the BRMS association and building membership to support inclusiveness, ownership, shared responsibility and workload.

Re-imagining – working with property owners, businesses, Council and other key stakeholders on how Bridge Road ‘works’ as a commercial precinct and can deliver in the future as a great place to work, live and play.

2. Introduction

Businesses working together for the collective benefit of a main street precinct or town centre can produce positive outcomes, as experienced by many active business associations throughout Victoria, Australia and overseas. Supported by sustainable funding streams, the capacity of these associations to strategically market, promote and represent the broader businesses can be achieved. With increasing challenges being faced by main streets, the rise of alternative retail formats – including the Internet and changing consumer preferences – mean that now, more than ever, business association activation can be a key ingredient in the ability for a main street to be proactive to challenges, build on opportunities and develop success.

This model of marketing and management for main streets has existed for main streets and shopping precincts in Victoria for nearly 30 years, where there is a diversity of ownership, uses and public and private spaces.

Bridge Road Mains Street (BRMS) is one of nearly 50 incorporated business associations in Victoria that are supported by a Special Charge, to which all businesses in the defined precinct contribute. BRMS has been in existence since 1998, and a Special Charge program has been in existence since 2002, with the current 10-year program expiring in 2018. BRMS have always operated with a business plan to guide expenditure, and it is also a key requirement of the Partnership Agreement that exists with the City of Yarra.

3. About BRMS Business Plan 2018–2021

This business plan sets the framework for how BRMS will manage, operate and deliver outcomes as a business association over the next three years. It is an important organisational tool to communicate to businesses, Council and other key stakeholders the purpose and intentions of BRMS, along with key focuses for strategies and expenditure.

Specifically, the business plan will:

- direct and communicate our vision, role and focus on priorities for BRMS to our businesses and stakeholders
- drive our key directions and expenditure and support effective key decision-making
- lay the foundations to implement our annual marketing plan as well as other operational, management and governance matters
- maximise our partnership, communication and engagement with businesses, community and Council
- provide a framework from which we can measure performance outcomes and continually improve

It is a planned approach that provides key strategies around the key areas of:

- marketing
- management
- business engagement and support
- environment and amenity (placemaking)

The diagram below illustrates how the business plan relates to and supports our yearly and operational planning and delivery:



3.1 Developing the Plan

In developing this plan, we have drawn considerably on the feedback provided from the recent review of the 2008–2018 Special Charge. A number of elements were considered as part of this report. The results and feedback from businesses has been used to reset the directions and focus, to position BRMS to deliver a more compelling, relevant and engaging program that will gain greater support and interest from businesses. Key recommendations that have had influence include:

- clarifying and communicating the role, purpose and funding of BRMS
- creating a more strategic focus to build and measure responsive, targeted, engaging and relevant marketing, communications and management
- clearly communicating a 12-month marketing plan
- increasing communication mechanisms and engaging with business operators and owners in all BRMS activities
- further developing capacity to measure and review BRMS outputs and seek formal feedback from participants and businesses
- working with Council and advocating on the importance of an activated, well presented, accessible and vibrant precinct

In addition to the review report and recommendations, the following was also considered:

- customer and business feedback from previous events and campaigns
- previous business and marketing plans
- social media engagement and website analytics
- feedback from one-on-one consultation and meetings with BRMS committee and interested businesses

- relevant social, economic and demographic data
- relevant main street, retail, placemaking and business trends
- assessment of budget expenditure and program outputs
- discussion with Council

3.2 SWOT Analysis

These key considerations informing the plan have been grouped into strengths, weaknesses, opportunities and threats, and are presented as follows to provide a snapshot:

Strengths

- high customer recognition of Bridge Road as a commercial location
- increasing growth of residential apartments
- sound social media and website presence
- successful execution of most events and marketing campaigns
- experienced President and committee, supported by a professional Marketing Coordinator
- sound annual budget that Council contributes to annually (\$64,000)
- best practice systems and processes to support accountability, transparency and good governance, including a partnership agreement with Council

Weaknesses

Marketing:

- sense from some businesses that there is a lack of sophistication and strategic intent in the marketing
- absence of a clearly communicated marketing plan and calendar
- dissatisfaction with the branding for BRMS including colour and positioning statement – “What a find”

- challenge of engaging the different business sectors in the marketing, especially non-food businesses

Communication and Engagement:

- lack of scheduled face-to-face communication opportunities with all businesses – sharing and distributing information, advising businesses of intentions, plans, and what BRMS are up to, including advocacy
- challenges associated with attracting new committee members to BRMS
- perception of lack of inclusiveness and inaccessibility of BRMS – relatively small committee, stable committee representation over a long period of time

BRMS management and governance:

- lack of awareness by businesses of BRMS role and their capacity as a volunteer committee, perception that agenda of BRMS being driven by too few
- lack of a strong sense of leadership being felt by businesses (from Council and BRMS)
- lack of understanding about the purpose of Special Charge funds (marketing, promotion, business development)
- lack of understanding of Council's role in the program – businesses can't separate Council from the association – their anger on Council issues is clouding their reality of what BRMS can deliver
- confusion and mixed opinions about the advocacy role of BRMS
- lack of formal performance review for Marketing Coordinator
- perception by some businesses that Council is directing the funds or that the association is wasting money which is impacting negatively on program

Council:

- lack of awareness about Council's financial support to the program
- lack of awareness about the supportive, leadership and capacity building role that Council facilitates through Economic Development

- considerable amount of angst and anger directed at Council, mainly fuelled by the parking fees, vacancies, tram stops and decision-making in general. Perception that Council is anti-business, just making it harder for business
- tendency to blame Council for everything that is wrong with Bridge Road, including business performance

Opportunities

- capitalise on the emerging new story for Bridge Road given the business mix shift and increase in residential which will see new opportunities for customer growth and marketing focus
- development of new Bridge Road streetscape plan
- opening of the new High School
- new and growing retail mix:
 - health and wellbeing
 - café and restaurants
 - home and living
- developing the amenity and appeal of Bridge Road to become a place for community interaction
- strengthening social and digital media to engage with customers, community and business
- the importance of building on local area marketing and community connections

Threats

- misconceptions growing about the program, making it difficult to position positively for business support and engagement
- declining active retail street frontages diminish the appeal
- allowing too much emphasis on BRMS being a lightning rod for all complaints – taking the focus away from the business marketing and promotion
- advocacy focus of BRMS jeopardising or polarising the business community
- BRMS committee members lacking energy and interest to sustain BRMS
- Council's shifting budget commitments that may result in cutting, or removal of, contribution funding

- lack of business interest in committee involvement , burning out existing executive members

4. BRMS – The Organisation

Bridge Road Main Street is a not-for-profit incorporated association that exists to support and represent the business community of the Bridge Road Main street precinct. We are a separate entity from Yarra Council that is managed by an annually elected committee that includes a President, Vice President, Secretary, Treasurer and up to 6 general committee members. The committee is drawn from members of the association. To be eligible as a member, a person must be an owner, operator or business representative of a Bridge Road main street business. The committee is supported by a contracted Marketing Coordinator two days per week.

BRMS Mission

Work collectively with business owners, operators and key stakeholders to ensure that Bridge Road remains a commercially viable and vibrant shopping precinct that supports and attracts community and visitors. Specifically, our role is to:

- develop and coordinate the various marketing, promotion, events and networking activities
- be inclusive, engage with the businesses and represent interests that produce collective outcomes and benefits for the precinct
- work collaboratively with our Council and other key stakeholders who influence the role, function and look of the precinct
- raise the profile, value and appeal of Bridge Road to residents, community and visitors
- manage the Special Charge program that is collected by City of Yarra and dispersed to BRMS for the purposes of marketing, promotion and business development

Our Values – What Drives Our Decision-making?

BRMS provides the following key values to support our focus and decisions:

- viable successful businesses that bring customers, income, activity and create interest
- connections with local community and residents

- activated street frontages that promote vibrancy
- well-maintained and presented streetscape that is designed for public interactions, socialising and activations
- convenience and accessibility for our customers by car, foot and public transport
- positive working relationship with Council and a keen sense of common purpose
- engaged businesses who understand the value of working collectively and want to work help themselves
- day and night-time economies that activate the precinct and appeal to a diversity of people
- interesting authentic experiences that connect people to Bridge Road
- accountable, transparent decision-making that is driven by the business community and their aspirations

5. BRMS Special Charge Program

Background Special Charge Program – What Is It?

The *Local Government Act* enables Councils to levy a special rate and/or charge (separate to property rates) to help pay for a service, works or activities that will be of special benefit to a particular group of properties within a defined area. A 'special benefit' is a benefit that is additional to, or greater than, the benefit generally available to the other people outside of the area.

For over 25 years, many businesses associations in Victoria have been relying on and benefiting from this legislation to support the collective marketing and management of main street precincts. With this program, the business association determines the projects and activities that will be delivered, and the associated budget required. The funds are then collected by Council and forwarded to the business association annually at a fixed term, based on the delivery of agreed projects that are stipulated in a funding agreement.

BRMS have had a special charge in place since 2002. In 2017, the scheme raised a total of approximately \$168,000. Council supplements the charge, contributing approximately \$65,000, creating a total annual budget of \$233,000 for BRMS to expend for the purposes of marketing and management. The Special Charge declaration stipulates the purposes of the funds as follows:

Funding a part-time Centre Coordinator, promotional, advertising, marketing, business development and other incidental expenses to be approved by the Council and agreed to from time to time between the Council and BRMS, for the encouragement of commerce and retail activity in the Bridge Road precinct, being the section of Bridge Road between Punt Road and the Yarra Boulevard.

What Do Businesses Contribute?

Each of the 587 businesses will contribute a fixed charge per annum, depending on their location in the precinct. This is a reduced amount from the current 10 year program in recognition of:

- impact of global trends on fashion retail that has resulted in sustained high vacancies;
- taking a more strategic approach to marketing activities as outlined within the recent review;
- greater focus on instore based marketing events as opposed to expensive large street-based activities;
- restraints associated with delivering a marketing program that is able to attract high level engagement from all business given the diverse business mix and length of street..

Location	No. of Properties	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Ground Floor	462	\$300	\$300	\$300	\$300	\$300	\$300
1st Level	59	\$200	\$200	\$200	\$200	\$200	\$200
Side Streets	66	\$100	\$100	\$100	\$100	\$100	\$100
		157,000	157,000	157,000	157,000	157,000	157,000

The charge is payable by the property owner, but in most cases, it is passed on to the tenant to pay as part of outgoings.

Map of Area



Relationship with Yarra Council

Council collects the funds on behalf of BRMS through their rate system, and hence have very clear processes and expectations regarding expending funds for the correct purpose, as per the declaration. This is monitored and managed through a formal

partnership agreement, which clearly defines the association's obligations in terms of financial management, planning and reporting. This includes the requirements for:

- submission of an annual budget with business plan for Council's approval
- submission of an annual independent audited financial report
- quarterly reporting to Council on budget and activities
- identifying and reporting on performance indicators

These requirements provide the systems and processes to facilitate a best practice approach to the expenditure, where there is clear transparency and accountability of funds.

Clearly the focus of the funds is on marketing, promotion and the encouragement of commerce and retail activity, so this drives the committee focus as well. BRMS are not a part of Council, therefore the impact and decisions we have on other matters within Council's direct control and management is limited at times (for example; parking, streetscape, vacancies, local laws, permits, and planning). We can and do have a voice to advocate to Council, and we express our views and opinions on these matters where they impact the street and business and customer activity. We are one of many Council stakeholders, and whilst these Council matters are very important, we must focus largely on the elements that we can control and that are stipulated in the purpose of funds.

6. BRMS – The Precinct

Story and Evolution

Bridge Road is one of Melbourne's oldest retail precincts and was first established in 1837, just two years after European settlement of the colony of Victoria. An iconic fashion-focused strip in the late 1990s, Bridge Road was where many people headed for choice, value and an array of amazing fashion bargains. 20 years on and Bridge Road is different, having experienced the full

brunt of the shift experienced by many traditional retail strips, compounded by changes in consumer behaviour, outer centre developments, GFC, the growth of e-commerce, cheaper imports and fierce international competition from big brand retailers. Bridge Road was particularly vulnerable because of the dominance of fashion and reliance on it as a key attractor for visitors and community, so the changes were felt hard and sharp through increasing vacancies, declining offer, loss of destination retailers and declining customers.

Today, however, the story is changing and a new one is emerging, fuelled by significant increase in residential apartment living in and around Bridge Road, the expansion of the Epworth hospital, the proposed development of Coles, and the opening of the Richmond Hill School. Fashion is still present, but there is new growth in businesses aligned with food, cafes, restaurants, health and wellbeing, and homewares. This new story is filled with optimism that Bridge Road has new opportunities and is on the 'up', which has certainly been reinforced by economists and property experts. PWC inaugural 2018 CityPulse report declared Richmond the best suburb to live, and in the top 10 for work and play. "It's a balance of good things like access to great services and transport, and also about price. Some of the suburbs were marked down because they had become so expensive and the size of properties are very large – like Toorak and Armadale. But in Richmond, at least it's got a great liveability because the lot sizes are smaller ... and it's more affordable to locate there."

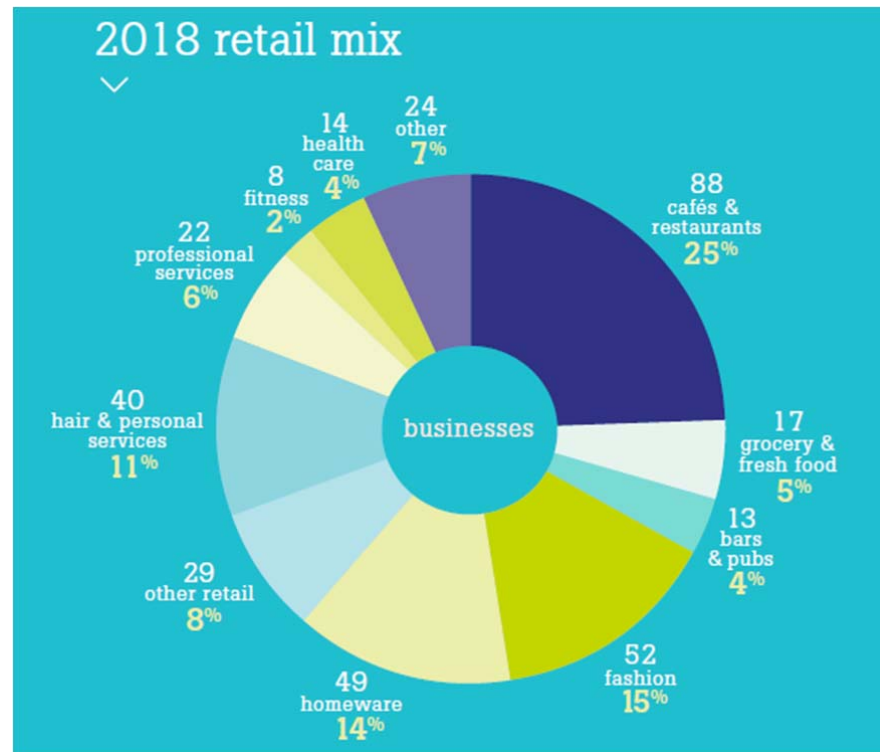
These factors of work, play and living will be very much a part of the new story and one that BRMS and the business community must capitalise on to continue to positively shape the new story for Bridge Road.

Retail Mix

Today, the precinct is home to over 580 businesses offering a diverse mix of fashion, retail, homewares, restaurants and cafes in addition to a growing number of health and wellbeing providers, including the Epworth Hospital. Bridge Road is characterised by three precincts: Richmond Hill, the Town Centre and the River End. Richmond Hill is anchored by a major private city hospital that has undergone significant expansion of its facilities, and a Coles supermarket plaza, which is about to undergo significant refurbishment in 2018. The new Coles supermarket will pave the way for a new food hall, laneway cafes and supporting retail shops and increased public parking amenities. Apartment towers are planned to be constructed above the supermarket. The Town Hall precinct is predominantly defined by food shops and bars. This area is anchored by the Council Town Hall and administration buildings, the new High School precinct, sporting complexes and the weekend Gleadell Street fresh food market.

The River End of Bridge Road is anchored by an industrial area and is defined by big box retailing such as Dan Murphy's, hardware and homeware retailing. The area is also anchored by a hotel and conference facilities and green space recreational areas.

The graph below illustrates the current retail mix for Bridge Road, where cafes and restaurants are the main category (25%), followed by fashion (15%). There have been significant changes in the mix since the 1990s where fashion retailers dominated. Since 2014 there has been a 54% decline in fashion. Other considerable shifts in the last four years include; 48% increase in hair and personal services, 100% increase in healthcare and 700% increase in fitness (1 to 8 businesses).



Our Customers

We identify the following key customer groups to assist us with our business planning and marketing:

- | | |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Workers | <ul style="list-style-type: none"> • May or may not live locally but work on or around Bridge Road. Places of work include Epworth hospital, retail premises, professional services and a variety of first floor businesses. • Receptive to special offers, price point a key driver with many employed within the retail space. • Proximity of retail and services offer a key benefit. |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Players	<ul style="list-style-type: none"> • May or may not live locally but more likely to come from surrounding suburbs of Kew, Hawthorn, Abbotsford or Camberwell. • Attracted to play, enjoyment, and relaxation aspects of Bridge Road – restaurants, bars, massage, shopping, exercising. • Accessibility important – public transport or car. • Likes to try new things, will seek out experiences.
'Livers' Established	<ul style="list-style-type: none"> • Lives within 2-3 blocks to the north or the south of Bridge Road. Have lived in and around Bridge Road for a number of years. • Concern for environment and sustainable practices and are invested and protective of their community. • Likes walking their dog to local parks and enjoying their neighbourhood. • Like to 'share' their neighbourhood with family and friends.
'Livers' New	<ul style="list-style-type: none"> • Affluent professionals seeking the inner city lifestyle or aspiring 'up and comers' seeking the inner city experience and appeal. • Reside in a new development on or near Bridge Road. • Spoilt for choice when it comes to retail and/or services, so proximity to home not necessarily a key driver, but preference to go local. • Significant disposable income, likely to eat out or order in regularly, outsource tasks and invest in health and wellbeing.
Travellers	<ul style="list-style-type: none"> • Likely to be from interstate or overseas. • They read about Bridge Road in the OVG, the tourist map or other collateral they come across in the Visitor Centre and/or their hotel. • They may also see information online as part of their pre-holiday planning. • The precinct is within walking distance or a short tram ride from their inner city accommodation.

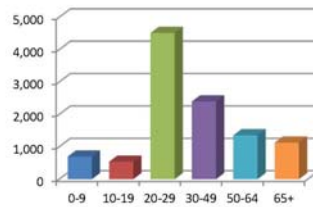
Demographic Overview

	CUSTOM BOUNDARY 1.64 SQ/KM	%	Index to 2GMEL (100 = Average)
Population			
2016 Population	10,618		
2022 Population	13,577	27.9%	vs 2016
2027 Population	15,225	12.1%	vs 2022
2016 Private Dwellings			
2016 Private Dwellings	5,256		
2022 Private Dwellings	6,093	15.9%	vs 2016

Selected Medians			
Median Age	34	36	94
Median Personal Income (Weekly)	\$1,170	\$673	174
Median Household Income (Weekly)	\$2,082	\$1,553	134
Median Mortgage Payment (Monthly)	\$2,391	\$1,856	129
Median Rent Payment (Weekly)	\$448	\$358	125
Average Household Size	2.1	2.7	78

Age Brackets			
0-9	698	6.6%	52
10-19	541	5.1%	44
20-29	4,516	42.5%	179
30-49	2,401	22.6%	107
50-64	1,356	12.8%	76
65+	1,130	10.6%	77

Population by Age



Weekly Household Income



Household Income (per week)			
\$0 - \$799	739	15.7%	71
\$800 - \$1,499	744	15.8%	74
\$1,500 - \$1,999	560	11.9%	99
\$2,000 - \$2,999	868	18.5%	102
\$3,000 - \$4,000	699	14.9%	177
\$4,000+	658	14.0%	185
Partial & Not Stated	428	9.1%	93

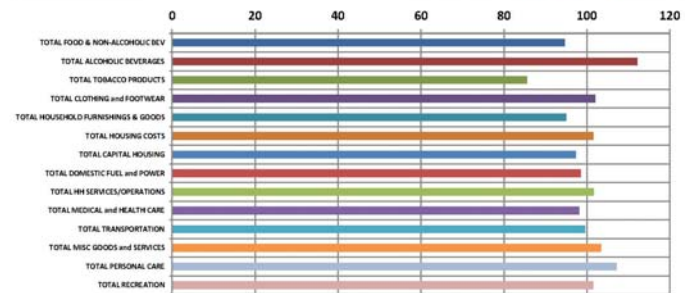
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Consumer Spend Potential

	CUSTOM BOUNDARY 1.64 SQ/KM	%	#VALUE!
Expenditure Summary			
TOTAL EXPENDITURE	\$670,561,709		
TOTAL RETAIL	\$226,680,518	33.8%	98
TOTAL RETAIL ONLINE	\$16,289,729	2.4%	110

Selected Demographics			
Population	11,694	4,735,793	
Households	5,248	1,709,587	
Median Age	34	36	89
Median Personal Income (Weekly)	\$1,170	\$673	177
Median Household Income (Weekly)	\$2,082	\$1,553	145
Median Mortgage Payment (Monthly)	\$2,391	\$1,856	158
Median Rent Payment (Weekly)	\$448	\$358	134
Average Household Size	2.1	2.7	132

Main Categories Total			
TOTAL FOOD & NON-ALCOHOLIC BEV	\$80,751,222	12.0%	95
TOTAL ALCOHOLIC BEVERAGES	\$22,557,971	3.4%	112
TOTAL TOBACCO PRODUCTS	\$8,095,356	1.2%	86
TOTAL CLOTHING and FOOTWEAR	\$22,460,479	3.3%	102
TOTAL HOUSEHOLD FURNISHINGS & GOODS	\$24,098,913	3.6%	95
TOTAL HOUSING COSTS	\$134,561,671	20.1%	102
TOTAL CAPITAL HOUSING	\$34,327,855	5.1%	97
TOTAL DOMESTIC FUEL and POWER	\$25,695,726	3.8%	98
TOTAL HH SERVICES/OPERATIONS	\$26,945,005	4.0%	102
TOTAL MEDICAL and HEALTH CARE	\$55,398,918	8.3%	98
TOTAL TRANSPORTATION	\$61,191,618	9.1%	100
TOTAL MISC GOODS and SERVICES	\$67,764,527	10.1%	103
TOTAL PERSONAL CARE	\$11,943,699	1.8%	107
TOTAL RECREATION	\$94,768,748	14.1%	102



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Source: ABS, Pitney Bowes and PSMA Australia.

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Part B – Business Plan

7. Key Strategic Directions and Focus

This section communicates the key directions that will be pursued to drive BRMS focus, budget and resources. The directions are underpinned by a recognition by BRMS that the future marketing and management of the program requires some re-thinking and new approaches to take advantage of the opportunities and help build the new story for Bridge Road. Essentially the directions for the next three years will be underpinned by a focus on the following:

Re-engaging – making genuine connections with our business community – owners and operators to motivate their involvement and interest in engaging with BRMS, generating their participation in activities and delivering value.

Re-positioning – building a new story and communicating a new dialogue for Bridge Road that is supported by targeted, responsive marketing, events and campaigns that attracts customers and community and excites businesses

Re- invigorating – developing the relevance of the BRMS association and building membership to support inclusiveness, ownership, shared responsibility and workload.

Re-imagining – working with property owners, businesses, Council and other key stakeholders on how Bridge Road ‘works’ as a commercial precinct and can deliver in the future as a great place to work, live and play.

The strategic directions are grouped under the following areas with key actions:

- marketing
- management
- business engagement and support
- environment and amenity (placemaking and appeal)

7.1 Marketing

Area and Action	Outcomes	Time Frame
<p>1. Develop a new logo and positioning statement for Bridge Road to replace current pink logo and ‘What a find’ positioning statement.</p>	<ul style="list-style-type: none"> • a brand image that is more on-trend, aspirational and reflective of the emerging story for Bridge Road • logo that is more flexible and adaptive to different uses and applications 	Year 2
<p>2. Develop an annual Marketing Plan that is communicated in advance annually, to allow time for businesses to plan for participation and integration with their own marketing. Key aspects: involving key segments, event based, activations, social media, community focus, promotional campaigns, and tourism.</p>	<ul style="list-style-type: none"> • increased awareness of what BRMS has planned • increase ability for businesses to participate in activities that are relevant to them 	Yearly
<p>3. Review event-based marketing events – Wellness Week and Bridge Road gathering to ensure that they are an effective use of resources, delivering a range of experiences and meeting business and customer expectations.</p>	<ul style="list-style-type: none"> • events or campaigns that target key business categories, continue to evolve and are meeting objectives • maximising use of budget and resources for key categories 	Year 2
<p>4. Build use of digital media and engagement. Includes:</p> <ul style="list-style-type: none"> • develop inbound marketing content to attract and appeal to visitors and travellers 	<ul style="list-style-type: none"> • improved digital content that sells the businesses, experiences and appeal of Bridge Road • connected and engaged businesses 	Yearly

Area and Action	Outcomes	Time Frame
<ul style="list-style-type: none"> • greater emphasis on trader profiles and local community stories to build connections • revamp of website to be more engaging and visually appealing • generating increased content supplied by businesses • supporting businesses to leverage from one another's social media 	<p>and community</p> <ul style="list-style-type: none"> • engaging and informative website that communicates relevant information • increased digital footprint and social media profile 	
<p>5. Continue to market Bridge Road to tourist and visitor market through Destination Melbourne and other tourism partners and initiatives.</p>	<ul style="list-style-type: none"> • increase awareness of Bridge Road offer and appeal to tourist market • increased engagement with destination-type businesses • development of working partnerships with government and private sectors 	Yearly
<p>6. Explore local marketing and event partnership opportunities that develop community connections. Consider partnering with:</p> <ul style="list-style-type: none"> • Epworth Hospital • Local sporting clubs • Local schools • Local charities 	<ul style="list-style-type: none"> • developing local connections and loyalty • exposure to potential new customers • enhancing community relations • developing social responsibility 	Year 1
<p>7. Conduct customer analysis and research to further support targeted marketing program.</p>	<ul style="list-style-type: none"> • clearer understanding of who customers are, where they are 	Year 2

Area and Action	Outcomes	Time Frame
	coming from, what they are coming for and what makes them come more often	

Business Engagement and Support

Area and Action	Outcomes	Time-frame
1. Conduct an annual network session that invites all businesses and members to reflect on the year and input into initiatives/calendar for following year. Consider inviting guest speaker to attract attendees.	<ul style="list-style-type: none"> businesses have more opportunity to participate, increased ownership in program and on-going engagement 	Yearly
2. Produce up to three newsletters per year (available in hard copy and digitally) to highlight key achievements, seek feedback and report on marketing outcomes and directions.	<ul style="list-style-type: none"> improved communication and awareness of BRMS activities increased opportunity for interaction 	Yearly
3. Further develop communication channels with businesses through email bulletins, business Facebook page, coffee catch-ups and one-on-one visits.	<ul style="list-style-type: none"> increased interactions and opportunities for information exchange 	Yearly
4. Implement a meet and greet program for new businesses where they are welcomed by committee member or Marketing Coordinator and provided with copy	<ul style="list-style-type: none"> Awareness-raising of BRMS, the program and how they can get 	Year 1

Area and Action	Outcomes	Time-frame
of business plan and marketing calendar.	involved and benefit	
5. Facilitate informal and formal networking to stimulate social interaction, business referrals and relationships between businesses.	<ul style="list-style-type: none"> a more inclusive, connected business community that leverages from one another 	
6. Conduct a membership drive highlighting the benefits of being a member.	<ul style="list-style-type: none"> increase in membership base and improved engagement in matters of the association 	Year 1
7. Continue with annual business survey and conduct surveys on all key campaigns and events to gain business feedback and areas for improvement.	<ul style="list-style-type: none"> increased opportunity for feedback and expressing of ideas and opinions to help improve outputs and guide BRMS 	Yearly and as required

Management of BRMS

Area and Action	Outcomes	Time-frame
1. BRMS operates in accordance with their rules of association and partnership agreement with Council.	<ul style="list-style-type: none"> a well-governed association that is complying with its legal duties and responsibilities and is accountable 	Yearly

Area and Action	Outcomes	Time-frame
	to its members and stakeholders	
<p>2. Develop a recruitment campaign to attract new committee members to BRMS. Includes:</p> <ul style="list-style-type: none"> • communication of information that informs roles and purpose of BRMS and benefits of being involved • identifying any skill or business gaps in committee • exploring other options around working groups as an alternative to joining committee and attending regular meetings 	<ul style="list-style-type: none"> • broader representation of businesses on committee from a range of businesses • improve understanding about the role of the committee members and what is actually required • enables businesses to contribute without the formal commitment of being a committee member • supports succession planning 	Year 1
<p>3. Engage a qualified/experienced Marketing Coordinator to assist BRMS committee with the marketing and management program and ensure that this role is supported by a clear job description, performance objectives and annual review.</p>	<ul style="list-style-type: none"> • expectations about the role and focus are clear and understood • commitment to continuous improvement process for coordinator and committee 	Yearly
<p>4. Provide information about the role of committee and office bearers and ensure that all members undertake governance training to support them in their roles.</p>	<ul style="list-style-type: none"> • skilled committee members who are clear about their legal requirements and the partnership agreement requirements 	Year 1
<p>5. Report annually to businesses on marketing and business plan actions through AGM and hard copy newsletter.</p>	<ul style="list-style-type: none"> • greater awareness of the program and outputs 	Ongoing

Area and Action	Outcomes	Time-frame
	<ul style="list-style-type: none"> showcase achievements 	

Amenity and Placemaking

Area and Action	Outcomes	Time-frame
<p>1. Continue to advocate to Council on the implementation of the streetscape plan and the value and importance of an accessible, vibrant, well-maintained precinct. Includes more street trees, informal gathering spaces, accessible pedestrian access, active street fronts, convenient and affordable parking, arts and cultural elements, and street furniture.</p>	<ul style="list-style-type: none"> street environment that looks good, creates vibrancy and encourages people to shop and interact with one another safe, inspiring, and pedestrian-friendly so people stay longer and experience what Bridge Road has to offer 	Ongoing
<p>2. Work with Police, Council and Community to create a safe environment and support community safety initiatives</p>	<ul style="list-style-type: none"> reduction in anti-social behaviour improved community safety 	Ongoing
<p>3. Continue to advocate to Council to address the car parking issues. In particular, looking at:</p> <ul style="list-style-type: none"> the number and location of spaces available the fees, mix and amount of time limits 	<ul style="list-style-type: none"> reduction of business angst and concerns regarding impacts access to parking improved for customers greater efficiency and effectiveness 	Ongoing

Area and Action	Outcomes	Time-frame
<ul style="list-style-type: none"> • current use, future use and demands • improving public transport and cycling alternatives 	<ul style="list-style-type: none"> • of car parking • customers and community have viable and convenient modes of travel to Bridge Road 	
<p>4. Support place activation events and activities that create experiences, and the capacity for social interaction. A good example of this is the lighting of the Town Hall for Grand Final and Christmas celebrations.</p>	<ul style="list-style-type: none"> • increased street animation and authentic experiences building connections and a sense of belonging 	Ongoing
<p>5. Working with Council and other key stakeholders to ensure that business interests and impacts are considered when major infrastructure works are being undertaken in the street.</p>	<ul style="list-style-type: none"> • communication channels are in place and inconvenience and disruption is kept to a minimum 	Ongoing
<p>6. Engage with owners, developers, real estate managers and Council to ensure that vacant buildings do not have a detrimental effect on streetscape and amenity. Consider: temporary activations and leasing, artistic murals, decals, and temporary hoarding.</p>	<ul style="list-style-type: none"> • activated and vibrant street frontages • minimise the empty look of vacancies 	Ongoing
<p>7. Explore options to develop and implement environmental and sustainability initiatives that reflect and support community and business aspirations. This can include:</p> <ul style="list-style-type: none"> • greening of street environment • business and street recycling • business education 	<ul style="list-style-type: none"> • development of shopping strip that cares for environment • increase in positive environmental practises • increase education • support community initiatives and 	Year 1

Area and Action	Outcomes	Time-frame
<ul style="list-style-type: none"> • community campaigns • environmental shopping bags (boomerang bags) • transport and travel 	focus	

8. How Will We Measure?

This business plan will guide the first three years of a new six-year Special Charge program should it be renewed in 2018. The plan will be reviewed on an annual basis and adjusted accordingly, as key actions are achieved or modified. In the third year, a more thorough review will be undertaken with consideration of other external factors, changes in environment, and future opportunities. A revised business plan will be developed to guide the final three years of the six-year program. Measuring the outcomes of the key strategies is very important for continuous improvement and ensuring that the focus of the strategies and activities remains relevant and successful. Particular measurement and recording strategies can include:

- recording membership figures and attendance at meetings
- tracking of website visits and usage
- photographic documentation of marketing activities and events
- recording business participation in activities
- pedestrian counts to measure foot traffic (key times throughout the year – cost involved)
- business and customer surveys to measure awareness, attitudes, issues, opportunities and obtain ideas
- recording the number of meetings that BRMS was represented at with Council and other key industry bodies/stakeholders
- collating copies of all media and media releases
- summary report of key activities and outputs presented annually to members of the association and Council – the Annual General Meeting is a good opportunity to present this, along with any financial reports

9. Budget

The following provides an indicative budget for 2018/2019. The budget will be reviewed annually and adjusted according to yearly priorities as identified in plan.

CAMPAIGN TYPE	PROJECTED COST	
Advertising	SUBTOTAL	\$18,000.00
OVG	\$	9,000.00
Where Magazine	\$	9,000.00
Bridge Road Brochure	SUBTOTAL	\$18,000.00
Brochure Graphic Design	\$	3,000.00
Brochure Printing	\$	10,000.00
Brochure Distribution	\$	5,000.00
Special Rate Compliance	SUBTOTAL	\$ 7,500.00
Trader Engagement & Meetings	\$	2,500.00
Newsletters	\$	1,000.00
AGM Documents	\$	4,000.00
Social Media	SUBTOTAL	\$ 17,000.00
SEO	\$	1,500.00
Facebook	\$	10,000.00
Instagram	\$	5,500.00

General	SUBTOTAL	\$ 9,700.00
Photography	\$	1,500.00
Video	\$	1,500.00
Web	SUBTOTAL	\$ 4,500.00
Refresh	\$	3,000.00
Website Updates and Subscriptions	\$	500.00
Website Hosting	\$	1,000.00
Market Research	SUBTOTAL	\$ 900.00
Surveys	\$	300.00
Annual Business Survey	\$	300.00
Customer Feedback	\$	300.00
Tourist Brochure	SUBTOTAL	\$18,000.00
Brochure Graphic Design	\$	3,000.00
Brochure Printing	\$	10,000.00
Brochure Distribution	\$	5,000.00
Other	SUBTOTAL	\$63,000.00
New Branding	\$	1,500.00
Marketing Consultant	\$	55,000.00
Concierge Famil	\$	1,500.00
Christmas Activation	\$	5,000.00

