

## 2.5 CLAYTON ACTIVITY CENTRE SPECIAL RATE AND CHARGE (F17-6309.005)

Responsible Acting Director: Fee Harrison

### **RECOMMENDATION**

*That:*

1. *Council notes that:*
  - a) *The Clayton Traders Association (CTA) has been canvassing traders in the Clayton Activity Centre on the proposal for a Special Rate and Charge since March 2022.*
  - b) *Trading conditions, Covid impacts and initial SRLA works have made consultation and contacting business owners difficult which may have contributed to the low level of trader engagement.*
  - c) *The CTA has had some difficulty in contacting business and landowners and has not obtained written support from a majority of traders for the proposal.*
  - d) *The information submitted by the CTA does not show either majority support or majority opposition to the introduction of the Special Rate and Charge.*
  - e) *The CTA consultant's interpretation of the "no response" and "awaiting response" as "support" potentially overstates the actual level of trader support for the proposed Special Rate and Charge and introduces a further element of risk of failure of the proposal should Council proceed to formal notice of the proposed Special Rate and Charge.*
  - f) *The officer assessment of the responses to the CTA consultation process shows approximately 33% confirmed support, 7% not supporting and 61% either no response or vacant.*
  - g) *Given the relatively low level of response indicating an objection to the proposed Special Rate and Charge and the difficulties experienced by the CTA in undertaking consultation and obtaining feedback, although not without risk, there is some merit in undertaking a formal consultation process under the Local Government Act 1989.*
2. *Council resolves to give Notice of its Intention to Declare a Special Rate and Charge for the Clayton Activity Centre, commencing 1 January 2023.*
3. *The following matters constitute the proposed declaration:*
  - a) *The Clayton Activity Centre Special Rate and Charge will be declared for the purpose of defraying marketing, management, business development and other incidental expenses associated with the encouragement and development of commerce, trade and associated employment in the Clayton Activity Centre.*

- b) *In declaring the Clayton Activity Centre Special Rate and Charge, Council will be performing functions of:*
- i. *encouraging and promoting economic sustainability, commerce, retail activity and employment opportunities in and around the Clayton Activity Centre.*
  - ii. *providing good governance in its municipal district for the benefit and well being of the municipal community.*
- c) *The total cost of performing the function and maximum amount of the Clayton Activity Centre Special Rate and Charge to be levied is \$125,370 per annum, subject to any CPI or property valuation adjustment. This equates to a maximum of \$626,850 over a period of five years, exclusive of any CPI or other adjustments.*
- d) *The Clayton Activity Centre Special Rate and Charge is to commence on 1 January 2023 and conclude on 31 December 2027.*
- e) *The Clayton Activity Centre Special Rate and Charge will apply to all rateable land primarily used or adapted or designed to be used for retail, commercial or entertainment purposes, being the following land at ground level and above ground level:*
- i. *276 to 366 Clayton Road, Clayton*
  - ii. *317 to 409 Clayton Road, Clayton*
  - iii. *125 to 151 Carinish Road, Clayton*
  - iv. *384 to 390 Haughton Road, Clayton*
  - v. *35 to 45 and 18 Dunstan Street, Clayton*
  - vi. *1389 to 1395 Centre Road, Clayton*
  - vii. *2 Cooke Street, Clayton*
- Please note that properties on the north-western side of the railway line on Clayton Road (299-315 Clayton Road) have been excluded from the plan as they are to be acquired by the Suburban Rail Loop Authority as part of the ongoing works there.*
- f) *The criteria which forms the basis of the Clayton Activity Centre Special Rate and Charge is the ownership of the land described in the area set out above.*
- g) *The Clayton Activity Centre Special Rate and Charge is to be assessed and levied on a 0.0004 percentage of the Capital Improved Value of the property, subject to a minimum charge of \$200, which may be increased by an amount equal to the Consumer Price Index each year.*
- h) *Council considers that there will be a special benefit to persons required to pay the Clayton Activity Centre Special Rate and Charge because the viability of the Clayton Activity Centre will be enhanced through increased commerce and business activity.*
- i) *Council determines that the estimated proportion of the total benefits of the Clayton Activity Centre Special Rate and Charge Scheme (including all special benefits and community benefits) that will accrue as special benefits to all the persons who are liable to pay the Clayton Activity Centre Special Rate and Charge is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of*

*Council, the community benefit is nil because expenditure of the Clayton Activity Centre Special Rate and Charge is marketing, management and business development related and will accordingly only benefit the owners and occupiers of those properties included in the Clayton Activity Centre Special Rate and Charge Scheme.*

- j) The Clayton Activity Centre Special Rate and Charge will be levied by sending notices to the persons liable to pay it. Payments are to be made either in four instalments or a lump sum, in accordance with Council's general rate collection process.*
- 4. Council's Chief Executive Officer be authorised to give public notice of the proposed declaration of the Clayton Activity Centre Special Rate and Charge, in accordance with section 163 of the Local Government Act 1989.*
- 5. Council appoints a Committee of Council comprising of the Mayor and Oakleigh Ward Councillors to meet to consider the outcome of the public notice referred to in point 4 above, and to consider any submissions and hear any submitters requesting to be heard in accordance with Section 223 of the Local Government Act 1989, at 6.00pm on 6 December 2022 at the Monash City Council Civic Centre, 293 Springvale Road, Glen Waverley.*
- 6. The Notice of Intention to declare the Clayton Activity Centre Special Rate and Charge indicates that Council will consider the recommendation of the Committee of Council and determine whether to declare the Clayton Activity Centre Special Rate and Charge at its Ordinary Meeting on 13 December 2022.*
- 7. The proceeds of the Clayton Activity Centre Special Rate and Charge be expended on activities and programs which:
  - a) provide incentives to shop and do business within the Clayton Activity Centre;*
  - b) strategically plan the fostering of business growth within the Clayton Activity Centre;*
  - c) enhance customer service, pride and excellence in business within the Clayton Activity Centre; and*
  - d) improve the commercial viability of the Clayton Activity Centre.**

### **INTRODUCTION**

The Clayton Traders Association (CTA) has requested that a Special Rate and Charge Scheme (Scheme) be introduced for the Clayton Activity Centre (Centre), primarily based around commercial and retail strip areas of Clayton Road, Carinish Road, Haughton Road, Dunstan Street, Centre Road and Cooke Street.

This report outlines a proposal for Council to give public notice of its intention to declare a Special Rate and Charge for the defraying of expenses associated with the marketing and business development of the Centre from 1 January 2023 for a period of five years.

### **BACKGROUND**

Special Rates and Charges are provided for in the Local Government Act 1989. A Special Rate and Charge is levied against individual rateable properties in order to fund activities, functions or infrastructure that provides some special benefit to the properties included in the Scheme area.

Special Rates and Charges are a common method for Trader groups such as the CTA to fund their activities independently of public funds. These Special Rate and Charge programs successfully operate through metropolitan Melbourne.

This can include the employment of a Centre Coordinator, advertising, events and minor infrastructure items that improve the overall attractiveness of the Centre and the business located there.

In the case of Special Rates and Charges for the promotion and marketing of shopping centres, the full benefit of the activities of the Special Rate and Charge, is deemed to accrue to the property owners and business operators. Therefore, the full amount of the charge is collected from the owners of the rateable properties obtaining that benefit.

At the Council meeting on 26 July 2022 a Glen Waverley Activity Centre Special Charge was *Declared* for the Glen Waverley Activity Centre.

At the Council meeting on 27 September 2022 an *Intention to Declare* a Special Charge for the Mount Waverley Activity centre was adopted.

### **DISCUSSION**

The CTA has requested Council to consider the introduction of the Scheme and that Council takes the necessary steps to declare the Special Rate and Charge. Attachment 1.

#### Proposed CWTA Centre Special Rate and Charge

Since early 2022 the CTA has been consulting with traders and property owners in the Centre on the potential introduction of a Special Rate and Charge.

As part of this proposal the CTA has prepared a Business and Marketing Plan 2022-2027 and a summary document to explain the CTA operations and

what the proposed Special Rate and Charge would be used for. Attachments 2 and 3.

#### Content and purpose of CTA Special Rate and Charge

The overall purpose of the Special Rate and Charge is for the promotion and marketing of the Centre in accordance with the CTA Business and Marketing Plan 2022-2027.

This is proposed to be achieved through the Special Rate and Charge funding a range of actions and activities including:

- Employment of a part-time Centre Coordinator
- Advertising and social media
- Consumer promotions (e.g. enter to win)
- Website development and maintenance
- Catalogues/flyers
- Advocacy on behalf of the Centre
- Business Support / Business networking events
- Business communications including newsletters and emails.
- Major promotional events

#### Area and amount of the Special Rate and Charge

The proposed Special Rate and Charge is to cover commercial and retail property generally within the area bounded by Carinish Road in the northwest, Haughton Road/ Dunstan Street/ Cooke Street in the east, Centre Road to the south and Clayton Road right down the middle. A map of the area is provided at Attachment 4.

The proposed Scheme area includes 162 rateable properties.

The allocation of benefit and proposed Rate is based on a percentage of 0.0004% of the Capital Improved Value of the property, *subject to a minimum Charge of \$200*. The total amount raised is calculated to be \$125,370 per annum. For the total amount charged per each individual property refer to Confidential Item Attachment 5.

#### Criteria for introducing a Clayton Activity Centre Special Rate and Charge

For Council to Declare a Special Rate and Charge, it must not receive formal objections from a majority of the persons who will be required to pay the Special Rate and Charge.

In the first half of this year the CTA has undertaken a series of consultations with traders in the Centre about the proposed Special Rate and Charge. The CTA consultation included a summary brochure and a consent/objection form. Refer to Attachment 3.

As noted above the proposed Scheme area includes 162 rateable properties. Information on the consultation undertaken by the CTA includes a spreadsheet of all properties and the “status” of the response from owners and occupiers of them. This spreadsheet is provided as Confidential Item Attachment 5.

Whilst officers have been consistently very supportive of the CTA in pursuing the Special Rate and Charge, they have also been consistent in setting out the level of informal support that is normally required to provide a degree of confidence to traders and Council in proceeding to the formal notification stage.

There remains a discrepancy between the interpretation of the CTA consultation results by its consultant and the interpretation of those results by Council officers.

The CTA and their consultant interpret the level of support for the proposed Special Charge at approximately 63%. However, the CTA arrive at this figure by excluding 31 vacant/closed properties from the actual total of 162 and including verbal support and indications of head office support, as distinct from formal responses to the consultation.

In Council officers’ view a more accurate interpretation of the results is to assess the responses in a more binary way and categorise responses in accordance with the following table:

<b>Response</b>	<b>Number</b>	<b>Percentage</b>
Support	52	32
Do not support	12	7
No response	98	60

While these figures do not indicate a clear majority of support, neither do they indicate a high level of opposition to the proposed Special Rate and Charge.

The CTA have clearly experienced difficulties in obtaining responses from many of the property owners and businesses to their proposal. The CTA has advised that this has been in a large part due to the difficulties in trading conditions with many businesses operating on reduced hours, reduced staff and not being able to contact business or property owners.

The challenges are understandable and at the very least the CTA have shown that there is more confirmed support than confirmed objection to the proposal. Of course, there is a significant proportion of those surveyed who have remained silent on the issue.

Whilst there is no clear high level of support, there is a clear desire on the part of the CTA to progress the Special Rate and Charge, particularly in light of the difficult trading situation over several years now (firstly with LRX works and then COVID interruptions) and the overall lack of any response from the majority of businesses. In addition, the current and continuing works the SRL is set to undertake in the next few years, and the additional challenges that these works will bring, on balance it is considered there is merit in proceeding to the formal process.

If Council is to proceed to formal consultation it is important to note that the consultation is not without risk of significant objection but this is the purpose of the consultation process required by the *Local Government Act 1989* and, on balance, this is considered an appropriate way forward in these challenging circumstances.

### **POLICY IMPLICATIONS**

The implementation of the Special Rate and Charge is consistent with the Council Plan 2021-2025 and *“Growing Prosperity through Diversity” Economic Development Strategy & Action Plan 2018*, which encourage active business associations in Activity Centres.

In particular *Section 2.3 Retail and Commercial Activity Centres of the Economic Development Strategy recognises that Monash Retail and Commercial Activity Centres are at the core of our neighbourhoods providing localised access to products, services and employment.*

Objective 2.3 Support the ongoing development of contemporary, vibrant and economically viable retail and commercial Activity Centres.

#### Planned and Current Actions

- Encourage and provide support for the establishment of sustainable and active Traders Associations in Activity Centres
- Administer special charge schemes for marketing, promotion and business development for established trader group special charge levies.

### **SOCIAL IMPLICATIONS**

The declaration of a Special Rate and Charge for the Centre will enable the CTA to create a calendar of events throughout the year and generally promote the Centre. These events will be designed to increase the vibrancy of the Centre and bring the community in for special occasions.

Given the challenges due to construction of the Suburban Rail Loop, a Special Rate and Charge will enable the CTA to use funds to continue fostering a sense of belonging and community connection in the Clayton Activity Centre. The funds available will allow for events and promotions to be

implemented which will ultimately encourage the community to continue visiting Clayton as a place for their shopping, dining and social interactions.

### **FINANCIAL IMPLICATIONS**

The proposed Special Rate and Charge will generate approximately \$125,370 each year. These funds are designated specifically to the further promotion and marketing of the Centre and the facilitation of business development and networking opportunities for people operating businesses in the Centre.

Council, in establishing the Special Rate and Charge Scheme, will essentially act as an agent for collecting and overseeing the expenditure of the funds for CTA. The CTA will then use these funds for the marketing and promotion of the Centre.

The funds will be transferred to the CTA on a quarterly basis, pro rata. An agreement will be entered into between Council and the CTA which sets the standards for management of those funds by the CTA to ensure that the funds are acquitted in accordance with the Business Plan and the Local Government Act.

### **CONSULTATION**

Should Council resolve to proceed with the Notice of Intention to Declare a Special Rate and Charge for the Centre a consultation process is undertaken in accordance with Section 223 of the *Local Government Act 1989*. This requires a minimum notification period of 28 days and the provision of the formal Notice of Intention to Declare a Special Rate and Charge to all properties proposed to be liable to pay the Special Rate and Charge.

Property owners and occupiers in the Scheme area can make a submission to Council for consideration under Section 223 of the Act following publication of the public notice.

Any submissions received will be considered by a Committee of Council at 6.30pm on 6 December 2022.

In addition, those who are responsible for payment of the Special Rate and Charge can object to its declaration under S163B of the Act and apply to the Victorian Civil and Administrative Tribunal for review of the application of the Special Rate and Charge to their property under S185 of the Act.

### **CONCLUSION**

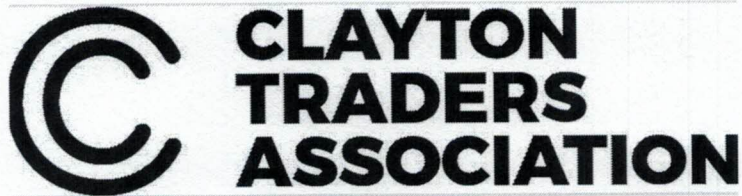
Special Rates and Charges are a common method for Trader groups such as the CTA to fund their activities independently of public funds. These Special Rate and Charge programs successfully operate through metropolitan Melbourne.



Whilst the CTA has not totally been able to obtain or demonstrate clear and definite support from the majority of traders and property owners through their initial informal consultation, there has also not been a strong opposition to the proposal.

The CTA has set out a clear Business and Marketing Plan for the funds collected through the Special Rate and Charge. The formal consultation on the proposed Special Rate and Charge will allow all traders and property owners in the Centre to review and consider the benefits of the Special Rate and Charge and the activities of the CTA.

Accordingly, it is considered appropriate to proceed to the formal notification process for the proposed introduction of a Special Rate and Charge for the Centre.



29 August 2020

Peter Panagakos  
Director of City Development  
City of Monash  
PO Box 1  
Glen Waverley 3150

Dear Peter

On behalf of the Committee of the Clayton Traders Association, I request that the City of Monash commence the statutory process to declare a special rate for centre management, marketing and business development in the Clayton Activity Centre on the following basis:

- The special rate to commence on 1 October 2022 and conclude on 30 September 2027
- The area of the special rate to consist of rateable properties at ground and upper levels at:
  - 272-368 Clayton Road (even numbers)
  - 317-409 Clayton Road (odd numbers)
  - 125-151 Carinish Road (odd numbers)
  - 384-390 Haughton Road (even numbers)
  - 18 Dunstan Street and 35-45 Dunstan Street (odd numbers)
  - 1389-1391 and 1395-1397 Centre Road (both odd numbers)
  - 2 Cooke Street
- The total amount to be raised by the special rate be \$125,000 in the first year of the scheme and the rate for each property to achieve that total be based on its capital improved value (CIV) subject to a minimum of \$200 per property
- The special rate and minimum charge be increased annually in the second and subsequent years by the Consumer Price Index (CPI)

Yours sincerely

A handwritten signature in black ink, appearing to read 'Frank Golotta', is written over a faint, light-colored background.

Frank Golotta  
President  
Clayton Traders Association



# **CLAYTON SHOPPING CENTRE**

## **BUSINESS PLAN**

**1 October 2022 - 30 Sept 2027**

Prepared by

**Clayton Traders Inc.**

## **1. Introduction**

### **1.1 Purpose**

The purpose of this report is to provide a Business Plan for the Clayton Shopping Centre for 2022-27. The plan builds on work already undertaken by the Clayton Traders Inc over the last five years.

### **1.2 Components of the Plan**

The Business Plan consists of the following:

- A profile of the centre and the Clayton Traders Inc
- Market assessment
- SWOT analysis
- Vision for the future
- Mission statement for the Clayton Traders Inc
- Strategies to support the vision under the headings of:
  - marketing
  - business development
  - physical improvements
  - management and communication
  - financial strategy
- Monitoring and evaluation process

## **2. Profile**

The Clayton Shopping Centre is a traditional strip centre located south of the Dandenong railway line in the southcentral section of the City of Monash, approximately 18 kilometres from the Melbourne CBD.

The centre contains 163 business premises located in Clayton Road between the railway line and Centre Road; the north side of Centre Road immediately to the west and east of Clayton Road; and Haughton Road and Dunstan Street, west of Clayton Road. Currently 17 properties on the west side of Clayton Road north of the railway is expected to be acquired and used for the planned Suburban Railway Project.

The Clayton Shopping Centre has a total area of approximately 25,000 square metres of retail and commercial floorspace. There is a diverse mix of uses, as from retail, dining to service based businesses

The Clayton Community Centre with its library and leisure facilities has become a strong community adjacent to the shopping centre, serving as a catalyst to attract new customers to the centre.

The Clayton Traders Inc in conjunction with Monash City Council manages the centre. In 2022, the Clayton Traders Association is working to declare special charge for the centre for five years in conjunction with Council. The special charge has been used is to promote and market the Clayton centre and facilitate business development and networking opportunities.

The special rate will be administered by a committee formed from a list of Traders.

All contributors to the special charge are eligible to become members of the Clayton Traders Inc. They have the opportunity to elect and be part of the committee of the Association and to participate in discussions as to how the special charge funds are to be expended.

The rate has not been operational since 2013. While the rate was in place, activations for the centre included

- Centre Advertising
- Trader and Stakeholder liaison (eg. Level Crossing Removal, Council)
- Trader Recycling Program
- Clayton Art Projects
- Graffiti removal
- Christmas promotion and Special Events
- Website maintenance
- Community support/donations
- Advocacy

### **3. Market Assessment**

- Clayton Shopping Centre attracts a wide demographic profile of shoppers. Over 21 cultures are represented, with no single culture being dominant. Hindi is the second most spoken language of Clayton shoppers. Most of Clayton's migrants are well accustomed in Australian culture, having been living in Australia for over 20 years
- The shopper mix is evenly split between three segments:
  - The 55+ locals - not all are empty nesters as many still have older children still living at home. This age group represents 31% of the total.
  - The 18-24 year old locals made up of those still residing at home and student living in the area (18%),
  - The 25-55 year old mix of locals and non local destination shoppers (51%).
- Only 7% of shoppers live alone, indicating vibrant family lives for even the older segment.
- 60% of shoppers did not have any children living at home. Of the shoppers that did have children living at home, nearly half (41%) were over 18 years.
- An even mix of male and females are represented in the shopper profile.
  
- The shopping centre attracts three types of visitors - local residents (53%), destination shoppers (33%), and transit visitors/shoppers (14%)
- 46% of the locals using the centre have lived in the area for more than 40 years. 29% walk, 44% drive and 22% take public transport to the centre
- The destination shoppers reside within the City of Monash (but not immediately around the centre) and are attracted to the centre by several features including shopping. 22% of these visitors catch public transport to the strip).
- Non local or transit visitors are travelling from outer suburbs and stop at the centre on their way through. 50% drive to the centre.
  
- There are three main attractors to the Clayton centre – household groceries, health services, and entertainment, leisure dining and take-away food experiences.
- The centre caters for local food shopping with 79% mainly visiting Clayton for most of their groceries.
- 61% of shoppers mainly shop at the strip centre for their medical/chemist related items and services.
  - The precinct caters for 59% of shopper 'eating out' and take-away requirements
  
  - In terms of competitor evaluation, Clayton strip centre provides a great mix of product and services. The local shopper relies on the strip for most of its shopping needs. Clayton is a major magnet for food/liquor, financial services, household items, office supplies and medical services. The main types of businesses which are drawing locals to competitor centres are clothing and shoe stores.

- The key groups that the Clayton shopping centre should attract more regularly are adult children, full-time workers, new residents, transit visitors, and families. Suggested measures are:
  - Attract the large proportion of adult children still living at home. This segment has the potential of spending their disposable income at the strip. Cleaner surrounds, cafés/restaurants with outdoor seating and appealing shop fronts as well as the new community complex could further encourage this demographic to the strip.
  - Provide more goods and services in the strip to cater for full time workers corresponding with rail and bus travellers.
  - Encourage the large segment of people who are new to the Clayton community and surrounds (i.e. have lived in the area less than three years). to become frequent shoppers through regular promotion
  - Provide attractions (including new goods and services) to encourage those in transit (bus and rail travel) to break their journey and visit the Clayton Shopping precinct.
  - Create a more family-friendly environment through maintaining the Clayton shopping precinct as a clean, safe, community-minded place to shop.
  
- There is an opportunity to attract more clientele at Clayton by adding the following to the precinct - more clothing retailers, and Medicare and/or Medibank Private facilities
  
- Many shop keepers complained about congestion and lack of foot traffic due to the current suburban railway project. Also prominent was the issue of large trucks and busses being the main user of Clayton Road, contributing to noise and air pollution. It was suggested that new ways be investigated to improve vehicle access and usage of Clayton Road.
  
- Many shop owners stated that the shopping strip needed to be cleaned more often. Many shopkeepers noted graffiti as a prominent problem.
  
- Many stores identified the need for better quality stores in the area. It was noted that there are a number of \$2 shops in the Clayton Road shopping strip and that there needs to be better quality stores to attract a wider range of shoppers to the area.
  
- It is suggested that funds be allocated for improved and updated website and social media management
  
- It was suggested that more street art of streetscape projects be implemented to lift the profile and ambiance of the centre.
  
- It was recognised that improved lighting in Clayton Road would help improve the image of the shopping strip and also help with security issues.

- Many stores believed there were people that just loitered around the centre, which gave a wrong message to families and the elderly wishing to shop in Clayton.

## **4. SWOT Analysis**

Strengths, Weaknesses, Opportunities and Threats to be addressed by the Business Plan are seen as being:

### **STRENGTHS**

- Very good range of grocery and specialty food outlets
- Complete food experience
- Growing café and restaurant culture
- Food variety
- Good range of commercial services (banking, finance and real estate sectors)
- Ethnic diversity of the centre
- Perceived as providing good value
- Clayton Community Centre near the shopping strip
- Proximity to Clayton Railway Station and bus connections
- New Suburban Rail Loop Project will enhance attractiveness of Clayton Further
- Proximity to Monash University and Monash Medical Centre
- 

### **WEAKNESSES**

- Poor image of the centre – not perceived to be attractive or comfortable
- Very busy Clayton Road with heavy vehicle traffic
- Perception of too many discount shops
- Graffiti and Loitering and issue in the centre

### **OPPORTUNITIES**

- Building on the diverse multicultural community feel in the centre
- Events to bring centre to life
- Promotion of centre and use of social media
- Continuing to develop the specialist ethnic retail and commercial services
- Developing stronger communication and working relationships among businesses in the centre
- Traders engagement
- Centre beautification
- Making the most effective use of the marketing and development fund established through the special charge



## **THREATS**

- Increasing competition from surrounding centres
- Covid, and disruptions for Level Crossing Removal and now Suburban Rail Loop making it hard for traders.

## **4. Vision for the Future**

*To provide the local community with a safe, attractive and vibrant shopping and business experience in a friendly and cosmopolitan environment with quality and good value goods and services*

## **5. MISSION STATEMENT**

*The mission of the Clayton Traders Inc is to promote and improve the shopping centre so it continues to provide a vibrant and engaging experience*

This is to be achieved through the Association by:

- Raising awareness and addressing any misconceptions about the Clayton centre
- Acting as leaders and ambassadors for the centre
- Facilitating positive experiences in the centre

Specific outcomes that are expected to be achieved over time from this effort are:

- An improved profile for the whole centre
- An increasing perception of the Clayton Shopping Centre as a safe, attractive clean and vibrant centre
- An increasing number of activities in the centre for the benefit of retail, commercial and other businesses as well as local residents and visitors
- More businesses talking to and working with one another and with the Traders Association
- An improvement in consumer spending patterns in the centre
- An overall improvement in the trading performance of the centre
- Improved customer perceptions about businesses and activities in the centre
- Improvements in the streetscape conditions in the centre
- Stronger advocacy of Clayton with all levels of government including funding programs

## **6. Strategies**

The recommended strategies for 2022-2027 to achieve the vision and expected outcomes for the Clayton Shopping Centre are outlined below under the following headings:

- Marketing
- Business Development
- Advocacy
- Management and Communication
- Financial Strategy

The strategy recommendations have been compiled as a package of measures. There is a need to tackle all aspects of the strategy in an integrated manner, with work proceeding on items in each of the components.

The emphasis in this Plan is on realistic strategies that are affordable and that can achieve real results and an effective return on the investment. Ownership of the strategies by all the key parties is critical to the successful implementation of the Plan.

### **6.1 Marketing**

The marketing program for the Clayton Shopping Centre needs to focus on developing stronger branding as well as undertaking other strategic advertising initiatives and a few promotional events.

#### **6.1.1 Branding**

The recommended strategies are:

- Further develop a distinctive brand, building on the very multicultural nature of the centre
- Develop and implement an awareness campaign about Clayton Traders
- Organise banners or flags to promote the brand and social media presence
- Traders communications via monthly newsletters
- Development of traders business improvement skills
- Development of new events

#### **6.1.2 Strategic Advertising**

The recommended strategies are:

- Redesign the Clayton Traders Association website to make it more user friendly and include an online business directory, annual calendar of special promotional events as well as updated social media channels like Instagram

- Develop events, and consumer promotions to grow engagement and shopper database for Clayton.
- Use of social media advertising
- Produce and distribute (either via letterbox drop or as an insert in the newspaper) specific advertising brochures or catalogues at the times of major events
- Promote the business directory, and advertising features through all shops and offices in the centre, and encourage businesses to become familiar with them to increase customer referrals to other businesses in the centre
- Develop stronger marketing links with sporting and other community organisations that are connected with Clayton, and engage in cross-marketing activities
- Connect through social media with students and staff at Monash University and Monash Medical Centre to encourage greater patronage of the Clayton Shopping Centre

### **6.1.3 Special Promotional Events**

The organisation of a few successful promotional events is an important part of the marketing campaign. The recommended strategies are:

- Develop a 12 month calendar of special promotional events including:
  - Support for and direct involvement in the Clayton Festival
  - One other major event that highlights the distinctive multicultural aspects of the centre
  - A Christmas promotion
  - Other small promotions or events
  - Trader Training Programs
- Organise competitions in conjunction with events to attract and reward customers
- Promote the events through posters placed at strategic points in the centre and on the Association's website
- Ensure that the promotional events are strongly linked to community groups
- Complement the events with give-ways provided by Clayton businesses and the Traders Inc to reinforce the brand and promotional program

## **6.2 Business Development**

It is important to work towards continuous upgrading and renewal of products/services in individual businesses as well as shopfronts. The recommended strategies to address this are:

- Continue to facilitate training and motivational programs to address issues such as shop presentation, signage, visual merchandising, customer service and theft prevention
- Encourage businesses to attend training sessions on website development, social media and marketing
- Fund business participation at seminars and other business development events organised by Monash City Council
- Encourage businesses to improve shop facades, signage and internal presentation to project a smarter, more lively, more pro-active, more personalised and specialised image
- Encourage stronger communication, joint customer databases and cross-marketing (e.g. consumer social media promotions) among clusters of complementary businesses. Promote the cross-marketing initiatives

## **6.3 Physical Improvements**

A key priority is to improve the external environment of the centre. The recommended strategies to address current issues and achieve excellence are:

- Continue to run a graffiti removal program in the centre
- Continue to run the Visy recycling program
- Work to improve the overall security of the centre, including the encouragement of exterior and interior lighting of buildings at night
- Organise attractive displays in the windows of empty shops and offices
- Organise a longer term campaign with landowners to update and re-paint the fronts, verandahs, and signage of buildings throughout the centre
- Facilitate with Council a consistent set of streetscape improvements throughout the centre to complement the capital works undertaken in conjunction with the Clayton Community Centre
- Facilitate with Council the establishment of large new signs and flagpoles with banners at entrance points and other key areas to advertise the branding for the centre
- Continue to make representation to Monash City Council on local issues such as street maintenance and hygiene
- Look for grants to assist with major art projects to beautify the centre.

## **6.4 Management and Communication**

This is a key priority. For the success of an ongoing marketing and business development program in the centre, it is critical to maintain a strong and professional Clayton Traders Association with very good communication processes, as well as the employment of a part time and enthusiastic centre coordinator. The recommended strategies to achieve this are:

### **6.4.1 Clayton Traders Inc.**

- Maintain a strong Committee with involvement of different types of businesses in different parts of the centre
- Provide each Committee member with a specific role or project
- Involve a range of businesses in the various projects undertaken by the Committee
- Hold monthly meetings of the Committee to direct and monitor the agreed program of activities
- Get all businesses in the centre to work together as a team by holding general Association meetings every six months. One of these meetings should be the formal Annual General Meeting to elect the Committee for the following year.
- Organise informal business networking sessions to enable businesses to get to know one another, to share information, and establish cross-marketing ventures.
- Update regularly the register of all business members in the centre with key telephone and email contact details, and put this information on the website
- Welcome new businesses in the centre
- Organise a newsletter on a monthly basis, put it on the website and distribute as many copies as possible by email. This communication also could be used as a monthly media release highlighting progress and achievements of the Association.
- Provide a financial report to a Committee meeting at least every three months to monitor expenditure against the annual budget. This report should outline expenditure against a designated budget for each project area of the Committee's work (e.g., advertising, special promotions, business development program, business newsletter, general administration, etc.)
- Organise an independent audit of the expenditure of the special charge funds at the end of each financial year, for presentation to Monash City Council
- Organise public liability insurance for events undertaken by the Association
- Undertake the governance requirements for an incorporated association including the production of the annual statement to Consumer Affairs Victoria

### **6.4.2 Centre Coordinator**

It is imperative that the Traders Association employs an energetic part-time centre coordinator working two days a week to undertake the marketing and business development tasks. The key tasks to be undertaken in this role, in conjunction with the Committee, should include:

- Enhancement of the branding and exposure for the Clayton Shopping Centre

- Strategic marketing of the centre
- Organisation of the special promotional events
- Regular communication with all businesses in the centre through newsletters and visits to business premises
- Maintenance of strong relationships with key organisations (Monash University, Monash Medical Centre) and local community groups (schools, service clubs, sports clubs, etc.) and residents so as to foster ongoing connections with the centre and develop stronger loyalty from these groups towards the centre
- Organisation of business building seminars and other training programs to motivate and educate individual businesses to make improvements to their businesses
- Development of an annual sponsorship program for promotional activities
- Advocacy for centre improvements with Monash City Council
- Management of social media channels and website
- Application of appropriate grants.

It is important that the centre coordinator is seen to be working with each business in Clayton to provide updates on current and future activities, and to obtain feedback on issues of concern. Regular contact (at least a short visit to each business once a month) and communication also are very important to get commitment from all businesses to the marketing and business development program.

## 6.5 Financial Strategy

This budget will come from Traders paying a special rate depending on the Capital Improved Value (CIV) of their property with a minimum of \$200 levy per property.

The budget for the proposed marketing and business development initiatives in 2022-2027 is approximately \$ 125,000 to 130,000 depending on acquisition of shops by Suburban Railway Loop. If funding is reduced due to acquisition of shops, then budget below will be adjusted accordingly.

The Clayton Traders Inc are aiming to also apply for a minimum of \$30,000 - \$50,000 to further support the centre to assist with graffiti removal, capital improvements and further initiatives. This will also assist to get a co-ordinator working in the centre for a minimum of 2-days a week.

### Marketing

Branding	\$	4,000
Advertising/social media	\$	20,000
Website development and maintenance	\$	6,000
Catalogues/flyers	\$	5,000
Major promotional events	\$	30,000
Blogger Program	\$	5,000
Consumer Promotions (eg enter to win)	\$	10,000

### Business Development

Business networking events	\$	3,500
Memberships	\$	500

**Management and Communication**

Part time centre co-ordinator	\$	40,000
Business newsletters and printing	\$	1,000
Association meetings	\$	2,000
Public liability insurance	\$	1,500
Financial monitoring and audit	\$	2,000
<b>Total</b>	<b>\$</b>	<b>130,000</b>

## 7. Monitoring and Evaluation

The degree of achievement of the actions outlined in the Business Plan will be evaluated at the end of the 2022-27 financial year.

Key performance factors to be included in the evaluation are:

- the level of business participation in activities and promotions
- business and customer perceptions about the success of individual promotions and advertising campaigns
- the quality of advertising, promotional events and other projects undertaken with special charge funds
- reporting compliance
- financial accountability

An evaluation report will be prepared for the Clayton Traders Inc Committee as well as for Council.



# MARKETING AND BUSINESS PLAN 2021 – 2026 OVERVIEW

## Clayton Road Traders Marketing and Business Improvement Program

The Traders Association is proposing a five year marketing and business improvement program for Clayton funded by a special rate. The Clayton Road Traders special marketing rate funds are managed by the Clayton Road Traders Committee and the City of Monash. The City of Monash collects these funds from each property owner or business and these funds are then given to the Clayton Road Traders Committee to carry out the strategies in their Marketing and Business Plan to support their vision.

## Vision for the Future

The vision for the Clayton Traders Association with the special marketing rate for the next 5 years is to support businesses and retailers in the centre so they can provide the local community with a safe, attractive and vibrant shopping and business experience.

The Clayton Traders Committee and their marketing team want to achieve this vision by developing partnerships, promotional and business support programs.

## Funding & Management

On the renewal of the special marketing rate in 2022 the total funds planned for will be \$130,000 per annum.

## Key Issues facing the Association

- Business survival and recovery from the impact of COVID
- Loss of international students as a result of COVID restrictions
- Poor image of the centre, particularly as a result of graffiti and lack of cleanliness
- Differentiating Clayton from Oakleigh and Springvale
- Lack of a collective view among diverse businesses in the centre
- Developing stronger communication and working relationships among businesses
- Dealing with more disruptions in future arising from the suburban rail loop project





### Priority Actions

- More communication, information and assistance to businesses particularly those most affected by COVID restrictions
- New branding with updated website including photographs of businesses
- Coordinated centre marketing program with an increased emphasis on social media and shop local campaigns with gift cards that will have a positive effect on increasing business sales
- Three annual promotional events with a focus on a hot and spicy food festival, a special event linked to a major competition providing regular dollar draws to be spent in the centre, and an outdoor cinema event
- Maximising the impact of the program to take advantage of the centre's proximity to the Clayton Aquatics & Health Club, Monash Medical Centre and Monash University
- Streetscape improvements such as graffiti removal, increased cleaning, and new flags to lift the image and profile of the centre
- Pro-active approach to developing a unique offering of specialist ethnic retail and commercial services
- Lobbying Council to implement key actions in the Clayton Structure Plan
- Developing key partnerships with various stakeholder groups and Council to support Traders.

### Annual Budget funded by the Special Rate

#### Marketing

Branding	\$ 5,000
Marketing through social media, gift cards, competitions, etc.	\$ 20,000
Three annual promotional activities	\$ 70,000

#### Business Development

Business training & networking programs	\$ 3,000
---	----------

#### Management and Communication

Part time centre co-ordinator	\$ 25,000
Communication via emails and newsletters	\$ 4,000
Financial & other administration	\$ 3,000

**Total** \$ 130,000

to pmcnabb@bigpond.net.au or to info@claytonrd.com.au

### CONTACT DETAILS

For further information regarding the Special Rate, please contact:

#### Committee Members

<b>Frank Golotta</b>	Clayton Hotel 1 & 2/317-319 Clayton Road	9562 8778
<b>Richard Chau</b>	Hong Kong Supermarket 359-365 Clayton Road	9562 8412
<b>Peter Politis</b>	TSG 278 Clayton Road	9562 6414
<b>Con Stefanidis</b>	Century 21 280 Clayton Road	9544 8888
<b>Winnie Chan</b>	Minimaru 349 Clayton Road	hello@minimaruhome.com.au
<b>Eric Chan</b>	Chayo 351 Clayton Road	8524 410

#### Clayton Special Rate Co-ordinator

**Peter McNabb** pmcnabb@bigpond.net.au

#### Clayton Traders Marketing Team

**Maria Abadilla** info@claytonrd.com.au

**Website** [www.claytonrd.com.au](http://www.claytonrd.com.au) **Facebook** @claytonrd



## CLAYTON TRADERS SUPPORT FORM

Our business supports The Clayton Traders Association Inc. and the establishment of the proposed special rate.

Name:

Business:

Address:

Signature:

Please scan and email to Peter Mc Nabb at [pmcnabb@bigpond.net.au](mailto:pmcnabb@bigpond.net.au) or to the centre coordinator Maria Abadilla [info@claytonrd.com.au](mailto:info@claytonrd.com.au)

**MAP OF PROPOSED BOUNDARY FOR THE CLAYTON SPECIAL CHARGE SCHEME**

