

LOCAL RETAIL AND ACTIVATION STRATEGY TOOLKIT



Dedicated to a better Brisbane

INTRODUCTION

IMPORTANCE OF
COLLABORATION

IS YOUR PRECINCT
FLOURISHING?



Introduction

If you run a business, or are an investor or community organisation operating in local retail precincts across Brisbane, this toolkit is for you.

Information and tips on how to enhance the customer appeal of your precinct.

PLACEMAKING:
FROM TRANSACTION
TO INTERACTION

PROMOTING YOUR
PRECINCT

KEEPING
ON TRACK

Who is this toolkit for?

If you run a business or are an investor or community organisation operating in local retail precincts across Brisbane, this toolkit is for you.

The toolkit provides information and tips on how to enhance the customer appeal of your precinct through a process of:

- **building knowledge** about the market in which you operate
- **understanding the strengths and weakness** of your precinct, and its competitive positioning
- **working collaboratively** to achieve a shared vision
- getting the **biggest bang for your buck** through investments in place and activation.

Whether you are a business looking at different location investment options, an operator in an existing precinct trying to foster greater collaboration or an established business network seeking to ramp-up activities, the information in this toolkit can help you achieve your goals.

By choosing to invest in a local retail precinct you are building a relationship with the local community. A supportive local market is critical, but if your precinct can deliver a unique value proposition it may be able to tap into a broader market.

A key role of this toolkit is to borrow the techniques of successful shopping centres and to show how these can be applied to retail strips.

This includes:

- use of data and market analytics to understand customers and competitive positioning
- creating distinct precincts with the right mix of tenants
- effective marketing
- place management and placemaking to deliver clean, safe and vibrant environments
- maximising ease of access for customers.

The toolkit has been developed from extensive best-practice research and interviews with, and case studies of, local business partnerships to learn from real-life examples.

How to use

I AM/WE ARE A:

retail business looking for a location to operate from
 established business wanting to improve my precinct
 existing business partnership seeking to maximise footfall and spend.

We want to	Read this section	Use this
Encourage precinct businesses to work together to create a vision and action plan for the precinct	Importance of collaboration	Techniques and tips for collaboration Creating a vision Meeting agenda Meeting minutes Action plan framework
Understand the characteristics of the local market	Is your precinct flourishing?	Know your area template checklist Precinct health check diagnostic
Measure how our precinct rates against key success drivers		
Track our progress over time		
Enhance activation and the physical appearance of the precinct	Placemaking: from transaction to interaction	How to develop your precinct vision and story Steps to make great places How to refine your placemaking strategy How to host an event Event planning checklist How to deliver successful pop-ups
Improve marketing and promotion of our precinct	Promoting your precinct	Marketing plan on a page Precinct brand and marketing guidelines Social media, content marketing and email marketing guidelines
Encourage a business partnership to achieve bigger goals	Keeping on track	Customer survey template Business survey template Business plan checklist Town planning permits and development monitoring guide Links and resources

Customer behavioural trends affecting retail

Overview of behavioural shifts

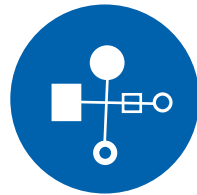
Five key trends are expected to impact shopping behaviour over the next decade.

These are affecting how shopping centres and retail precincts respond to meet customer needs.



Experience economy

The experience economy describes the shift in consumer mindset and behaviour from a materialistic to experiential value system. It means that customers place greater emphasis on an event or experience rather than simply 'buying more stuff'.



Convenience and connectivity

Convenience was once the mantra and hallmark of Australian shopping centres and is back in the spotlight combined with advances in technology to deliver simplified shopping experiences.



Social and environmental consciousness

The shift from hyper consumption to conscious consumption is based on choices that prize ethics and sustainability.



Self-improvement and well-being

People are looking for ways to improve and prioritise health and well-being, focusing on physical, mental and social improvement.



Localisation

Localisation refers to the continued evolution of precincts and shopping centres into community hubs connected to their local environment.

What does your precinct stand for?

Brisbane residents want local precincts that land in this sweet spot, and one in three will bypass their local centre if it doesn't deliver

Value

Taking cheapest to the next level

Being cheapest with lowest sustainable costs
Appealing to the joy of the hunt
Creating compelling alternatives to major brands

Convenience

Removing friction from shopping

Highly connected places
Eliminate pain points
Technology driven

Experience

Delivering amazing experiences that drive visitation

Linger longer – deliver retail, non-retail and place attributes
Ever changing line-up
Create wow moments

Brisbane residents want local centres that provide a broad range of services

KEY FINDINGS

In an Urban List online survey of 800 respondents undertaken during July 2020, the top three most important features of a local centre based on the proportion of residents who see them as important/very important are:

- **essential items** for everyday needs (96%)
- a place that is **easy to access** by car or public transport (91.3%)
- good range of **cafés** (78%).

How important is it that a local shopping precinct has the following attributes?

	Important	Very important
Has essential items I need for everyday living, e.g. food/grocery stores, liquor, pharmacy, newsagent	33.9%	62.3%
Has services, e.g. hairdresser, barber, nails, dry cleaner, medical etc.	45.2%	10.1%
Has Council-run services, e.g. library, community facilities	23.6%	4.1%
Has a variety of shops that I can buy non-essential items in, e.g. gift stores, florist, clothes etc.	41.7%	7.7%
Has a good range of eat-in cafés and restaurants	54.2%	23.4%
Is a place I can easily walk to	40.4%	26.1%
Is a place I can get to easily if coming by car or public transport	48.4%	42.9%

KEY FINDINGS

When considering the experience elements or emotive factors, the top three most important attributes are a precinct that:

- is **safe and secure** (96%)
- is **inviting and welcoming** (93%)
- has **aesthetic value** (82%).

CONSIDER

Is your centre...

Safe and secure?

- yes
- no
- could be better

Inviting and welcoming?

- yes
- no
- could be better

Nice to look at?

- yes
- no
- could be better

Now we want you to think about experience.
 These are the elements that make places feel good or not so good.

	Important	Very important
It has a distinct identity	40.5%	7.7%
It has authentic local character	47.4%	14.3%
It has aesthetic value, e.g. attractive internal and external areas, buildings and public areas	61.0%	21.4%
It feels safe and secure	37.9%	58.4%
It has a good balance of indoor and outdoor, and good balance of shelter, shade and sun	47.5%	28.9%
It is a place that supports a healthy lifestyle	46.1%	19.9%
It is inviting and welcoming	59.7%	32.9%
It is a place I want to visit and hang out at	49.0%	25.9%

Local centres rate well against functional attributes, but lower on experience

KEY FINDINGS

When residents were asked to rate how well their own local centre measures against the listed attributes, the vast majority consider that most functional attributes are good/very good.

CONSIDER

Does your precinct...

Have a good range of essential items?

- yes
- no
- could be better

How well does your local shopping precinct stack up?

	Good	Very good
Has essential items I need for everyday living, e.g. food/ grocery stores, liquor, pharmacy, newsagent	37.8%	54.0%
Has services, e.g. hairdresser, barber, nails, dry cleaner, medical etc.	47.2%	29.0%
Has Council-run services, e.g. library, community facilities	23.9%	11.8%
Has a variety of shops that I can buy non-essential items in, e.g. gift stores, florist, clothes etc.	32.8%	20.2%
Has a good range of eat-in cafés and restaurants	36.7%	29.2%
Is a place I can easily walk to	30.5%	39.7%
Is a place I can get to easily if coming by car or public transport	36.0%	55.0%

KEY FINDINGS

For the experience factors, less than one-in-five residents thought their local centre was very good.

Experience factors that are most important and the proportion of residents who rated that attribute good/very good in respect to their local centre include:

- **safe and secure** (76%)
- feeling **inviting and welcoming** (58%)
- **aesthetic** value (50%).

One-in-three respondents stated that they typically visit a centre other than their nearest. This highlights that consumers will travel further afield when local precincts do not meet their expectations.

What type of experiences does your local shopping precinct provide?

	Good	Very good
It has a distinct identity	34.0%	16.9%
It has authentic local character	32.7%	15.1%
It has aesthetic value, e.g. attractive internal and external areas, buildings and public areas	35.1%	15.3%
It feels safe and secure	50.3%	25.3%
It has a good balance of indoor and outdoor, and good balance of shelter, shade and sun	35.4%	17.6%
It is a place that supports a healthy lifestyle	29.9%	12.2%
It is inviting and welcoming	43.1%	14.7%
It is a place I want to visit and hang out at	29.3%	13.5%
It is a place for meeting people	33.2%	16.4%
It is a place I feel attached and connected to	26.6%	13.7%

LOCAL RETAIL AND ACTIVATION STRATEGY



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Importance of collaboration

Joining forces with like-minded
businesses with diverse skills can set
a platform to drive improvement.

This section will provide your precinct with the tools you need
to set up a business group based on shared values.

PLACEMAKING:
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Why form a local business group?

In a shopping centre, the centre management team is focused on maximising performance of individual retailers through collective systematic monitoring and improvements to the centre.

By forming a local business group, you can drive continuous improvement to **your** precinct and achieve higher standards of place management and customer satisfaction.

With a strong partnership model and using 'tricks of the trade' from shopping centre management, the positive attributes of retail precincts – open air, character, visibility and uniqueness can deliver an outstanding experience.

- ✓ Achieve more together
- ✓ Stimulate ideas and strategies
- ✓ Share the load
- ✓ Pool funding
- ✓ Coordinate events
- ✓ Engage the community
- ✓ Boost referrals
- ✓ More visits, more revenue

Partnership maturity model

There are a range of best-practice organisational structures for local business groups from informal collectives to fully functional business improvement district (BID) models adopted interstate and overseas.

We have summarised these below.

The kickstarter

Somebody needs to go first!

The kickstarter is a local business champion who wants the precinct to perform better. This toolkit will help them develop an idea for change and tips for taking this to other business owners in the precinct.

The collective

Congratulations you've got other businesses on board – you've got yourself a 'collective'.

The collective can use this toolkit to plan, implement and monitor the success of local initiatives.

The association

As the collective grows it may want to take on more challenging projects that require greater financial investment and time commitments.

At this point you might want to think about formalising the organisational structure to take on bigger responsibilities that require legal protection.

CASE STUDY

The collective

Chevron Island Business and Residents Association (CIBRA) is led by a committee of local business and community members.

The group is funded by a small annual fee per business and resident, as well as sponsorship from local developers who recognise the value of a vibrant precinct to residential sale prices.

CIBRA is focused on delivering achievable projects that can drive visitation to the precinct within a broader vision of creating an arts and creative corridor between Surfers Paradise and the HOTA complex in the Gold Coast.

They have championed lighting improvements to the local park to enable its use for outdoor cinema events, which have in turn benefited the evening economy.

As a facilitator and enabler, they recognise the importance of having a 'champion' to drive action and the need to build relationships between retailers and the community.

CASE STUDY

The association

The Ponsonby Business Association was established in 2011 in Auckland as a formalised business improvement district.

With more than 400 members, key factors in their success include:

- the need to establish an effective organisational structure (in part in response to the legislative and administrative requirements of the BID model)
- fund and delivery of successful placemaking initiatives
- develop a strong brand presence and marketing approach to run in parallel
- leveraging success to create fear of missing out (FOMO) for businesses and customers alike, so that Ponsonby is perceived as the place to be.

Shared values

A commitment to shared values will help guide collective decision making and actions.

Do the businesses in your precinct share a commitment to achieving excellence?

Great customer service



Putting customer experience at the core of every decision.

Retail is detail



All parts matter whether it be customer service, an inviting atmosphere, cleanliness or marketing and promotion.

Take a step back and look at your precinct through the eyes of your customers.

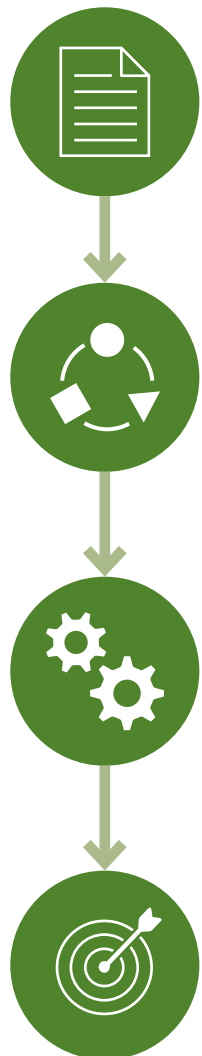
Continuous improvement



A commitment to evolving the operating model over time to respond to customer needs, balancing the needs of individual businesses with the good of the precinct.

How to form a local business group

Congratulations – you are the kickstarter and you are on a mission to boost performance through collaboration! Use these tips to get started.



Come with a plan

You've identified that there is a need and an opportunity to boost precinct performance. Be sure to write down the challenges and opportunities that you have identified so that these can be shared. Use our 'know your area' and 'health check assessments' to provide an evidence base to share with others.

Be inclusive

Diversity of ideas is the key to success. Reach out to all the businesses in your precinct and seek their involvement. You might start with informal meetings to address issues as they arise (e.g. responding to a competing development proposal). To drive outcomes, think about opportunities for regular meetings with an agenda and minutes to get things done.

Collaborate

There is likely to be a diverse range of skills, opinions and willingness to participate among businesses. Sharing knowledge and information is an important first step. This might be about opportunities you've seen elsewhere or challenges you've seen in the market. Matching people's skills and aspirations to the tasks you are collectively seeking to achieve is essential.

Set targets

Be clear about what the precinct wants to achieve collectively. If the target is increased sales revenue, identify clear, measurable steps to achieving this. Set targets around group participation, e.g. frequency of meetings and communications, schedule of key events, growth targets and use the toolkit to stay on track.

Skills mapping

Now that you have decided to start a local business group, no matter if it's informal or formal, you need to get together with your members and work out who is best placed to do what.



Key skills



Priorities



Availabilities



Gaps

HINTS AND TIPS

Avoid being led by the loudest personality.

A crucial element of a successful business partnership is to identify groups that have shared interests and can work collectively. This can be based on skills or complementary businesses (e.g. all fashion retailers).

Think about the skills you *have* and the skills you *need*.

These may include:

- organising/time management
- research ability
- motivational skills
- teamwork
- fundraising
- creative thinking
- networking (and networks)
- specific technical skills (accounting, marketing, design).

Successful business partnerships – key lessons

Whether you are a kickstarter or a mature association, the fundamentals for success (and challenges) are consistent.

We have interviewed a range of practitioners from small start-up groups to major shopping centre managers.

Their hints and tips for successful place management are set out below.

Building partnerships

- **Introduce yourself** to your neighbours and don't think of them as competitors – the best ideas grow organically at first.
- **Talking to retailers** and understanding their needs is critical.
- **Be curious.**
- Provide and receive **continual feedback** to/from stakeholders.
- **Focus on detail.** Get right down into the detail of how and why problems are occurring in the precinct.
- Act like a 'dating service' between retailers to **build trust, shared initiatives and referrals** – people remember when you do something for them.
- **Use the power of FOMO** (fear of missing out) to make businesses want to be part of the organisation and to make people want to visit the precinct.

Customers and community

- **A customer-centric approach** is the number one priority at every step.
- **Focus on the local community** as well as businesses in the precinct – they are your customer.
- **Think about your precinct within its suburb context.** What makes it unique? Tell its story to create a memorable place.
- **Curate a place for people** – make people love where they are.
- Successful retailers **adjust to demographic changes** in their market over time.
- Think how you can **make your customer's day better.**
- **Get schools, community groups and mothers groups involved.** They have rich ideas about what different elements of the community are looking for. Think about giving them a one-page research brief.
- Use local charities to run a **"this precinct gives back"** campaign.

Resourcing

- **Find a champion** who believes in the vision to drive the initiative.
- As you start to scale up, a **dedicated coordinator/manager role** is essential as the group's aspirations expand. Members are often big on ideas, but short on time!
- The ability to **levy funds from businesses/property owners** is critical. Can you charge a membership fee, seek external sponsorship or agree on a basis for a recurring levy?

Marketing and events

- Marketing a relatable identity is key (this can be place-based or thematic).
- A strong brand identity is easiest to achieve around a destinational/leisure retail mix.
- Be an active social media user – it is cost-effective marketing.
- Your precinct is your number one marketing tool.
- Know who you are targeting. Who is your customer, what are they interested in?
- Set a bold vision and work to achieve it.
- Events don't need to be on an epic scale – start small and build up. Make sure that they are fun and memorable.
- Events should drive footfall and spend. Make sure this is your top priority when thinking about hosting an event.
- Explore ways to utilise public spaces. For instance, an open-air cinema in adjacent parklands can drive evening visitation.

Using data

- Find ways to use data to understand customer preferences.
- Make participation in events dependent on providing data e.g. plan a street trading day and ask retailers to provide their percentage change in sales data from the previous week. You can then use this to demonstrate the success of the event.
- Use Google Analytics to see how individual retailers are rated for customer service.
- Develop a website and apps to showcase your precinct.
- Use WhatsApp (or other channels) to share data. For example, live messaging to identify shoplifters can assist crime reduction and foster a collaborative approach.

Innovative ideas

- Compared to managed shopping centres, local precinct property owners have the ability to accept lower rents and are therefore able to experiment with uses.
- Consider internships for event management students.
- Partner with local developers to provide sponsorship. A vibrant precinct is good for residential sale prices.
- Find a social media influencer that works to your scale and market.
- Coffee shops are the modern meeting place. A good coffee shop can be an anchor for a 'sticky place'.
- Offer to work with agents and property owners to help find tenants that meet the ideal tenancy mix for the precinct.

Overcoming challenges

- Some property owners can be resistant to paying levies or participating. You need to show them evidence of the benefits. Use the examples in this toolkit and others, and make sure to track and monitor the benefits of participation (use our health check assessment as a basis for monitoring).
- Every business is on its own journey. Find the one thing that makes them think 'we' and not 'me'. The trick is to bring businesses together in conversation so they can find common ground.
- Start-ups could consider recruiting volunteers initially to focus on one key project.
- Fight the battles you can win – don't try and do everything, be strategic.
- Avoid being led by the person who shouts loudest. Work out what people skills and shared interests are and work collectively. Make goals depersonalised – 'we' not 'I'. Identify groups that work well together, this could be locationally, skills-based, similar or complementary businesses.
- Business expectations get bigger each year and business views can be short term (e.g. if they had a bad week they can have a pessimistic outlook). Track and use sales and spending data to understand the true picture behind sentiment.

TOOLKIT EXERCISE

Techniques for collaboration

As a kickstarter in your precinct, you have recognised there is a need for a partnership to improve your precinct's performance.

Some techniques for collaborating with other businesses in your precinct and transition to a collective include the following:

- **developing a vision and outcome** that you want to see in your precinct
- **networking and selling the vision** to other businesses in your precinct to ensure commitment and ownership
- **building and maintaining trust** for the business group. This can occur through regular interaction and informal catch ups with other businesses
- start creating a clear plan of attack, by aligning goals and values through an **action plan**. A shared vision and values between businesses is crucial to successful collaboration
- determining the **specific roles and responsibilities** within the collective
- staying on track by scheduling **regular meetings** and relevant agenda items.

What are the priority actions for me as a kickstarter?

Write down your initial ideas here.

TOOLKIT EXERCISE

Collaboration tips

Here are some tips for effective collaboration.

Build and maintain trust at the outset

- Having informal catch ups with your local businesses to build trust.
- Establishing internal communication through a Facebook group, group chats and/or regular check-ins.
- Sharing knowledge through these communication networks.

Action planning and group roles

- It is important to be inclusive and ensuring input of everyone involved is valued.
- Finding the right people with a specific skill set and passion. This includes:
 - a champion/natural leader who knows how to bring people together
 - a person who can manage all the logistics with attention to detail
 - a business guru. These people often have business smarts and a financial understanding
 - someone who is creative and has a good eye for design and placemaking
 - a spokesperson for the group. This person is usually good at networking, has connections to the right people and can make everyone feel welcomed.
- Use meeting minutes and agendas to ensure everything is documented and to keep track of your progress.

USEFUL TEMPLATES

- Creating a vision
- Meeting agenda
- Meeting minutes
- Action plan

Notes

TOOLKIT EXERCISE

Creating a vision

A vision statement is a short statement to define the core ideas shaping and directing your organisation or group.

It's a description of the long-term changes you want to achieve. By writing a vision statement, you are outlining the place where your organisation is headed and defining what the place will look like.

The statement will help members to focus and prioritise actions to achieve goals.

Tips for writing a vision statement include:

- project into the future
- dream big and focus on success
- use the present tense
- keep it simple – don't use jargon
- make it inspiring
- align it with business values and goals.

What is the vision for our precinct?

TOOLKIT EXERCISE

Meeting agenda

A feature of a good business group is holding regular meetings. These could be weekly, monthly or quarterly.

This template will help you organise and run a successful meeting.

Subject

Date

Time

Location

Attendees

Apologies

Item No.	Agenda Item	Action	Responsibility
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TOOLKIT EXERCISE

Meeting minutes

In addition to having an agenda, meeting minutes are an essential item for getting results.

This template will help you organise and successfully run meetings.

Meeting purpose

Date and time

Location

Attendees

Apologies

Item No.	Meeting/action	Responsibility	Due date
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TOOLKIT EXERCISE

Action plan

An action plan is a checklist for the steps or tasks you need to complete in order to achieve the goals you have set.

The benefits of an action plan include the following:

- it gives you a clear **direction**. As an action plan highlights exactly what steps to be taken and when they should be completed, you will know exactly what you need to do
- having your goals written down and planned out in steps will give you a reason to **stay motivated and committed** throughout the project
- with an action plan, you can **track progress** toward your goal
- since you are listing all the steps you need to complete in your action plan, it will help you **prioritise tasks** based on effort and impact.

This template will help you map out actions to achieve in your precinct based on:

- **vision statement** – the core ideas shaping and directing your partnership
- **objectives** – what are you trying to achieve
- **key issue/focus** – what do you want to do improve
- **actions** – a measurable action for each key issue or focus area.

Notes

TOOLKIT EXERCISE

Action plan

A plan for action for the _____ Shopping Precinct

Group members

Vision

Objective

Key issue/focus

Objective

Actions

Responsibility

Timing

Costs

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IS YOUR PRECINCT
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Is your precinct flourishing?

The purpose of this section is to provide businesses with tools to assess and monitor the health of your shopping precinct.

It steps you through the common characteristics that make up a successful precinct and helps you understand how your business fits into the precinct.

The health check assessment allows you to evaluate the current performance of your shopping precinct to determine what is working well and what isn't.

This information will help you identify the strengths of your precinct and what makes it unique. It provides your precinct with tools to continue to grow and potentially draw a wider range of customers.

PLACEMAKING:
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What makes a flourishing precinct?

Before getting started, these are the key attributes that make up a successful shopping precinct. As you work your way through the toolkit, you will identify what makes your business and precinct work and what are its drawbacks.

1. Retail mix

A successful precinct incorporates a retail mix that complements each other and the needs of the catchment.

This can include a mix of convenience and destination operations, as well as price points that appeal to the surrounding market. Flexibility and adaptability are key in ensuring any shopping precinct can respond to the latest trends – such as ensuring that dining in and shopping in-store are still attractive against online alternatives.

2. Accessibility

Accessibility is important for the success of a shopping precinct, as perceived inaccessibility will discourage customers from visiting.

Walkability, access to public transport and car parking are essential elements and are critical to widening the draw of a location. This also includes wayfinding and connectivity with surrounding land uses and ensuring a strong interface between retail tenancies and passing pedestrians. Ease of access for food delivery services (e.g. Uber Eats, Deliveroo) is increasingly important.

3. Layout and design

Distinct and relevant design and placemaking features create a unique destination, which can articulate the character of the suburb in which it sits.

Placemaking connects people with a place through creating distinctive, experiential and multi-sensory appealing spaces. The best public spaces offer a comfortable pedestrian experience and provide an exceptional environment for customers, with appeal to children and adults.

4. Safety

Security and safety issues are of paramount importance, especially to visitors at night.

Safety can be improved with extending operating hours, adequate lighting, clear sightlines, safe pedestrian crossings and well located waiting/pick up zones.

PLACES THAT INSPIRE US

The Manly Harbour Village Chamber of Commerce has an established business partnership that reinvests membership funds to deliver:

- a dedicated precinct coordinator
- marketing activities, including traditional media and social media
- a regular calendar of events, including creative markets and farmers markets
- a website, business directory and rewards app.

All of these initiatives are aligned with a high quality streetscape and curated convenience and destinational retail mix to provide a compelling experience for the local community and visitors.

5. Anchor

Anchor tenants can draw customers to a precinct and occupy large spaces.

Anchor tenants could include a major supermarket or, at a smaller scale, a highly destinational use such as a popular restaurant/café.

6. Engaged community

People are increasingly looking for ways to feel more connected, help others or help the environment.

Providing a strong sense of place, where the precinct appeals to personal values, sense of contribution to society and social responsibility, is important in fostering connection and community ownership. Aligning the values of businesses and customers is also key to a successful precinct. A successful precinct engages the community through frequent touch points (e.g. events, promotions, communications and great service).

7. Brand

A unified brand encourages customers to linger in the precinct, extending the visit time and number of shops visited.

Precincts that have a unified brand often have an **online presence** and cross-business promotion (informal and formal). It is important to be able to react quickly when it comes to branding and promotions. So if an idea isn't working, move on quickly.

8. Precinct business group

A precinct business group brings tenants and landlords together to achieve a shared vision and actions for the precinct.

It is important for the group to have focus actions as, at least in initial stages, groups may be volunteers and time-poor. As they evolve, successful business groups have dedicated coordinators to drive their actions and shared vision.

Know your area

It's important to understand your area so you can get the biggest bang for your buck through investments in place and activation.

It is important to step into the shoes of your customers to better understand how your precinct works and what is driving the value of your precinct.

Understanding your area will provide with insights into:

- the **scale of the market** and its different sectors (e.g. residents, workers, students, tourists)
- the **demographic profile** of residents, to assess the alignment of the current retail mix to the market
- the **competitive positioning** and unique selling point of your precinct relative to competitors
- **how and when** people travel to, and move through, the precinct – so you can identify ways to increase visitation and dwell time.

Notes

HINTS AND TIPS

- **Research** companies can provide detailed analysis of trade area characteristics, including current and future population growth, demographics and spending on key product groups.
- Using your own observations and publicly available data, you can **build a profile** of your catchment, which can be augmented by professional research at a later date.
- Walk around your precinct and local area and make notes as you go. Make **observations at different times** of the day to see how people interact at lunch times, going to and from work, in the evenings and on weekends.
- Are there community facilities or regular events that **draw people** to the area?
- Look at your precinct as if you were a first-time customer. **What would keep you coming back?**

Who/What/How?	Key questions	Why is this relevant?	How do I do this?
<h2>What is this place?</h2>	<ul style="list-style-type: none"> • Is the local precinct in a low or high density residential neighbourhood? • Is it located on a local neighbourhood road or major road? • Are there workers nearby to support spending during work hours? • Is this a convenience or destinational precinct? • Is it close to any non-retail attractions (e.g. school, leisure centre, church)? • Is it in proximity to major developments to drive growth? 	<ul style="list-style-type: none"> • Customers in high density areas are more likely to make frequent small-basket purchases on foot. Customers in lower density areas are more likely to require parking. • Workers create demand for food and beverage items during mid morning and lunch periods. • 'Destinational' uses are businesses or facilities that people make a special effort to visit. This can include a well known café or restaurant, a medical centre, cinema or proximity to community uses. The retail mix in a precinct should be designed to leverage the visitation of these. • Areas of development activity mean the retail spending market is likely to grow over time. It may also lead to some disruption in the short term. 	<ul style="list-style-type: none"> • Walk and drive the area – take notes and photos. • Observe at different times of the day and week. • Check the Brisbane City Council website to monitor development applications: https://development.brisbane.qld.gov.au/
<h2>Who are these people?</h2>	<ul style="list-style-type: none"> • How many people live/work in this area now and in the future? • What is the median household and personal income of residents? • What is the age and household composition profile? • What is the median house price in this area? • What are the types of businesses located in this area and how many people do they employ? • How much do people spend on retail in this area? 	<ul style="list-style-type: none"> • Comparing the socio-demographic profile to the Brisbane average allows you to understand the relative affluence, age and household structure of an area. These are critical factors that will influence the positioning of a local precinct. • Spending data combined with population/ worker data allows you to estimate the overall size of the available spending market (by key product categories). • House price data, and its change over time is a further indicator of the affluence of an area. 	<ul style="list-style-type: none"> • Use the Brisbane City Council Community Profiles for Census data. Visit www.brisbane.qld.gov.au and search 'Community Profiles'. • Consider appointing a reputable research company to provide deeper insights into customer market and spending. • Use real estate sales websites for house price data and suburb profiles.

Who/What/How?	Key questions	Why is this relevant?	How do I do this?
<h2>How do they get here?</h2>	<ul style="list-style-type: none"> • Is there on-street parking? Is it metered? • Is there on-site parking? • Is there a bus stop in my precinct or train station nearby? • Is there a high level of pedestrian foot traffic through my precinct? • Are there dedicated drop off/pick up points? • Are there loading zones for food delivery services? • Is it walkable? • Are we on any dedicated cycling networks? • Is there appropriate wheelchair access to each premises? • Are there culturally and linguistically diverse services provided? 	<ul style="list-style-type: none"> • Accessibility is a critical factor to the success of your precinct. You may find through this analysis that parking is not obvious and you may need to improve signage. • Parking is important for areas where there is low density or if you have a convenience offer, as people usually want to get in and out quickly and without too much fuss. • If there is a dedicated cycle path nearby, installing moveable bike racks may encourage more visits to your shop. • Having public transport stations nearby may provide the opportunity to attract new customers by marketing at these stations (e.g. signage or flyers). 	<ul style="list-style-type: none"> • Navigate to your precinct as if you were a first-time customer. • Observe pedestrian movements – take notes and photos. • Count parking spaces and how frequently they turnover at different times during the day. • Understand suburb walkability using Walk Score: https://www.walkscore.com/AU-QLD/Brisbane

Notes

Who/What/How?	Key questions	Why is this relevant?	How do I do this?
<h2 data-bbox="114 252 392 359">What is the retail mix?</h2>	<ul data-bbox="472 263 987 1082" style="list-style-type: none"> • Is there an anchor tenant? Anchor tenants draw customers to a centre and occupies the largest spaces. • What is the mix of retail in my precinct? How many stores are: <ul data-bbox="526 438 987 686" style="list-style-type: none"> – food retail (e.g. grocer/butcher) – food catering (e.g. takeaway, restaurant, café) – discretionary retail uses (e.g. apparel, homewares, giftware) – retail services (hair, beauty, repairs etc.). • Is there a vibrant night time economy? Are there uses that transition from day to night trade? • Are there neighbouring and complementary drawcards? Are there other retail and non-retail uses surrounding and within the local shopping precinct, such as entertainment, a library, health services, parks, education, commercial and transport hubs? 	<ul data-bbox="987 263 1659 734" style="list-style-type: none"> • If you understand the tenant mix, you can assess how it is weighted – does this precinct thrive on convenience or is it more destinational? • You can also assess whether the mix is over-provided in certain aspects (e.g. too many ice cream shops) or whether there are clear gaps in the mix based on your observations of comparable locations. • If the anchor tenant is a supermarket, how extensive is its product range? What uses would be complementary? Is it well integrated into the broader precinct or does it monopolise the customer base (e.g. through dedicated car parking)? 	<ul data-bbox="1659 263 2110 494" style="list-style-type: none"> • Complete an audit of businesses and other uses in your precinct and compare with other locations. This will give you an understanding of your strengths, weaknesses, opportunities and threats.
<h2 data-bbox="114 1098 436 1252">What is the surrounding competition?</h2>	<ul data-bbox="472 1109 987 1319" style="list-style-type: none"> • What are the surrounding retail precincts? • How do they compete with my precinct? • What is our unique selling point (e.g. price, diversity, amenity, accessibility)? 	<ul data-bbox="987 1109 1659 1204" style="list-style-type: none"> • Understanding your competitors will allow you to identify opportunities to differentiate from competing precincts. 	<ul data-bbox="1659 1109 2110 1268" style="list-style-type: none"> • Review surrounding shopping precincts by completing a business audit. It's best to explore as many locations as possible.

Who/What/How?	Key questions	Why is this relevant?	How do I do this?
<p>What is our competitive advantage?</p>	<ul style="list-style-type: none"> • Are we a destination precinct? • Do we have distinct offering (e.g. multicultural food offering, concentration of second hand stores)? • Do we have city or river views, green spaces, flexible seating areas or historic buildings? • Do we have an existing place management organisation? • Do we have coordinated events? 	<ul style="list-style-type: none"> • This will highlight opportunities for you to explore how to capture more customers. 	<ul style="list-style-type: none"> • Observations, talking to other retailers in your precinct. • Review feedback on social media and Google.

Notes

Know your precinct — take a health check

A health check is a quick and easy performance assessment tool.

A health check allows you to gather data about a precinct and track how this changes over time.

This is a great source of information with which to measure and discuss the performance of the precinct with other stakeholders, and to chart a course to improvement.

The health check assesses measurable elements (e.g. vacant shopfronts, number of business partnership participants), as well as more qualitative elements around look, feel and brand perception.

The precinct health check evaluates measurable indicators of performance across six key topics:

1. Business collaboration

2. Customer experience

3. Retail mix

4. Commercial vitality

5. Brand and sense of place

6. Placemaking and design

TOOLKIT EXERCISE

Know your area template

Complete this template to understand your area.

Criteria	Summary notes
Location	
What is this place?	
Who are these people?	
How do they get here?	
What is the retail mix?	
What is the surrounding competition?	
What is our competitive advantage?	

What does this mean for our precinct?

What actions does it require?

TOOLKIT EXERCISE

Precinct health check

Precinct name _____ Date of precinct health check _____

Measure	Indicator	Answer	Notes
Business collaboration			
1. Business partnership status – are businesses working together?	What is the business partnership status (e.g. no partnership, inactive, volunteer, formalised structure, dedicated resources)?		
	Number of co-branded events held annually		
2. Community engagement	What is the non-business community representation on board structure (% of board seats)?		
3. Participation	Number of business participants (# and % of total)		
4. Financial contribution	Are there formalised arrangements in place to generate funds for activities ?		
	Annual fees \$		
	Annual levy \$		
5. Achievements	Key activities completed		
	Evidence of forward planning		

What does this mean for our precinct?

What actions does it require?

TOOLKIT EXERCISE

Precinct health check

Precinct name _____ Date of precinct health check _____

Measure	Indicator	Answer	Notes
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Customer experience

1. Inviting and welcoming	Do business owners take pride in their shopfronts and displays ?		
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Percentage of businesses with **outdoor** seating/dining

Number of businesses with **appealing shopfronts**

Are there **directional signs** for pedestrians and cyclists to guide them to the precinct?

Are people visiting to **hang out** and meet friends?

Are there **regular customers** visiting?

What does this mean for our precinct?

What actions does it require?

TOOLKIT EXERCISE

Precinct health check

Precinct name _____ Date of precinct health check _____

Measure	Indicator	Answer	Notes
Customer experience			
2. Accessible and safe	Is there a mix of people of different ages visiting the precinct at all times of the day?		
	Do business staff use customer/public parking within the precinct?		
	<ul style="list-style-type: none"> • What is the walking time to parking opportunities? • Number of parking bays (# and % of total) typically used as: <ul style="list-style-type: none"> – customer – staff – passenger loading zones – commercial loading zones. 		
	Percentage of paid or timed parking bays		
	What is the walking time to public transport stations (bus, ferry, train)?		
	How does this place feel in the evenings ?		
	Number of pedestrian walkways that have adequate lighting		
	Number of criminal offences that have been committed in your suburb in the last year: https://www.police.qld.gov.au/maps-and-statistics		
	How many business keep their lights on outside of business hours (# and % of total)?		

What does this mean for our precinct?

What actions does it require?

TOOLKIT EXERCISE

Precinct health check

Precinct name _____ Date of precinct health check _____

Measure	Indicator	Answer	Notes
Retail mix			
1. Convenience offer	Can customers do most of their everyday shopping in one visit to the precinct?		
	<ul style="list-style-type: none"> • number of stores (# and % of total) • food and grocery stores (e.g. supermarket, butcher, fresh food) • liquor • pharmacy/chemist • bakery/deli • newsagent/convenience store • personal services (hair, nails, repairs). 		
2. Destinalional appeal	<ul style="list-style-type: none"> • Does the precinct feel vibrant? • Are there businesses that people are choosing to go out of their way to visit? • Are shops open for business in accordance with their stated hours of operations? • Number of stores (# and % of total): <ul style="list-style-type: none"> – homewares and gifts – florists – apparel – cafés, restaurants, dessert – % national/international retailers. 		
3. Anchor tenants	<ul style="list-style-type: none"> • Who are the anchor tenants in the precinct? • Are the anchor tenants retailers or a non-retail use (e.g. medical, post office, child care)? 		

What does this mean for our precinct?

What actions does it require?

TOOLKIT EXERCISE

Precinct health check

Precinct name _____ Date of precinct health check _____

Measure	Indicator	Answer	Notes
Commercial vitality			
4. Visitation level	<ul style="list-style-type: none"> Number of customers on a weekday Number of customers on a weekend 		<p><i>Note: The most cost effective way to see visitation levels is through sample counts on a specific day and time. Other data sources include Google Analytics, installation of automatic counters and purchasing mobile phone-based Human Movement Data.</i></p>
5. Performance	Number of vacancies (# and % of total)		
	Number of business that left in the past 12 months		
	Number of new businesses in the past 12 months		
	Number of business that experienced revenue growth in the past 12 months		
	Number of businesses (# and % of total): <ul style="list-style-type: none"> open during the day open at night. 		

What does this mean for our precinct?

What actions does it require?

TOOLKIT EXERCISE

Precinct health check

Precinct name _____ Date of precinct health check _____

Measure	Indicator	Answer	Notes
Brand and sense of place			
1. Precinct identity	Number of heritage buildings	_____	
	Number of cultural attractions	_____	
	Number of well-known businesses	_____	
	Number of entertainment or destinational attractions	_____	
	Number of key attractions (e.g. public art, installations)	_____	
	Percentage of businesses with similar business hours	_____	
2. Customer perception	Do the local businesses have a good reputation?	_____	
	Percentage split between positive and negative Google reviews	_____	
3. Customer engagement	Does the precinct have a website or social media page?	_____	
	Number of website visits	_____	
	Number of social media mentions (e.g. how many people have tagged your precinct in a social media post)	_____	

What does this mean for our precinct?

What actions does it require?

TOOLKIT EXERCISE

Precinct health check

Precinct name _____ Date of precinct health check _____

Measure	Indicator	Answer	Notes
Brand and sense of place			
4. Marketing	Are real estate agents promoting the precinct as part of their marketing campaigns?	_____	
	Are there any sponsorship arrangements in place with local property developers?	_____	
	Are there any good news stories about the precinct in the local media?	_____	
	Percentage of businesses with a coordinated marketing strategy	_____	
5. Events	Are businesses working together to promote events or initiatives?	_____	
	Number of promotions in the past 12 months (e.g. free consultations, dining promotions, referral discounts)	_____	
	Number of events held in the past 12 months	_____	
	Evidence of monitoring success of events	_____	
6. Sustainability	Do businesses adopt green practices (e.g. no plastic bags, local sourcing)?	_____	
	Does the precinct display and communicate its sustainability practices?	_____	

What does this mean for our precinct?

What actions does it require?

TOOLKIT EXERCISE

Precinct health check

Precinct name _____ Date of precinct health check _____

Measure	Indicator	Answer	Notes
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Placemaking and design

1. Functionality Are there comfortable places to **sit** and people watch in all weather?

 Is the precinct accessible for **people with disabilities**?

 Percentage of shopfronts with roof covering and/or tree canopy for **weather protection**

 Number of **seating** opportunities

 Number of **public bathrooms**

2. Streetscape Is the hard and soft **landscaping** provided and maintained to a high standard?

 Percentage of businesses with an **active street frontage** (e.g. dining, planting, artwork, temporary displays)

3. Public spaces/ temporary event space Is there space to host temporary **events**?

 Has there been **investment into public space** in the past 12 months?

 Number of pop-up retailers, number and type of **temporary activations**

What does this mean for our precinct?

What actions does it require?

LOCAL RETAIL AND ACTIVATION STRATEGY



Dedicated to a better Brisbane

INTRODUCTION

IMPORTANCE OF
COLLABORATION

IS YOUR PRECINCT
FLOURISHING?



Placemaking: from transaction to interaction

Placemaking has an important role
in the success of our communities
and neighbourhoods.

Good placemaking can provide communities with a
sense of pride, belonging and local identity.

PLACEMAKING:
FROM TRANSACTION
TO INTERACTION

PROMOTING YOUR
PRECINCT

KEEPING
ON TRACK

What is placemaking?

Retail has long held an important role in placemaking and defining neighbourhood identity and perception for both its residents and visitors.

This section will provide you with the tools to attract more people to your precinct by creating memorable experiences and compelling reasons for them to visit.

Placemaking involves the reimagining and activation of spaces to create vibrant, memorable and social places and precincts where people feel a sense of belonging.

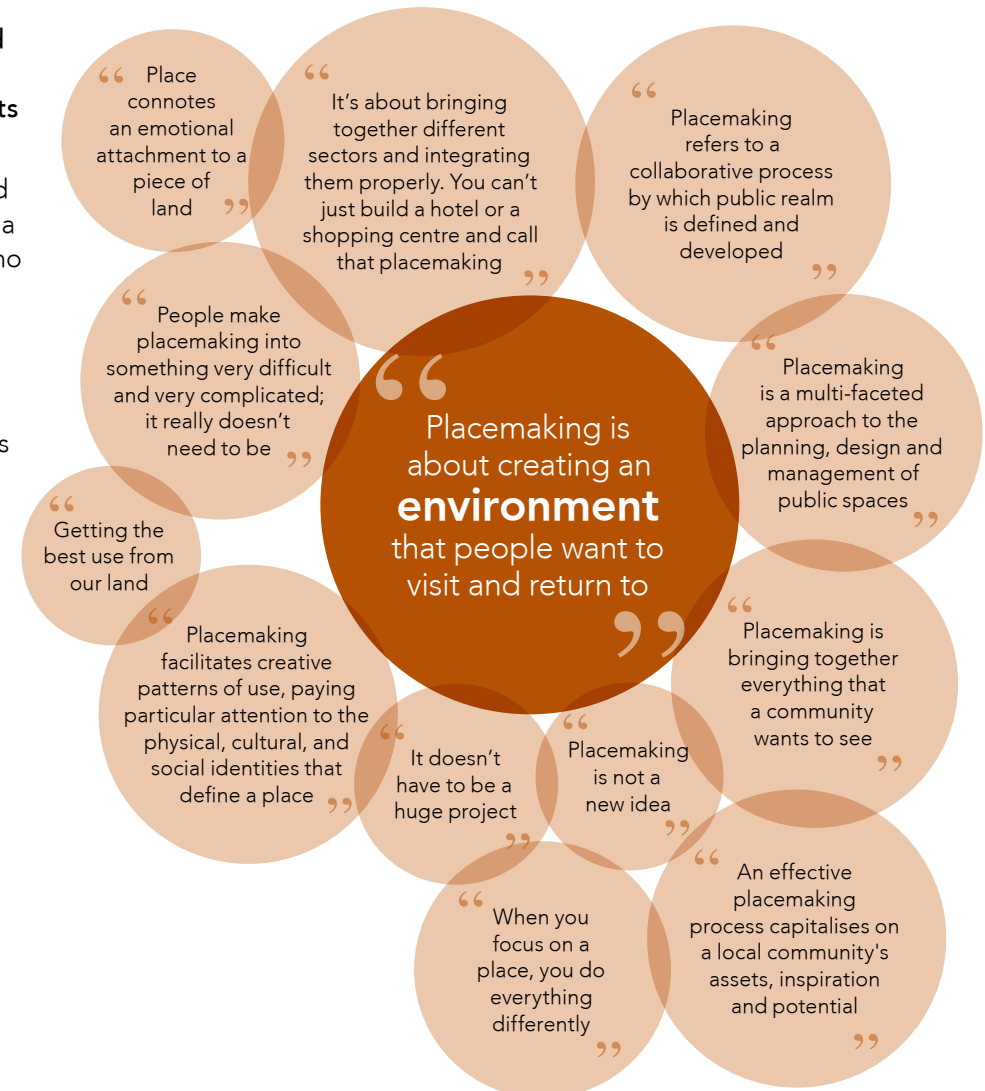
Placemaking is a long-term, future oriented process that recognises the uniqueness of a place. It involves listening to the people who live, work, visit, study and play in a place to discover their needs and aspirations. It uses short and long-term interventions to build on the place's existing qualities.

Well-designed places meet people's needs by harnessing the distinct characteristics and strengths of each place.

Delivery of good placemaking is dependent on the following:

- a shared vision
- application of appropriate skills
- collaboration.

Effective placemaking is flexible, collaborative and community-driven. It responds, adapts and utilises elements already in place. Successful placemaking uses existing people, places and things to maximise the overall impact and success.



Source: CBRE Research

Retail in the context of placemaking

Placemaking is about understanding how a place is experienced, the elements that make people want to stay and enjoy a place, and ultimately how they feel connected, comfortable and attached to a place.

Retail environments and place are inextricably linked. Customers do not want to shop in places that are unappealing.

Success factors

- Placemaking needs to be founded on a clear vision.
- It's important to understand a place – what will and won't work.
- The place must be authentic.
- Placemaking success is about people – make them feel special.
- It's what draws people to a place and keeps them coming back.
- A strong place has multiple layers and experiences.
- A place's overall offer must be curated.

Connecting with the community

When people enjoy spending time and returning to a place it starts to weave itself into the fabric of a community. The connection between people and place is palpable. When a local community is empowered to use and engage with a place they have claimed as their own, it becomes a learning and living resource. They can seek, share and return to the place, knowing that they will again find experiences they value.

Gradually, the effect is to establish a place in the fabric of the local community. Retail precincts have the opportunity create these places.

Lighter, quicker, cheaper

Lighter, quicker, cheaper (LQC) is a placemaking and community design method that originates from the Project for Public Spaces, an organisation based in New York.

Project for Public Spaces is a grassroots movement that leverages the lack of funding and resources for small-scale placemaking projects.

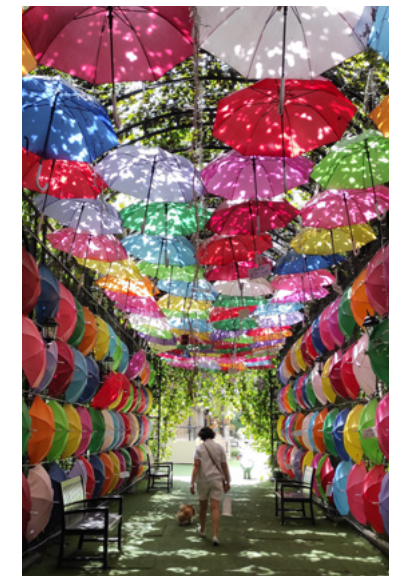
How are their projects done?

Lighter projects are seasonal or one-day events that can also be called pop-up projects. A 'lighter' project is flexible and temporary.

Quicker projects have short timelines from brainstorming to implementation. They avoid the long bureaucratic approval processes and look for a variety of funders to create their vision.

Cheaper projects explore private and public funding options. They are open to using grant programs, private sponsorships and partnerships, and crowdsourcing.

On the following page we have included some LQC imagery as inspiration for you to get the ball rolling in your precinct.



Placemaking process

What makes a successful placemaking project?

These are some recommended steps you can take when working on placemaking projects in your precinct. They are meant to represent work-in-progress and flexible approaches, because placemaking is never done and places must constantly be open to evolving.



Start with a vision

A vision can either come from a new project idea or an area that needs improvement.



Observe

See how people use the space. They may have the answer for what should be done to improve the space.



Innovate

Seize opportunities and make connections between unlikely concepts.



Understand the audience

Talk to the people who will engage with the project to better understand their wants and needs.



Collaborate

Make connections to help with anything and everything from funding, research and design to implementation, maintenance and promotion.



Create a place, not a design

Think about how the space will be used and design for those activities. Don't just think about how the outcome will look.



Use local talent

Using local talent will help to create an authentic connection between the project and the community.



Triangulate

Triangulation is the process by which a third party creates an attraction and prompts strangers to talk to each other as if they were friends.



Reflect

Think about the impacts your placemaking project may have on the social, economical and political climate of the community.

Activate your place

Do you have an empty space, shop or footpath that needs some activity?

Do you want to attract more people to your place?

Do you want your precinct to thrive and be a hive of activity?

You need to 'activate' your place!

Great places can stimulate conversation and social interaction, create interesting destinations for locals and visitors, reduce vandalism and build a sense of pride and ownership in the community.

There are many low-cost, easy and fast ways to create great places – the best part is you can act now!

Don't wait for someone else to do it! Read on to find some effective, easy and creative ideas that can make a difference to your business, street or entire precinct.

The aim of activating a precinct or shop is to create a space where people can stop and engage.

An active space is enjoyable and allows people to relax, which can draw more people to your precinct. Busy places attract people.

Placemaking recommendations

Placemaking recommendations are grouped under the following three themes:

1. Physical improvements

2. Events and activities

3. Retail experience

Included in the recommendations are several quick win projects that can be undertaken to have short-term, high-impact results.

Physical improvements

Small improvements can have a large impact on the retail experience by lifting the precinct's appearance and providing additional comfort and amenity for visitors.

Streetscapes that are dynamic, comfortable and engaging can create a memorable experience and encourage more people to visit and stay longer.

High-quality streetscapes can create an instant impression on visitors and help to instil a pride of place amongst traders and the local community.

Recommendations

Focus on common areas

- Increase shade and shelter to protect pedestrians and encourage them to stay longer.
- Create more places for visitors to pause by increasing informal and formal seating.
- Increase lighting throughout the precinct to enhance the evening experience and increase a sense of safety and activity.
- Install fairy lights in trees or string catenary lighting, and make sure shopfront, architectural details and retail displays are well-lit.
- Investigate providing gateway signage and entry statements to your precinct.
- Create a vibrant space outside your shopfront to attract customers.
- Block closures for neighbourhood events can bring residents together to socialise and experience their local retail precinct as a vibrant public space. Local organisations, families, neighbourhood associations and schools can also partner with you to enliven the experience.

Parklets

- Parklets are an effective way to create vibrant streetscape activity when limited space exists on footpaths or in front of shopfronts.
- Investigate the reclamation of car parking spaces and the temporary assembly of playful parklets for children and adults to engage in play, and dining parklets for eateries, bringing life to the street.

Greening

- Soften streetscapes by using planter boxers with suitable edges along shopfronts.
- Cover blank walls by using inexpensive wire structures for climbing plants.



HINTS AND TIPS

- People only visit where they want to go.
- Make your shopfront fun and engaging!
- Encourage lingering and conversations.



Events and activities

Pop-ups and seasonal events

Events and temporary activations create additional things to do in a retail precinct and provide reasons for locals and visitors to visit when they might otherwise choose to go elsewhere.

Temporary or pop-up events are a good starting point to activate a destination. They are a simple way to disrupt and kick-start business-as-usual because they attract different people at different times.

A regular program of events and activities help attract additional visitors to your precinct.

Recommendations

Pop-up retail and events

Events can be small-scale, informal events or larger, more formal events. These might include:

- invite a food truck or destination food operator to set up a pop-up location in your precinct one evening a week
 - encourage young traders, artists and innovative retailers to establish pop-ups that support bringing in more visitors
 - be dog, bike and child friendly
 - create a regular program of community focused events such as a pop-up cinema on a blank wall
 - consider forming a "What's On" communications strategy to promote your precinct
 - prioritise events to occur on weekends and evenings to help attract visitors when they're likely to have more leisure time
- investigate placemaking grants to develop coordinated events and pop-ups
 - hold a community "Chalk Festival" or community barbeque
 - encourage partnerships with different community groups (e.g. schools, community groups or charities)
 - generate a buzz with events celebrating diversity or something place-specific
 - run a competition that can link to your social media pages to engage with the community and attract more customers.





Retail experience

Maximising the retail experience

People no longer need to leave their house for products with the availability of online services and retailers. Engaging shopfronts are a competitive advantage bricks and mortar retailers have. This shifts the role of a local precinct to something that is a place people visit because they want to. It also reinforces the importance of place and experience – both for individual retailers and as a group across the precinct.

Memorable places are those people can sit, meet and engage some of their five senses.

This is achieved by:

- encouraging lingering at key locations and dwell-time within the precinct
- curating internal and external spaces
- window displays and artwork
- coordinated branding of the precinct.

Recommendations

Bring the inside out

- Enhance the visual interest of shops by 'trading out' and creating vibrant outdoor displays and sidewalk activations.
- Engage one of the five senses of those walking past.
- Curate internal and external spaces of each shop.

Retail trading and visual merchandising

- High quality visual merchandising and attractive shopfronts can dramatically lift the overall appeal of a precinct, the retail experience and leave long lasting memories of a place.
- Keep changing window displays and try to update your displays at least once a month. For busy shopping seasons like the holidays, you want to do it every couple of weeks or even every week if possible.

Activate vacant shops

- Explore transforming empty shopfronts into incubator spaces, micro tenancies or pop-up retail outlets.
- Explore using empty shopfronts as temporary gallery spaces or studios where artists can showcase their work.

Focus on precinct narrative and place identity

- Stories help craft relatable narratives for places. People are more easily able to form associations with places when there is a story to set the scene.
- Just as brands create an identity with a brand narrative, local precincts can too. Key components include high-level facts, a vision, its story, emotional impact and a marketable concept.



- Place identity is made up of both physical and non-physical (e.g. brand narrative, reputation) elements within the precinct. It is what makes one place different from another.
- Developing and curating the precinct's distinctive place identity is key to growing and strengthening your local precinct's brand.

HINTS AND TIPS

Employ a coordinated precinct-wide approach to:

- planting (e.g. pot plants)
- signage and branding
- furniture
- lighting
- continuous design elements – e.g. awnings, shopfront windows
- precinct public art.



Precinct management

Ongoing and coordinated management underpins successful precincts. On-site management helps long-term precinct planning and organisation, as well as day-to-day housekeeping.

While your precinct may not have a dedicated management structure in place, there are some place management strategies you could consider implementing.

- **Be customer-centric:** Focus on the customer experience, encourage more frequent visits and a longer 'dwell time'. This may include coordinating consistent trading hours across the precinct, considering what people might do or where they might wait between appointments, or reasons why they might visit the precinct again.
- **Encourage a mix of retail types:** Diversity in the mix of retail types can create a dynamic and nimble precinct more able to respond to change. The mix can be curated over time to meet broader precinct goals.
- **Cluster retail types:** Locating like with like strengthens retail destinations. Smaller retailers particularly benefit due to shared marketing, promotions and a greater destinational pull.
- **Emerging trends:** Keep up-to-date with emerging trends within the precinct. These could be used to create event, art or placemaking opportunities.
- **Involve all back-of-house stakeholders:** Each stakeholder has different skill sets, knowledge and insights to contribute. Key stakeholders include property owners, managers and leasing agents.
- **Collect data:** Look for ways to obtain feedback, information or data about your precinct and the initiatives you undertake. These might include vehicle counts, pedestrian counts or visual observations.
- **Maintenance and cleanliness:** Coordinate a regular maintenance and cleaning schedule across your precinct. Encourage a small, regular and frequent routine that is shared across shops.
- **Tidy shopfront:** Keep your shopfront tidy by using it as an opportunity to interact with customers!

Waiting and destinational drawcards



Coupons and merchandising



HINTS AND TIPS

- Be customer-centric with consistent trading hours.
- Coherent mix of retail types.
- Visible and active street frontages.
- Constant and active casual surveillance.
- Cleanliness.
- Encourage spill-over to footpath e.g. dining, visual merchandising, signage, planting.



TOOLKIT EXERCISE

Steps to make great places

Use this worksheet as a placemaking guide for your local retail strip.

Find out

What are the **key characteristics and history** of your local retail strip?

Who are the **people (now and future)** that use this retail strip? How do they use your precinct?

How can you **approach these groups of people**?
What can you talk with them about?

Create ideas

What is the **ideal future vision** of your retail strip for your local community? This can be one idea or many.

What is required to **deliver this vision**?
Write these as statements.

How can you **add this to the story** of your local place?
This will help people get excited and make decision-making easier.

Implement

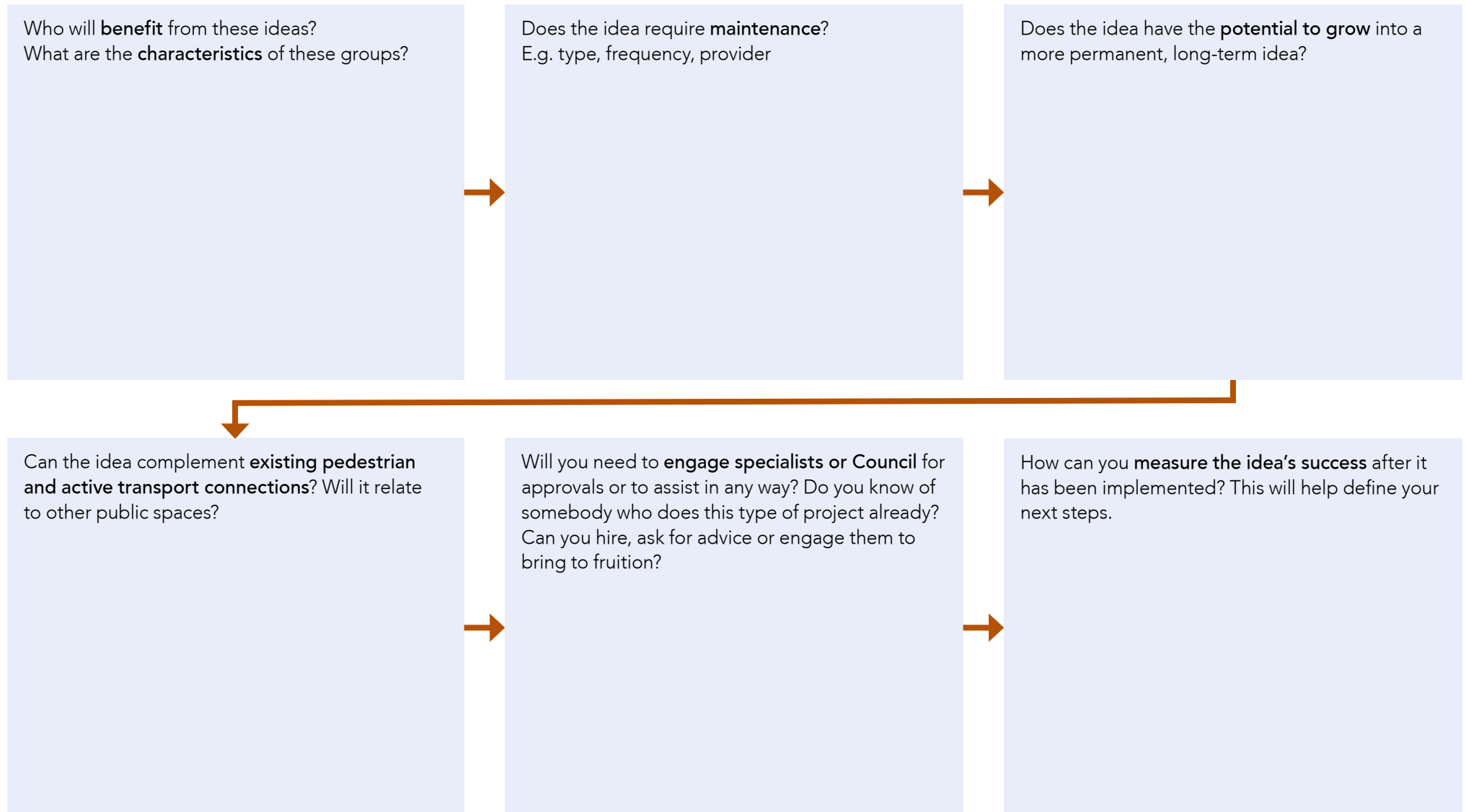
What is the **top idea** or set of ideas that can be enacted? Who can **champion** these?

Categorise actions by **cost and timing**.
What actions can be delivered in the short-term?
Which can be delivered in the longer term?

Which idea will **go first**? What needs to happen for this to be implemented in your precinct?

TOOLKIT EXERCISE

How to refine your placemaking strategy



TOOLKIT EXERCISE

How to host an event

Events are good ways to engage with the local community and new customers, and showcase small business, local artists and restaurateurs.

Steps to holding a successful event

1. Establish event goals and objectives (six months)
2. Select event date
3. Develop event plan
4. Create event budget
5. Brand event and begin publicity (12-16 weeks)
6. Arrange sponsorship and speakers (8-10 weeks)
7. Launch ticket sales (if paid)
8. Coordinate with event suppliers (catering, equipment etc.)
9. Manage event day set up and execution (one week – during)
10. Conduct a thorough evaluation (post-event)

It is important when organising an event to remember what type of permits you'll need for the day. It is important to talk with Council on the required forms and process for these permits. Refer to "**Keeping on Track**" for more information.

Notes

There are dos and don'ts when hosting an event:

Do

- ✓ **Keep the event short.** Long events can result in a lack of volunteers throughout the day and lower crowd numbers at times.
- ✓ **Document the day.** It is important to take lots of photos and encourage visitors to upload their photos to social media and tag your business and precinct.
- ✓ **Take advantage of momentum.** It is important to catch up with your precinct business group and volunteers to discuss what is next.

Don't

- ✗ **Delay planning.** Start the process early as applications and permits may take time. It is also important to have time to promote the event.
- ✗ **Make the event too big.** If you plan too much you can get overloaded with tasks.

TOOLKIT EXERCISE

Event planning checklist

Events are a great way to activate your precinct and attract more visitors. We have put together the following checklist to help you plan your event.

HINTS AND TIPS

Remember to start planning early so you have enough time to get all the approvals and marketing material ready for the event.

Task	Summary notes
1. Establish event goals and objectives (six months)	
2. Select event date	
3. Develop event plan	
4. Create event budget	
5. Brand event and begin publicity (12-16 weeks)	

Task	Summary notes
6. Arrange sponsorship and speakers (8-10 weeks)	
7. Launch ticket sales (if paid)	
8. Coordinate with event suppliers (catering, equipment etc.)	
9. Manage event day set up and execution (one week – during)	
10. Conduct a thorough evaluation (post-event)	

TOOLKIT EXERCISE

How to deliver successful pop-ups in vacant spaces – a guide for landlords

HINTS AND TIPS

Vacancies should be considered as an **opportunity to market your precinct.**

Task	Summary notes
Identify spaces for temporary activation	Vacant, unused or awaiting redevelopment
Make safe for immediate use	<ul style="list-style-type: none">• Clean and inviting• Electricity• Plumbing• Waste management• Insurance
Check with Council for any permits and approvals	
Prepare a contract for a short-term lease/licence	Transparency around pop-up conditions and length of lease

Task	Summary notes
Check that the potential tenant has correct permits and insurance	
Promotion and marketing partnerships	Will your precinct be promoted in exchange for discounted rent?
Outline a pathway for pop-up tenants to become permanent tenants	<ul style="list-style-type: none">• Longer term lease arrangements• Rental arrangements

INTRODUCTION

IMPORTANCE OF
COLLABORATION

IS YOUR PRECINCT
FLOURISHING?

LOCAL RETAIL AND ACTIVATION STRATEGY



Promoting your precinct

Marketing and building brand awareness is not just about selling. It's about connecting with your customers and building trust and connection.

Through marketing and communications you will be able to build a narrative that articulates the values of your precinct that hit the right touchpoints with your customers and community.



Dedicated to a better Brisbane

PLACEMAKING:
FROM TRANSACTION
TO INTERACTION

PROMOTING YOUR
PRECINCT

KEEPING
ON TRACK

Let's get started — ideas to market your precinct

Customers expect authenticity, so your marketing pitch needs to reflect the role and mix of your precinct today.

This easy-to-use DIY resource pack is designed to help you navigate the world of marketing, right from brand ideation and logo creation all the way through to social media, email marketing and public relations.

To increase customer visitation and spend you need an effective marketing strategy that:

- leverages the insights about your market and competitive profile you can glean from your place analysis and health check, and
- uses all relevant media channels to engage with your local community and to expand market penetration further afield.

This section provides marketing tools to help you develop and execute a successful marketing strategy.

Before you use these, think about all the different ways to make some noise and talk about your precinct.

Get creative! There are no bad ideas here.

Here are a few thought starters:

- host a community event or market day
- run a shopping or dining promotion
- create an eNewsletter/publicity packs/editorial articles/short videos/street guide
- run an Instagram competition
- develop a Family Fun Day where kids get free icecream and face painting
- celebrity/local hero appearances
- create a pop-up cinema
- have a charity or local fundraiser event
- create an Instagram-worthy graffiti wall/mural with branding to generate shareable content
- develop cross-promotional strategies with other retailers in the precinct
- set up a calendar of events with a focus on peak periods (e.g. Christmas, Halloween)
- target tourists by setting up partnerships with hotel and tour operators.

PLACES THAT INSPIRE US

James Street

A contemporary Urban Resort

From the outset James Street has dared to be different. The precinct has evolved through the leadership of its four key landowners and a Creative Director appointed to understand the role of the street within the suburb.

Leveraging the clubs, arts and creative flair of the area, James Street today is a curated lifestyle precinct and Urban Resort. With the inclusion of the Calile Hotel complex, it is a genuine city break destination.

The Friends of Calile scheme provides local shop discounts for hotel guests and special room rates for regular shoppers, all of which encourages dwell time and spend.

The James Street Instagram page has a clear aesthetic and attracts 37,000 followers. It received global exposure through a Monocle magazine review article in 2012.

TOOLKIT EXERCISE

Marketing plan on a page

Developing a marketing plan will help your precinct stand out from the crowd.

A strong plan will help you develop your precinct's point of difference so you can be easily identified by your existing and potential customers.

Use the guide below to help prompt conversations when you are completing your marketing plan on a page (template provided on the following page).

Objectives

List the top three things you are trying to achieve as a precinct.

Target audience

List your top three customer segments and two to three customer personas so you have a really clear understanding of who they are. Look at your current customer bases, and consider the types of people that buy from your businesses to discover characteristics and interests they share. Think about demographics e.g. ages, location, income.

Our biggest challenges

Outline the top challenges your precinct is faced with and what is stopping you meeting your goals.

Our strengths/benefits

What is the positioning statement of your precinct and the collective value you offer customers? What do you bring to the neighbourhood and why will locals love you? Identify key features that make your precinct unique and any advantages you have over competitors.

How will you position yourselves differently to your competitor set? What value does your precinct offer?

Competitor strengths

Think about who your top competitors are, what they do differently to communicate with their customers.

List out your competitors and consider: who and where they are, what they are doing to market themselves, how well they're doing, how much of a threat they pose and what gaps your precinct can fulfil?

Core precinct value

What is the positioning statement of your precinct and the collective value you offer your customers? What do you bring to the neighbourhood and why will locals love you? Identify key features that make your precinct unique and any advantages you have over your competitors. How will you position yourselves differently to your competitor set?

Channels to connect with customers

Think about how you are going to talk to your customers, both new and loyal. What platforms are you going to use?

Actions/campaigns

Discuss and outline the key activity, events and promotions you will have to tell people over the next month/three months/six months/one year.

TOOLKIT EXERCISE

Marketing plan on a page template

Note: not intended as a static document.
Refresh, update, be conscious of
your progress month by month.

Precinct name _____ Date plan made/last refreshed _____

Objectives

Three things you want to achieve in:

12 months – short-term goals

- 1.
- 2.
- 3.

Three years – mid-term goals

- 1.
- 2.
- 3.

Target audience

Describe your ideal customer

Our biggest challenges

Weaknesses/obstacles to be overcome through marketing

- 1.
- 2.
- 3.

Our strengths/benefits

Unique features to be amplified through marketing

- 1.
- 2.
- 3.

Competitor strengths

Who are your competitors? What do they offer?

- 1.
- 2.
- 3.

Core precinct value

Compelling statement about why people should visit

Channels to connect with customers

Consider both new and existing channels and groups

Existing customers

New customers

Actions/campaigns

Discuss and outline the key activity, events and promotions you will have to tell people over the next month/three months/six months /one year

This month

Three months

Six months

TOOLKIT EXERCISE

Create your precinct brand in three easy steps

Step 1 The fun stuff! Compile inspiration

Create a mood board of brands, competitors, styles that inspire how you would like your precinct brand to look.

Patterns/textures you like

Colour palettes you like

Discuss the imagery you have available, think about the precinct as a whole, as well as featuring certain shopfronts

Fonts you like

Step 2 Workshop a precinct name

This is how you'll talk about yourselves collectively. (e.g. Smith Street Shops or Ann Street Plaza).

Ensure it's catchy, memorable and unique.
Check online, to ensure no one else has your name!

Option 1

Option 2

Option 3

TOOLKIT EXERCISE

Create your precinct brand in three easy steps

Step 3

Time to bring your brand to life

Create a logo. You can brief a designer or use tools like the free logo maker by Canva. Start with your business name and refer to your inspiration from step one.

Optional – Create a slogan/catchphrase which will be used with your logo (e.g. Made for locals, by locals).

Option 1

Option 2

Option 3

TOOLKIT EXERCISE

How to plan a successful marketing campaign

Let's create a campaign plan to make sure we know how to achieve it.

Now that you have a brand, a plan and fantastic ideas for how to market your precinct – the next step is to get specific about what you want to tell your customers.

Campaign ideas could include a Christmas shopping fair or shop local angle.

Campaign overview

Background

Set some context for the project – set the scene. What is it? Why are we doing it? Why now?

Key messages/benefits

Any product unique selling points?
 Key things the audience needs to know?
 One-liners/taglines to be communicated?

The objectives

What do you want to achieve through this campaign?
 List one to five things and the more measurable the better.

What do you want people to think, feel and do?

One to three points for each.

Target audience

Who is this campaign designed to reach?
 It's okay to have a primary and secondary target.

Audience insight(s)

What do we know about the target audience that would compel them to act/care about this campaign?

TOOLKIT EXERCISE

How to plan a successful marketing campaign

Campaign strategy

The idea in a sentence

What's the creative concept that will make the audience pay attention and achieve the campaign objectives?

How will it come to life?

What channels and assets help bring your idea to life?

Creative direction (optional – for briefing creative)

What level of creative direction is required?

Full campaign creative direction – moodboard with palette, typography, imagery style, iconography etc.

Logo lockup

We can run with the house palette, imagery and typography style

Any creative references/visuals?

Any mandatories?

Partner logos to be included? Colours to avoid? Sensitivities to be conscious of?

Timeline

Key milestones

These milestones will depend on the complexity of the campaign, and whether or not partners are involved.

Campaign strategy by: _____

Creative direction presentation and sign off by: _____

Campaign plan outlining asset live date by: _____

Hero campaign creative asset approved by: _____

Asset creative complete by: _____

TOOLKIT EXERCISE

How to plan a successful marketing campaign

Map out your campaign creative timeline

Your creative assets are the designs which bring your idea to life.
Create a timeline and consider if you need to source designers.

Campaign creative timeline

You can find a template here <https://templatelab.com/creative-brief/>

Creative brief Due Date _____

Brief designer Due Date _____

Creative direction proposal Due Date _____

Creative deliverables Due Date _____

Create an action plan

Create an action plan for all stakeholders to identify who is responsible for each task and when they are due.

You can download free templates here:

<https://templates.office.com/en-au/gantt-project-planner-tm02887601>

or use an online project management tool:

<https://blog.hubspot.com/marketing/free-project-management-software>

TOOLKIT EXERCISE

How to plan a successful marketing campaign

Measure campaign effectiveness

Create a template to track how your campaign is contributing to achieving your goals and objectives.

Capture your results closely. Reporting will help you assess success and guide you to continue or trial different channels/assets.

Try the marketing campaign report template from Smartsheet here: <https://www.smartsheet.com/content/marketing-campaign-templates>

Example metrics to track in reporting

Social media

Refer to social media guidelines

Email

Growth – size of database

Engagement – email open rate, click through rate

Website

Awareness – track unique visits, new users

Engagement – track page views, time on pages, bounce rate and conversions (email sign ups)

Advertising

Track **awareness**

Impressions and reach

Website unique visits and magazine/print circulation

Public relations

Capture third party **website visits**

Email **database** size

Likes/comments on posts

Magazine/print **circulation**

Collateral

Keep a measure of

How many flyers/posters you distribute

And **when** you run out of stock

to gauge how many potential people you have reached

TOOLKIT EXERCISE

Social media guidelines

Interacting with your customers on social media is an important marketing strategy for small businesses.

Using social media helps build brand awareness, increase your customer base, and connect with current and potential customers.

Finding the right social media platform/s for your precinct to maintain a presence can be challenging especially for small businesses. The platforms used should provide measurable returns to justify your efforts. Review the practices opposite to help guide you on what you might need.

Craft your personality

Your business needs social media because it opens up a two-way dialogue with your audience.

On social media you can address praise, answer questions, mitigate concerns, or just chat in real time. Consider your voice and tone. How do you want to appear on social media?

Your voice/personality will come through how you:

- reply
- create call to action phrases
- caption
- create social media bios
- reply to direct messages
- use visuals (text on images)
- create ads and promotions
- use hashtags.

Dos and dont's when it comes to social media:

Do

- ✓ **Monitor** your analytics.
- ✓ Be **consistent** across platforms.
- ✓ Ensure content is **quality** not quantity.

Don't

- ✗ Post **too often**.
- ✗ Spread yourself too thin – choose your **platforms** wisely.
- ✗ Worry about numbers – focus on **engagement** levels.

HINTS AND TIPS

Be agile!

Building a brand online will help you pivot your business through times of uncertainty.

The COVID-19 pandemic accelerated businesses to shift and adapt to a changing and online market.

Examples of being nimble include:

- find your niche
- reinvent yourself
- think long-term
- refine your offer
- offer mini versions of your product
- go contactless.

TOOLKIT EXERCISE

Choose your social platforms

There are a wealth of social platforms available for your precinct, if you are not already using them.

We have listed a few platforms to consider for your precinct and why they might benefit.

Instagram

Instagram is a visual platform. You can gain followers and engage with loyal customers.

This platform can also act as a personal version of your website, use Instagram Stories to provide video behind-the-scenes, reshare stories from your customers or post about a special shopping event in your precinct.

Notes

Facebook Business Page

To create a Facebook business page, you need to have a personal Facebook account.

Facebook Pages are great to promote specials, news and help you improve visibility in Google, driving more traffic to your website. You can also run targeted ads from Facebook to attract more foot traffic to your precinct.

Yelp/Zomato/Tripadvisor/Google My Business

Create a business listing on these types of platforms to enable customers who like your precinct to leave reviews to recommend their experience to others.

Keeping your business listings up to date with events, news, and open hour reminders helps you appear in more local searches, and increase your visibility in Google.

Other social media platforms include:

- Twitter
- LinkedIn
- YouTube
- Tik Tok and more...

TOOLKIT EXERCISE

Seven steps to create an epic social media calendar

1. Monthly goals

What do you want to achieve this month?
Set an **achievable timeline** for each goal.

2. Content pillars

Define the **themes** of your content, e.g.
resharing customer testimonials, business
features, special offers, quotes.

3. Determine when to post

Each platform has a different **optimal time to post**.
Recent Facebook and Instagram research can be
viewed on Sprout Social:
<https://sproutsocial.com/insights/best-times-to-post-on-social-media/#instagram-times>

4. Create a calendar template

Use Google Spreadsheets or source a
calendar template. Consider local events
or occasions to comment on!

5. Add content to calendar

Expand on your **pillars** and add posts to your library.
Colour code each pillar.

Notes

6. Collect and create content

Research and **collect** your content in a
Google Drive folder. Create posts and
map out any destination links.

7. Track performance

Add a tab to your spreadsheet to track the
dates your content went live and what
content is landing with your audience.

TOOLKIT EXERCISE

Managing your platforms

Curious about how to start managing all your social media platforms?

Depending on which platforms you decide to use, there are different tools to help plan, schedule and monitor content on social media.

Content scheduling

Notes

Facebook Creator Studio

- Create, publish and review content for Facebook.
- This tool is free to use with your Facebook Business Page.

Sked Social

- Helps you upload, schedule and review content for Instagram, Facebook and Twitter. One of the only tools to schedule Instagram Stories.
- This tool is paid.

Sprout Social

- Helps you upload, schedule and review content for Instagram, Facebook, LinkedIn, Twitter, Pinterest and YouTube.
- This tool also includes an all-in-one paid social inbox for all your direct messages.
- This tool is paid.

Planable

- Preview and plan Facebook, Twitter and Instagram posts exactly as they will appear when they are published with this paid tool.

Hootsuite

- Plan, create and schedule posts and analyse their performance with this paid tool.

TOOLKIT EXERCISE

Measuring and learning

Each platform will have their own type of insights for you to gather data and analytics.

These will be collected from your accounts and campaigns to track and improve performance. Here are a few metrics you might want to measure.

Some metrics to measure

Notes

Followers/page likes

- To assess if your community is growing.

Reach

- Understand the number of unique views you have achieved with your posts. The bigger, the better!

Engagement

- Review how your content is resonating with your followers.

Frequency

When and how often to post.

- Review how well your posts are performing at different times.
- Investigate if posting once a day or twice a day is having a positive impact on your engagement.

Mentions

- How many people have tagged your business.
- These are your advocates and demonstrate strong signs that your precinct's activity, products and/or services are resonating with your customers.

Website visits

- Has social media helped drive traffic to your website?

TOOLKIT EXERCISE

Content marketing tools

Now it's time to think about how you can bring your stories to life.

How to distribute your content ideas

We have listed some popular types of content formats that might be effective for your precinct.

Tick the content types you like below.

Blog posts

These live on websites and are a great way to attract new visitors through education

Case studies

Provides the opportunity to tell a real story or experience. Great for convincing people why they should shop within your precinct

Videos

Highly engaging, very sharable content medium

Infographics

Visual ways to demonstrate data or information

Social media

Think about how you can use Instagram Stories

Email marketing

eNewsletters

Brainstorm how you can use these content formats to put your content ideas out into the world.

TOOLKIT EXERCISE

Content marketing tools

Tools to optimise your content

Notes

BuzzSumo

<https://buzzsumo.com/>

Helps you discover popular content and content ideas. This company offers a number of market research tools, one of which uses social media shares to determine if a piece of content is popular and well-liked.

HubSpot's Blog Ideas Generator

<https://www.hubspot.com/blog-topic-generator>

Get blog post ideas for an entire year. All you need to do is enter general topics or terms you'd like to write about, and this content idea generator does all the work for you.

Canva

https://www.canva.com/en_au/

Canva is an app to easily create beautiful content, with plenty of templates to pick from.

BlogAbout

<https://www.impactplus.com/blog-title-generator/blogabout>

This tool shows you common headline formats with blanks where you can fill in the subject you have in mind.

CoSchedule's Blog Post Headline Analyzer

<https://coschedule.com/headline-analyzer>

This tool analyses headlines and titles and provides feedback on length, word choice, grammar, and keyword search volume.

TOOLKIT EXERCISE

Email marketing guidelines

Want to engage your customers quickly and directly? Email marketing is the activity just for that!

Your ultimate guide to email marketing

Email marketing uses electronic mail as a way to communicate with your potential or current customers.

Why you should use email marketing

- ✓ Having **first party data**, like an email address, of your customers helps you to have a direct conversation.
- ✓ Email is a **fast and easy** way to communicate information.
- ✓ Helps to **build relationships** with customers through regular communication.
- ✓ You can **drive traffic** from your email to your website or to specific destinations you want to promote, such as a special event.
- ✓ Your customers can easily **share your content** with their friends and family, creating advocacy.

Pick your platform

There are many email marketing platforms out there to help promote your precinct. It's important to find the right platform for you, which will depend on **budget**, anticipated **size of database** and how advanced you'd like the **software** to be.

Mailchimp (<https://mailchimp.com/>) is a popular platform for small businesses. You can also read this article to review other **popular platforms** on the market:

<https://blog.hubspot.com/marketing/best-free-email-marketing-tools>

Notes

TOOLKIT EXERCISE

Email marketing guidelines

Here are some ideas to grow your database. Workshop how these might be right for your precinct.

Notes

Ways to build your email database

Join our club

Create an attractive call-to-action (CTA) message to entice customers to sign up to your database, by explaining what they can expect to receive.

For example, "Join our club to stay connected with local news, promotions and events!"

Use this on your website and social media.

Create yours:

Create a sign-up sheet

Create a simple sign-up sheet you can offer customers to leave their details on when they shop with you.

It might include:

- ✓ Name
- ✓ Email
- ✓ Date of birth
(why not send them a birthday message or offer?)

Any other ideas?

Giveaways and competitions

Run promotions and create a sign-up form in exchange for contact info.

Discuss what giveaways and comps your precinct partners can offer, i.e:

- ✓ Free consultations
- ✓ Discounts
- ✓ Vouchers

Come up with yours:

Mail drop

Create a small flyer to distribute to locals in your area using your JOIN THE CLUB messaging to remind them how they can sign up to stay connected.

Discuss what assets you have that you can place your flyer:

TOOLKIT EXERCISE

Email marketing guidelines

Now you know how to build your database, it's time to think about what you will be communicating to your customers.

What to put in your emails

Discuss the different types of content your precinct can create.

Here are a few ideas:

- **welcome email** to new subscribers, offering them to follow you on social media and visit your website
- create a regular **eNewsletter** which looks at news, highlights store specials and local stories
- **customer loyalty rewards**. Create offers and promotions tailored to your loyal fans. Make them feel like you treat them separately to your usual customers with a personalised email
- promote upcoming **events**
- **business Spotlight**. Interview a business owner and share their story
- promote **special discounts or offers**, giving your subscribers exclusive first-looks to create value.

List some additional content you'd like to see in your emails and how they create value so your subscribers keep opening them and engaging with your stories, news and promotions.

There are a few dos and don'ts when it comes to email marketing:

Do

- ✓ Build a **relationship** through your brand.
- ✓ **Communicate** regularly.
- ✓ Encourage **email sharing**.

Don't

- ✗ Communicate **too frequently**.
- ✗ Lower the **quality** of your content.

LOCAL RETAIL AND ACTIVATION STRATEGY



Dedicated to a better Brisbane



Keeping on track

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

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

Setting goals and performance monitoring

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

These should be:

Specific

Measurable

Achievable

Realistic

Timely

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

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

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

Measuring community engagement

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

Measuring business engagement

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

Measuring business performance

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

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

HINTS AND TIPS

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

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

Taking it to the next level

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

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

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

As a legally incorporated organisation you will be able to:

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

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

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

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

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

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

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

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

TOOLKIT EXERCISE

Customer survey

Precinct name _____ Survey purpose _____

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

Tell us a little bit about you

Q1. What is your gender?

Female Male Prefer not to say

Q2. Which age group applies to you?

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

Q3. What suburb do you live in?

Q4. Is this your local shopping precinct?

Yes No

Q5. How do you get here?

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

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

Q6. How often do you visit this precinct?

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

Q7. What is your primary reason for visiting?

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

Survey continues on next page

TOOLKIT EXERCISE

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

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

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

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

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

Q12. What is missing from this shopping precinct?

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

TOOLKIT EXERCISE

Business survey

Precinct name _____ Survey purpose _____

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

Tell us a little bit about your business.

Q1. Are you a business owner or manager?

Business owner Business manager

Q2. Approximately how many employees do you have?

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

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

Increased Decreased Stayed the same

Q4. Which industry best describes your business?

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

Q5. How long has your business been operating?

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

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

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

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

Increased
Decreased
Stayed the same

Survey continues on next page

TOOLKIT EXERCISE

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

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

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

Increased Decreased Stayed the same

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

Increased Decreased Stayed the same

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

Increased Decreased Stayed the same

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

Increased Decreased Stayed the same

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

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

Survey continues on next page

TOOLKIT EXERCISE

Q14. What do you value most about this precinct?

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

Q15. What is missing from this precinct?

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

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

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

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

Business plan checklist

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

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

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

Council permits

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

Footpath dining permits

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

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

Advertising permits

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

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

Festivals or market permits

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

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

Outdoor lighting

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

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

Staying informed

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

It is important for businesses and business groups to understand:

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

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

Useful links and resources

Doing business in Brisbane:

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

Business Hotline 133 BNE:

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

Brisbane Community Profiles:

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

Queensland Police Service – Online Crime Map:

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

How to get advice (planning enquiries):

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

Development.i

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

Business Hotline 133 BNE

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

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

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

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

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




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

Brisbane City Council
GPO Box 1434, Brisbane Qld 4001



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