



# EAST IVANHOE Village Shopping Centre



## **BUSINESS PLAN 2023 – 2028**

East Ivanhoe Business Association

## Acknowledgement of Country

We are proud to acknowledge the Wurundjeri Woi-wurrung people as traditional custodians of the land and we pay respect to all Aboriginal and Torres Strait Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

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## 1. Centre Overview

East Ivanhoe Village provides a unique, welcoming experience, Tucked away in a heavily treed valley, the centre's unique attributes include a compact distribution of quality boutique retail establishments and professional services set among historic architectural sites such as the 1939 Beauview Estate. These features, along with established and welcoming traders allow the Village to enjoy a unique sense of timelessness and an idealized village feel. These elements build East Ivanhoe as a unique centre and one of Melbourne's delightful hidden secrets.

East Ivanhoe is one of Banyule's Neighbourhood Activity Centre's and provides opportunities to address challenges around environmental sustainability, access and an aging population. To address these challenges, the centre's existing business plan is guided by the State Government's strategy Melbourne 2030 and focuses on precinct development with the consideration of trader, property owner and community interests and associated Council strategic plans and guidelines.

East Ivanhoe Village is one of 11 shopping precincts in the City of Banyule and one that with appropriate planning can encourage more people to live, visit and shop in the area. Some of the key issues to be taken into consideration include:

- \* broadening the business mix to cater to a larger audience
- \* serving community needs
- \* improving access to the precinct including, traffic management, calming, safe pedestrian access including cycling and walking.
- \* encouraging business activity
- \* provide a focal point – 'point of difference' in order to attract the local community to the centre and create an ambient, green environment that the community can enjoy.

This five year plan is being developed in the background to local businesses still recovering from the COVID pandemic. We cannot lose sight that while we hope the worst of this pandemic is over businesses that have survived are still in recovery mode. Many are now experiencing difficulties access staff, have rising costs such as electricity and gas and it is envisaged that wages will rise over the period. The East Ivanhoe Village precinct has the strength of local support but this cannot be taken for granted. Without the special rate being in place and without Banyule Council matching funds we would not be in a position to continue to promote and support the local business community against larger centres.

## 2. CHALLENGES – OPPORTUNITIES

### CHALLENGES

East Ivanhoe faces environmental challenges including the facilitation of increased numbers of vehicular traffic in a centre with limited parking and pedestrian routes. Whilst the centre is recognized by customers as friendly and welcoming, which has a great feel/vibe along with a strong community focus, an ongoing address of transport and physical facilities is required to maintain accessibility. Physical improvements to the precinct including better lighting, footpath treatments, street furniture, footpaths and greening to mention a few, need to be addressed to further improve the atmosphere as well as safety to the precinct.

External factors including interest rate rises, downturn in housing values, increases in cost of living is putting more pressure on everyone including those within the local community.

In addition to this, competition looms large with many retail centres both big and small all vying for a share of that available retail dollar. Emerging trends we see emerging include:

- \* A changing retail mix with a greater focus on services.
- \* Greater residential development in and around the precinct and the effects of this on business.
- \* The manufacturing sector making the transition to the knowledge economy and will be reliant on a highly skilled workforce.
- \* Banyule's unemployment is lower than the metropolitan average but growing in some suburbs and amongst younger people.

## OPPORTUNITIES

East Ivanhoe has a unique opportunity to build on a strong local convenience image and a young affluent catchment demographic. Census data suggest families are well established with 22% of the household population at university, and 16% at secondary schools, hence above national average of adults aged 45+ years.

Online shopping and delivery of goods direct to the consumer needs to be embraced by our local business community as an added service. Providing 'click and collect' options will assist in building on the 'buy local' trend that has emerged over the COVID period. With more people still working from home access to product direct and in a convenient way is now the new norm.

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Providing an 'Experience' – Unique Selling Proposition

1. Businesses need to be able to know who their customer is,
2. Provide customer service which in turn builds loyalty and repeat visits.
3. Create a unique shopping experience – vibrant, attractive well-presented businesses.
4. Targeted business growth and retention initiatives.

Retail is about lifestyle, community and loyalty more so than transactional (mainstreet conference). Marketing and centre activations need to be unique to appeal and attract customers to the area.

### **3. CENTRE'S ACTIVITY MIX**

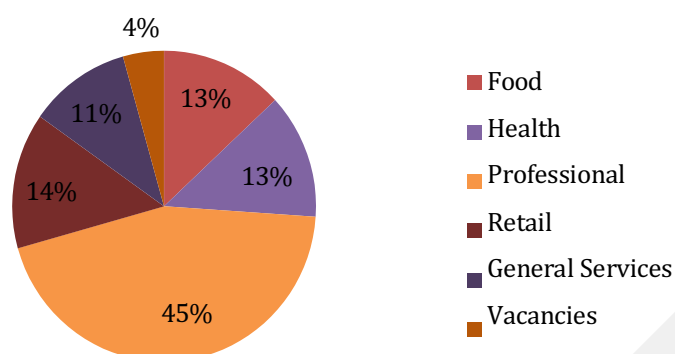
The Village has a boutique style character highlighted by quality beauty, fashion and professional service mix that support the convenience focus of this neighborhood centre. The mix highlights opportunities for the introduction of child focused, technical and education focused retailers.

There are a total of 92 premises in the Village with business focus being one of convenience shopping with a local neighbourhood feel.

Premises	Number	% total
Food	12	13.04%
Health	12	13.04%
Professional	41	44.56%
Retail	13	14.13%
General Services	10	10.86%
Vacancies	4	4.37%

Professional services make up a significant proportion of the business mix. This is followed by retail services. There appears to be a gap in the areas of fashion and then equally by food and health. Key anchor businesses are the Bendigo Bank and Foodworks supermarket. Foodworks is a major strength to the centre, but the village is restricted in its diversity with limited offers servicing its community base.

## Business Mix



### 4. Consumer Profile – East Ivanhoe Village – South Precinct

The suburbs of Eaglemont, Ivanhoe and East Ivanhoe make up the South Precinct. It is an established residential area with commercial centres in each of the above suburbs with Ivanhoe covering the largest area.

#### In summary

- Ivanhoe East has a total population of 3,789 people living in 1,514 dwellings with an average household size of 2.6 people. In the southern region 39% fully own their own homes.
- East Ivanhoe have a similar proportion of children (under 18) and a higher proportion of persons aged 60 and over than the city of Banyule. Overall, 20.7% of the population was aged between 0 and 17, and 27.2% were aged 60 years and over, compared with 21.1% and 24.7% respectively for City of Banyule.  
The major differences between the age structure of Ivanhoe East and City of Banyule were:  
A larger percentage of 'Older workers & pre-retirees' (16.2% compared to 12.4%)  
A larger percentage of 'Secondary schoolers' (8.6% compared to 6.9%)  
A smaller percentage of 'Young workforce' (8.3% compared to 12.9%)
- A smaller percentage of 'Parents and homebuilders' (18.3% compared to 21.3%). The largest changes in the age structure in this area between 2016 and 2021 were in the age groups: Seniors (70 to 84) (+109 people) Primary schoolers (5 to 11) (-61 people)  
The three largest ancestries in Ivanhoe East in 2021 were English, Australian and Italian.
- In 2021, 21.8% of people were born overseas, compared with 24.5% in City of Banyule.
- In Ivanhoe East, 19.4% of people spoke a language other than English at home in 2021.
- 51.1% of people in Ivanhoe East had a Bachelor or Higher degree qualification in 2021, higher than City of Banyule. This represents an increase of 184 people since 2016.
- In Ivanhoe East, 76.7% of people aged over 15 years had completed Year 12 schooling (or equivalent) as of 2021. This was greater than City of Banyule.
- In 2021, 266 people in Ivanhoe East were attending university. This represents 7.1% of the population, compared to 5.5% in City of Banyule
- 2,035 people living in Ivanhoe East in 2021 were employed, of which 59% worked full-time and 36% part-time.

- There were more professionals in Ivanhoe East in 2021 than any other occupation. More Banyule residents work in health care and social assistance than any other industry (15%). From 2011 to 2016, the number and proportion of residents who worked in the manufacturing and retail industries decreased. The southern region has 5% unemployment rate.
- 39.7% of people travelled to work in a private car, 3.1% took public transport and 3.6% rode a bike or walked. 39.9% worked at home. Of Banyule's employed residents, 71% travel outside of the area to work. The City of Melbourne, Darebin and Whittlesea are the top three work locations of Banyule residents. One in five employed Banyule residents work in the City of Melbourne.
- 1.5% of 15 to 24 year olds were disengaged with employment and education, compared to 5.8% in City of Banyule.
- 28.7% of the population earned an income of \$2,000 or more per week in 2021. 47.1% of households earned an income of \$3,000 or more per week in 2021.
- 18.0% of the population reported doing some form of voluntary work in 2021.
- 23% of the population over 15 did more than 14 hours of housework each week in 2021.
- 535 carers were providing unpaid assistance to a person with a disability, long term illness or old age in 2021. This represents 16.9% of the population aged 15+ and 901 people (28.4% of people aged 15+) provided unpaid care to children in 2021. Of these, 238 people were caring for children other than their own.
- In Ivanhoe East, 41.0% of households were made up of couples with children in 2021,
- There are 236 couples with young children, older couples without children account for 14% of total households, 20% contained only one person with most dominant household size being 2 people. 3.2% of couple families with children in stepfamilies and 0.5% in blended families.

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## 5. INDUSTRY OVERVIEW

### LARGEST 3 INDUSTRIES IN BANYULE

#### IN RELATION TO THE NUMBER OF JOBS

1. Health care and social assistance is the largest employer in Banyule 31% or 15,117 jobs It is also the most productive industry, generating \$1,166 million in 2016/17, up \$49 million from the previous year.

2. Education/Training 11% or 5,251 jobs the fourth most productive industry, generating \$331 million in 2016/17.

3. Retail at 10% or 4,726 of jobs generated \$282 million in 2016/17.

In combination these three industries account for 52% of workers. Construction and Manufacturing are placed at number 4 and 5.

### 6. SHOPPING LOCALLY

In Banyule's 2017 Household Survey, 85% of respondent households identified at least one aspect that could be improved to encourage them to shop more locally. The top four aspects identified to improve local shopping:

- range of shops (61%)
- quality of shops (54%)
- car parking (47%)
- price (42%).

#### Favourite Shopping Precinct

Overall, Greensborough Plaza was identified as the most favoured shopping precinct by respondent households. Northland Shopping Centre was the favourite for households in Banyule's West Precinct (i.e. Heidelberg West/ Bellfield and Heidelberg Heights). Warringal (Burgundy St) was the favourite shopping precinct for households in Banyule's Mid Precinct (i.e. Heidelberg, Macleod and Rosanna). Ivanhoe (Upper Heidelberg Rd) was the favourite shopping precinct and for households in Banyule's South Precinct (i.e. Eaglemont, Ivanhoe and Ivanhoe East).

#### Online Shopping

The proportion of residents using the internet for online shopping has increased from 19% in 2008 to 43% in 2017.

## 7. EXPENDITURE OVERVIEW Household expenditure: Banyule 2021

- Food 10.7%
- Housing 20.2%
- Recreation & Culture 9.7%
- Health 7.7%
- Transport 6.6%
- Education 6.5%
- Utilities 5.3%
- Clothing & Footwear 3.8%

## Annual Expenditure Overview for Ivanhoe East Jan 2022-Dec 2022

	Value \$	Location/Comments
Total Local Spend	\$43.82M (\$69.97 Ivanhoe) (1\$.91m Eaglemont)	Total East Ivanhoe residents Spend in Banyule
Resident Local Spend	10.13M	Total East Ivanhoe spend in East Ivanhoe
Escape Spend - Where East Ivanhoe residents are spending money if not in East Ivanhoe	6.84M	Preston
	6.82M	Melbourne CBD
	6.02M	Doncaster
	2.46	Alphington
	2.35	Fairfield
External Visitor Spend - Where visitors are coming from to spend in East Ivanhoe	750K	Alphington (consider the impact of the Papermill)
	701K	North Balwyn
External Visitor Spend Category	1.61M	Dining and Entertainment
	1.31M	Professional Services
	1.02	Grocery and Supermarket
Internal Escape Spend – Where East Ivanhoe residents are spending outside of East Ivanhoe but in Banyule	14.9M	Ivanhoe
	6.98M	Heidelberg
Internal Escape Spend Categories	12.6M	Grocery and Supermarket
	6.1M	Dining and Entertainment
	5.7M	Professional Services
	3.21	Specialty and Luxury Goods
	2.2M	Specialised food Retailing

Data source: Spendmapp by Geografia (2023)

## 8. MISSION STATEMENT

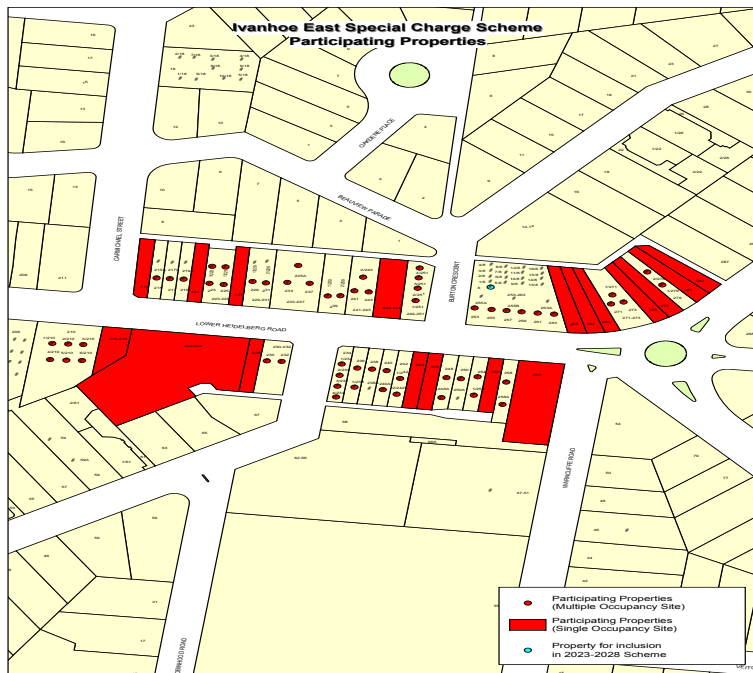
*“East Ivanhoe Village is a unique, friendly community centre with its great range of specialty retailers and professional services, where people come to meet, connect and enjoy a welcoming shopping experience.”*



## 9. Funding/Special Charge:

The actions in the centre's business and marketing plan are financially achievable through the proposed renewal of a Special Charge program and capped Council funding. This will provide an annual budget of \$85,125 .

Each rateable assessment will be **\$625.00** per property, an increase of \$100.00 per annum. Without this funding the Village would not be able to implement any programs or have a presence in the marketplace.



## 10. Budget

The budget reflects the planned expenditure for the Centre taking into consideration the disbursement of funds for Marketing, Administration and the Management of that function.

### **Based on current value of the charge:**

Charge	\$48,125.00
Capped Council Contribution	\$37,000.00
<b>Total:</b>	<b>\$85,125.00</b>

Administration	\$28,000.00
Communication/Social Media	\$12,000.00
Events	\$38,525.00

Centre Maintenance \$ 3,200.00

Business Development/Training \$ 3,200.00

**TOTAL ALLOCATION \$85,125.00**

## 11. Measurement/Evaluation

The degree of achievement of the actions outlined in the Business Plan is to be evaluated at regular intervals throughout each financial year. Key performance indicators (KPI's) to be considered as part of the evaluation are:

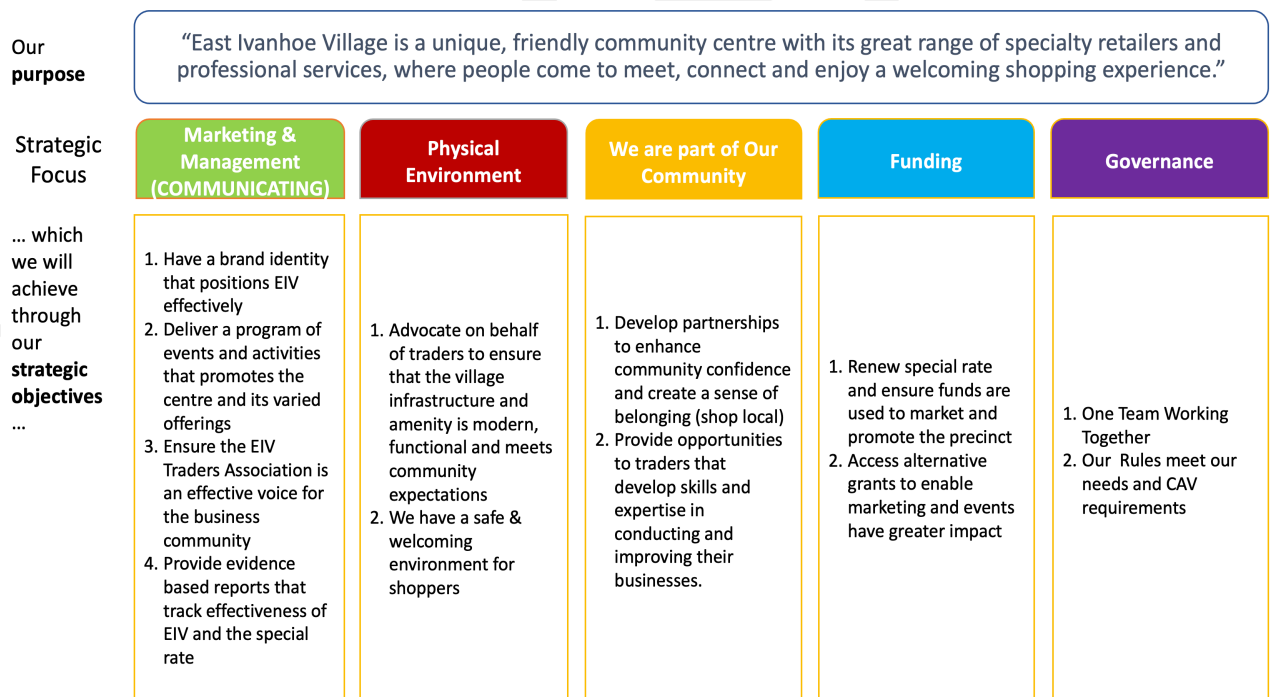
- Extent of completion of projects specified in the Business Plan.
- The level of business participation in activities and promotions.
- Positive business and customer perceptions about individual promotions and advertising campaigns.
- Positive business perceptions about changes in the overall profile and trading performance of the centre
- High level of financial accountability
- High level of businesses who are members of the Association – currently 85%
- Level of awareness and satisfaction with the work of the Association.

An evaluation report is to be prepared by the Traders Association at the end of each financial year of the program. The report is to address the degree of compliance with the performance indicators outlined above. This will be submitted to Council as part of the accountability requirements for the program. It also is to be used as a basis for developing a more detailed action program and budget for the following financial year.

In addition, a quarterly report will also be produced outlining the relevant information, performance and administrative requirements including budget expenditure to Council.

## 12. STRATEGIC PLAN

Having consulted the local traders and with the input of Committee members our Strategic Plan (strategic pillars and objectives for the next Special Rate period is detailed below:



This focused approach will be delivered through the following strategies:

1. (a) Marketing & Management (COMMUNICATION)					
	(b) Objective		Strategies	Responsibility	Timeframe
1.1	Have a brand identity that positions EIV effectively.	1.1.1	Review brand with board and traders to ensure that the existing brand is effective  If required update branding	Centre Manager & Committee	Year One
		1.1.2	Ensure that the centre's brand appears on all marketing material distributed in the public realm.	Centre Manager & Council	Ongoing
		1.1.3	Review positioning statement to confirm we have a clear message that identifies the Village as the place to visit, the place to be and the place to shop locally	Centre Manager & Committee	Year One
		1.1.4	Continue to present the Village's identity in a positive manner through online content.	CM and Social Media Mgr.	Ongoing
1.2	Deliver a program of events and activities that promotes the centre and its varied offerings.	1.2.1	Review events/activities program annually.  Develop unique marketing programs that create a point of difference for the Village – these may be 3 – 4 key activities for the year e.g. Solstice Event, Educational/Forums, etc	CM & Committee	Ongoing
		1.2.2	Produce a marketing strategy that promotes the variety of goods and services available in the Village with emphasis on the different categories: - Food/Professional Services/Fashion/Specialty Retail/ etc.	CM & Committee	Annually
		1.2.3	Identify opportunities including sponsorship and build relationships with other key stakeholders and community groups to partner in more community activity.	CM	Ongoing
		1.2.4	Develop a framework to measure and report success of events/activities	CM	Annually
1.3	Ensure the EIV Business Association is an effective voice for the business community.	1.3.1	Maintain communication and engagement with centre businesses allowing for feedback/ideas	CM/Committee	Ongoing
		1.3.2	Ensure that the committee/members always play a strong advocacy role to key stakeholders on behalf of the businesses and keeping the centre's interests at heart.	CM/Committee	Ongoing
		1.3.3	Ensure decisions continue to benefit the whole centre not a group or single business	CM/Committee	Ongoing

		1.3.4	Develop a mechanism to understand issues faced by businesses and strategize the matters to be put forward to the right people/authorities etc.	CM/Committee	Ongoing
		1.3.5	Target activities that build loyalty to the precinct within the local community.	CM	Ongoing
		1.3.6	Build relationships with the local community which in turn translates loyalty to the centre and in turn repeat business.	CM/Committee	Ongoing
		1.3.7	Build relationships with local community groups, schools, sporting, other.	Committee	Ongoing
		1.3.8	Build relationships with local real estate agents and property owners/managers to promote the need to fill any service gaps in business mix.	CM	Ongoing
		1.3.9	Develop business network events and engagement – business to business.	CM	Annually
1.4	Provide evidence based reports that track effectiveness of EIV and the special charge	1.4.1	We are able to demonstrate the value we bring to our members, council and community	CM/Committee	Annually
		1.4.2	We measure what matters	CM/Committee	Annually
Physical Environment					
	Objective	Strategies		Responsibility	Timeframe
2.1	Advocate on behalf of traders to ensure that the village infrastructure and amenity is modern, functional and meets community expectations.	2.1.1	Conduct regular review to identify issues relating to the presentation of the centre including cleaning, maintenance, lighting, furniture and footpaths.	CM/Committee	Ongoing
			Report to Council or other relevant parties for attention.	CM	Ongoing
		2.1.2	Identify safety issues for customer and business operators and staff and advocate to appropriate stakeholders VicPol, Council, Vic Road etc to attend to these matters.	CM/Committee	Ongoing
			Keep track on register		

		2.1.3	Continue to advocate to Council about greening, parking, public toilets on an ongoing basis and as part of the centre's beautification program and work with council to develop the most appropriate plan for the Village.	CM/Committee	Ongoing
		2.1.4	Continue to monitor traffic, pedestrian movement, and safety and bring issues to the attention of key stakeholders	Association/key stakeholders	Ongoing
		2.1.5	Monitor future planning and development in and around the Village and the impact this would have on the centre including parking, traffic congestion etc.	Association/council/stakeholders	Ongoing
		2.1.6	To understand issues faced by businesses and strategize the matters to be put forward to the right people and or authorities etc.	Association	Ongoing
2.2	<b>We have a safe &amp; welcoming environment for shoppers.</b>	2.2.1	Research with public what defines a welcoming environment where people want to come, be seen and shop.  Work with council in a collaborative manner to deliver this environment	Association/Council	Ongoing
		2.2.2	Ensure that we can provide safe and attractive, green open spaces for people to meet/gather.	Association/Council	Ongoing
		2.2.3	Businesses to be welcoming making the customer feel special...quality customer service is paramount.  Deliver Training where needs are identified	Association/Business Operators	Ongoing
		2.2.4	Encourage Shop presentations to be attractive, great window displays, clean, welcoming.	Business Operators	Ongoing
2.3		2.3.1	A clean centre and its amenities – rubbish bins, carparks, signage is an attractive centre.	CM/Association	Ongoing
		2.3.2	Car spaces to be turned over and traders to park outside the designated carparks freeing up valuable and in demand for customers.	Council/Association Business Operators	Ongoing
2.4		2.4.1	Centre signage/logo/image to be consistent throughout the centre.	Council/Association	Ongoing
		2.4.2	General signage to locations and carparks to be clear and traffic signage to be displayed more prominently advising on time restrictions.	Council	Ongoing
2.5		2.5.1	Ensure that traffic calming and reducing speed throughout the centre is reviewed.	Council/Authorities	Ongoing

		2.5.2	Look for opportunities to add more car spaces within and around the surrounds of the Village.	Council	Ongoing
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3.	<b>We are part of our community</b>				
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	Objective		Strategies	Responsibility	Timeframe
3.1	develop partnerships to enhance community confidence and create a sense of belonging (shop local)	3.1.1	Identify key community organisations (schools, clubs, charities) who are part of our community where partnerships can be of mutual benefit	CM/Committee	Year Two
		3.1.2	Identify overlapping interests with these organisations and develop solutions to deliver mutual benefits (e.g. local events, transport)	CM/Committee	Year Two
		3.1.3	Investigate potential for joint business/promotional opportunities	CM	Year Two
3.2	Provide opportunities to traders that develop skills and expertise in conducting and improving their businesses.	3.2.1	To work closely with Council and other organisations and determine relevant programs that can be of value for centre businesses.	CM/Association	Ongoing
		3.2.2	Continue to source programs from varied government/local/community groups that could be of benefit to the Village operators.	CM/Association	Ongoing
		3.2.3	Follow Council's place based approach to expand the role of the precinct improving the mix of retail and amenities to increase foot traffic.	Council/Association	Ongoing
		3.2.4	Business growth and connections through training, workshops and events.	Council/Association	Ongoing
		3.2.5	Encourage 'Green' business practices with training/education about renewable energy, minimising waste and increase business efficiency.	Council/Association.	Ongoing

4.	Funding				
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	Objective		Strategies	Responsibility	Timeframe
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	Renew special charge and ensure funds are used to market and promote the precinct.	4.1.1	Support the renewal of the special charge and grant and ensure businesses understand the value of this funding.	Centre Businesses	Yr 1 – Yr 5
		4.1.2	Allocate the funding accordingly to cover the cost of the management, advertising and promotion of the Village having this approved both by the committee and council.	CM/Association	Annually
		4.1.3	Expend funds in ways that are value added and save where it is possible to do so.	CM/Association	Annually
		4.1.4	Report the success of our work	CM/Association	Annually
4.2	Access alternative grants to enable marketing and events to have more impact .	4.2.1	Source both grants and in kind support to make the centre’s budget stretch further.	CM	Ongoing
		4.2.2	Look at ways of implementing marketing activity that adds value and is cost effective.	CM	Ongoing
		4.2.3	Ensure that the annual expenditure is always brought in on budget and the majority of the funds are spent accordingly for the year.	CM	Annually

5.	Governance				
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	Objective		Strategies	Responsibility	Timeframes
5.1	One Team Working Together	5.1.1	Develop Roles Responsibilities Statements	Committee	Year 3
		5.1.2	Develop Succession Plan	Committee	Year 3
		5.1.3	Develop Induction Process for new members to the committee	Committee	Year 3
		5.1.4	Ensure all sectors of business community have input and representation	Committee	Ongoing
		5.1.5	Continue to develop and grow our membership where opportunities exist	CM/Committee	Ongoing
		5.1.5	Individually and collectively, we respect other people’s views and perspectives. Develop a code of conduct	CM/Committee	Year 3
		5.1.6	EIV Business Association to follow the relevant guidelines and always be transparent in the way they conduct business and have a level of accountability.	CM/Committee	Ongoing
		5.1.7	Manage and review the centre manager and their performance annually.	Committee	Annually

		5.1.8	Committee to understand their roles and responsibilities as outlined by the Articles of Incorporation as well as the required governance processes.	Committee	Ongoing
		5.1.9	We keep concise records of all reports e.g agendas, minutes and financials outlining the work and expenditure undertaken by the EIVC.	Committee/CM	Ongoing
			We know and follow the requirements as outlined in SRL agreement and report to Banyule Council in a timely manner.	Committee/CM	Ongoing
			To ensure that the annual audits are done and presented and tabled accordingly at the centre's Annual General Meeting	Committee/CM	Annually
		5.1.10	Review our own work as a team	Committee	Annually
5.2	<b>Our Rules meet our needs and CAV requirements</b>	5.2.1	Review our rules to follow better practice every two years and every year of renewal	Committee	Every Two Years