

Noosa Junction Commercial & Economic Planning Strategy

STEPPING UP, STEPPING OUT

Work Plan – July 2010 – June 2011

Objectives

The objectives of the Noosa Junction Commercial & Economic Planning Strategy sit within a triple bottom line context of economic, environment and social sustainability.

Noosa Junction's unique place essence is an **'art garden, a creative village'**. This story is not intended to be used directly in marketing but rather to inform what we do.

- Build an even stronger retail mix
- Create a destination that entices locals and tourists
- Grow and tell the Junction story
- Make it accessible and easy to use
- Partner with private business, local, state and federal governments to activate precinct promotions and business development
- Nurture and activate beauty
- Enhance the robust mix of uses
- Enhance the structure to create connections
- Grow the night activity and night time economy

Resources

The Noosa Junction Special Area Levy (SAL) currently generates approximately \$85,000 annually and is levied under Section 971 of the Local Government Act 1993 for the purpose of funding a specific service, facility or activity. A local government may only levy a special rate or charge when, in the opinion of the local government, the properties paying the levy will gain special benefit from the service or activity being funded, and the money raised by the levy can only be spent on those specified services or activities. The SAL was implemented on request from the Noosa Junction Traders Assoc Inc and funded the development of the Noosa Junction Commercial & Economic Planning Strategy.

As at 30/06/2010	Balance	\$ 96,819 estimate only
Fin Year 2010/11	SAL	\$ 84,500
Total		<u>\$181,319</u>

Clear and transparent procedures will be followed in regard to the expenditure of Special Area Levy funds and Council's purchasing and tendering policies will be followed at all times.

The following action items will undergo more rigorous costing at implementation but presently represent an estimated overall spend of \$172,000. leaving a contingency reserve of approx \$9,000 - Final costings will be identified within specific project and action plans developed for individual implementation items/tasks that are identified in this Work Plan, and will be monitored by Council staff in line with Council accountabilities under the Local Government Act 1993.

When approved, any changes or amendments to this 2010/11 Work Plan will require the authorisation of Council.

Infrastructure & Master Planning				
Focus Area	Task	By When	By Whom	Budget SAL
Junction Clean Up	F 8&9 - Identify items needing attention – garden beds, footpaths, curbs, refresh shop fronts, window displays. <i>Continue monitoring conditions and liaise with Council, property owners and traders to keep up a quality standard.</i>	Ongoing	JW	
Economic & Business Development				
Focus Area	Task	By When	By Whom	Budget
Town Centre Officer	A2 – create a TCO position <i>Continue to fund for another year</i>	Ongoing	TCO	\$42,000
Strong Partnerships	E 7, 8, 9, 10 - Build relationships between Noosa Junction and local and regional bodies - Council, Tourism Noosa, State & Fed Govt Agencies where appropriate, Sunshine Coast Enterprises, Biosphere Economic Sector Board, Sunshine Coast Creative Alliance Inc, education providers, local food providers <i>Establish a contact database and keep current</i>	Ongoing	TCO, Lorraine, Council	
Skill Development	E2 – develop a series of Inspiration Workshops with a focus on Customer Service E3 – develop and distribute a Customer Service Manual <i>Instigate a mystery shopper program</i>	August '10	TCO	\$15,000

	<p><i>Use results of mystery shopper program as leverage to promote.</i></p> <p><i>Integrate CS program with Marketing Campaign</i></p> <p><i>Run CS workshops</i></p> <p><i>Inspire and Mentor through one-on-one program, working with individual owners to make improvements, grow and lead by example.</i></p> <p><i>Produce CS manual for staff improvement and development</i></p>			
Visual Merchandising	<p>E2 - Develop and implement an innovative visual merchandising program</p> <p><i>Integrate VM initiative with Marketing Campaign</i></p> <p><i>Work with individual business owners and VM program TAFE to skill traders in the art of VM</i></p> <p><i>Create a Mentoring program – work with inspirational businesses to inspire fence sitters.</i></p> <p><i>Run a competition to encourage all traders to be involved.</i></p> <p><i>Work towards a Christmas shop front promotion.</i></p>	November '10	TCO	\$15,000
Business Mix	<p>A7 – Add additional businesses via business attraction strategy and collateral material</p> <p>E3 – Maintain a business opportunities register</p> <p><i>Create a business prospectus and work with Business communities and Estate agencies to encourage growth and mix.</i></p>	January '11	TCO	\$ 8,000
Evidence Base	E12 – Develop and conduct an annual customer & traders satisfaction survey, and establish and monitor baseline measures	Database qtly (July/Oct/Jan/Apr)	TCO	\$15,000

	<p>include: number and types of business, commercial lease rates, economic impact of events, response rates to marketing initiatives, sector contribution to GRP, local business conditions and customer Satisfaction</p> <p><i>Continue to collect and keep updated business details and contacts.</i></p> <p><i>Develop “Health Check” database of baseline measures.</i></p> <p><i>Establish ongoing customer satisfaction survey and trader business survey.(Web based)</i></p>	Custmr Srvy Annual August Annual rept		
Environmental Business Measures	<p>B8, C2, D4, D5, D6, D7, D8 Develop a program which encourages traders and businesses to achieve increased eco efficiencies and a reduced carbon footprint</p> <p><i>Work with Ecobiz, traders and property owners to establish a eco-efficiencies strategy and implementation</i></p>	Ongoing with Ecobiz	TCO	\$7,000
Build the Local Food Story	<p>C2, A9 – Support relocalistion through increased distribution of local produce and strengthened food offering</p> <p><i>Driven by the demand for fresh local goods and produce – investigate opportunities for local traders to link with local suppliers.</i></p> <p><i>Possible networking functions around this program.</i></p>	Ongoing	TCO	

Branding, Marketing & Communications				
Focus Area	Task	By When	By Whom	Budget

Branding/Positioning “Sell the Story”	C5, A1, B1 – Up-date Noosa Junction branding <i>Launch and implement an integrated campaign to introduce the new branding and to leverage business support initiatives.</i>	Year long – ongoing	TCO & Stakeholders	\$40,000
NJ Website development	E5, C1, C3 – Inform, communicate, promote and invigorate the Noosa Junction community. <i>Conduct a review of the N J web site. Develop a strategy to implement and integrate with the Marketing campaign.</i>	August 10	TCO	\$10,000
Events Strategy	C4 – Develop an annual outdoor sculpture festival E8 – Develop local food fair <i>Identify, document and agree on opportunities to leverage existing National and Noosa region events eg: Noosa tri, Fashion week, International Arts festival, etc.</i>	January ‘11	TCO	\$10,000
Trading Hours	D2, I1 – Research options to maximise current and extend trading hours in the Junction and support with marketing strategies <i>Research extended trading hours and develop a strategy around Christmas promotions. Integrate with Marketing campaign.</i> <i>Develop a low level contract to show support and commitment to the program.</i>	Dec 10	TCO	\$10,000
			TOTAL	\$172,000

Risk Analysis

RISK	IMPACT	LIKELY HOOD	MITIGATION
Project timelines are not met and SAL funds are not expended	2	L	Assess reasons for delays and action
A conflict of interest arises with member/s of the Working Group	4	M	Conflict of Interest examined and discussed by the Working Group and becomes a standard agenda item
Stakeholders feel disconnected through low awareness of initiatives and actions	4	L	Communications Plan ensures clear, consistent and regular updates and opportunities for stakeholder feedback.
Traders don't participate in initiatives.	4	U	Working Group members and the Town Centre Officer (TCO) ensure individual projects and initiatives have the support and buy-in of traders and stakeholders during planning phase
Initiatives do not achieve desired outcomes	4	M	Project planning for specific initiatives that are guided and developed by the Working Group and TCO must include demonstrated support from stakeholders and risk management strategies that identify and manage potential risks and specifically this risk.
Stakeholders and particularly Property Owners don't see value in the program roll out and don't support continuation of the Special Area Levy	4	M	The Program Communication Plan remains in place and up to date and clearly communicates project rationale and both tangible and intangible outcomes from individual initiatives. Stakeholder support and success / evaluation measures are demonstrated in planning phase. A dedicated up-date presentation and survey is conducted every 6 months to gauge support and comment on the direction of the program and relevance of initiatives. Feedback is considered and Work Plan amended accordingly.

1. Insignificant 2. Minor 3. Moderate 4. Major L – Likely M- Moderate U – Unlikely