

LOCAL RETAIL AND ACTIVATION STRATEGY



Dedicated to a better Brisbane

INTRODUCTION

IMPORTANCE OF
COLLABORATION

IS YOUR PRECINCT
FLOURISHING?



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:
FROM TRANSACTION
TO INTERACTION

PROMOTING YOUR
PRECINCT

KEEPING
ON TRACK

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 destinational 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://developmenti.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 486" 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
Customer experience			
1. Inviting and welcoming	Do business owners take pride in their shopfronts and displays ?		
	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. Destinal 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
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?