

St Marys Town Centre Strategic Plan

2016 – 2019 – with rollover 2017 - 2020

1. Business and Activity Mix

Goal: The right mix and presentation of businesses in the City Centre providing diverse experiences and services in a safe, friendly atmosphere.

Consequence of non-achievement of Goal: The City Centre is not attractive to quality businesses, shops remain empty and/or populated by the wrong businesses and the centre fails to attract customers/visitors.

Current practices

Practice	Implementation	Actions required
1. Funded plan to implement CCTV Project	Y	<input type="checkbox"/> Provide funds to Council <input type="checkbox"/> Council oversee installation project <input type="checkbox"/> Promote CCTV when project completed
2. Annual Spring Festival	Y	<input type="checkbox"/> Plan, promote and conduct Spring Festival

New practices

Practice	Due time	Actions required
1. Calendar of Events	Year 1	<input type="checkbox"/> Create calendar <input type="checkbox"/> Distribute to business owners <input type="checkbox"/> Promote/advertise Events regularly

1. Overview of "Community Expectation"	Year 1	<ul style="list-style-type: none"> <input type="checkbox"/> Create surveys to identify expectations of community and Corporation <input type="checkbox"/> Incentivise survey returns <input type="checkbox"/> Collate data and present to Board <input type="checkbox"/> Conduct surveys annually
3. Feedback and reporting from Events	Year 1	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a uniform approach to feedback e.g., surveys for attendees and business owners <input type="checkbox"/> Establish "Outcomes" for Events <input type="checkbox"/> Establish "KPIs" for Events, including Cost v Result <input type="checkbox"/> Analyse Events against Outcomes/KPIs <input type="checkbox"/> Present to Board <input type="checkbox"/> Present all trends/data to Board
2. Business Audit	Year 1	<ul style="list-style-type: none"> <input type="checkbox"/> Research/assess/review current business demographics <input type="checkbox"/> Research successful shopping precincts <input type="checkbox"/> Create database of "ideal" business mix <input type="checkbox"/> Present to Board

		<input type="checkbox"/> Conduct audit annually
3. Work with Council to develop “Precincts”	Year 2	<input type="checkbox"/> Create presentation for Council including “ideal” business mix <input type="checkbox"/> Discuss options, priorities <input type="checkbox"/> Present to Board <input type="checkbox"/> Implement process
4. Agree funded plan to implement Wireless Project	Year 3	<input type="checkbox"/> Develop plan with Council for wireless roll out across City Centre <input type="checkbox"/> Complete rollout by end of 2018-2019 year

Key Performance Indicators

KPIs	Target
Vacancy Rate	<input type="checkbox"/> Trending down over 3 year period
Time to let	<input type="checkbox"/> Trending down over 3 year period
Number of Events annually	<input type="checkbox"/> 3 events
Attendance at Events by Businesses and community	<input type="checkbox"/> Trending up

2. Strong Respected Brand

Goal: The Corporation is seen as a respected and effective leader by its members, key stakeholders and the community

Consequence of non-achievement of Goal: The funding / cost of the corporation will be deemed to outweigh the benefits/outcomes delivered

New practices

Practice	Due time	Actions required
1. Review Brand strategy	Year 1	<ul style="list-style-type: none"> <input type="checkbox"/> Review strategy <input type="checkbox"/> Present changes to Board <input type="checkbox"/> Conduct annual review
1. Actively maintained online marketing (web site, social media)	Year 1	<ul style="list-style-type: none"> <input type="checkbox"/> Regular updates and maintenance <input type="checkbox"/> Use available platforms: Facebook, Twitter, Instagram to promote the City Centre and the Corporation <input type="checkbox"/> Engage/respond with users regularly <input type="checkbox"/> Compliance with Online Marketing Strategy
2. Annual marketing strategy/calendar focusing on positive brand association	Year 1	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the positives of the City Centre <input type="checkbox"/> Encourage business owners to promote positives of the City Centre <input type="checkbox"/> Develop annual marketing strategy/calendar <input type="checkbox"/> Present to Board

		<input type="checkbox"/> Implement strategy month-to-month
2. Find opportunities to leverage off local identities and heritage	Year 1	<input type="checkbox"/> Identify local identities and heritage <input type="checkbox"/> Create strategy for each (value, projects) <input type="checkbox"/> Present to Board <input type="checkbox"/> Implement projects strategy
3. Regular promotion of Corporation/Membership	Year 1	<input type="checkbox"/> Define benefits/membership <input type="checkbox"/> Create calendar <input type="checkbox"/> Implement calendar
4. Identify Grants	Year 2	<input type="checkbox"/> Develop strategy to identify grants/funding <input type="checkbox"/> Present to Board <input type="checkbox"/> Implement strategy

Key Performance Indicators

KPIs	Target
Positive media reports as a percentage of all media reports	<input type="checkbox"/> More positive than negative
Social media and web site traffic	<input type="checkbox"/> Monitor monthly <input type="checkbox"/> Trending up
Corporation participation in local cultural/community development projects	<input type="checkbox"/> At least one project annually

3. Engaged Business Owners

Goal: Business owners want to be involved with the Corporation as they understand the value provided to them

Consequence of non-achievement of Goal: The Corporation will be seen to be irrelevant and its funding will be perceived as an inappropriate use of the rate levy currently being charged. The Corporation will not be complying with the terms of the Deed of Agreement.

Current practices

Practice	Implementation	Actions required
1. Newsletter	Y	<input type="checkbox"/> Distribute monthly <input type="checkbox"/> Should be in electronic and hard copy form

New practices

Practice	Due time	Actions required
1. Town Centre Membership	Year 1	<input type="checkbox"/> Create database of business owners <input type="checkbox"/> Establish regular meetings <input type="checkbox"/> Conduct annual review to update details and ask feedback questions <input type="checkbox"/> Establish Member needs <input type="checkbox"/> Establish training calendar and budget <input type="checkbox"/> Present to Board <input type="checkbox"/> Implement calendar
1. Regular catch-ups with businesses	Year 1	<input type="checkbox"/> Establish regular (quarterly) meetings,

		networking, information sessions, Events
2. Focus Group	Year 1	<input type="checkbox"/> Agree trends for measuring, and process <input type="checkbox"/> Recruit panel from Members, activate meetings <input type="checkbox"/> Present findings to Board <input type="checkbox"/> Establish quarterly meetings

Key Performance Indicators

KPI's	Target
Number of Networking Events and attendance	<input type="checkbox"/> 3 events, trending up <input type="checkbox"/> Attendance trending up
Number of BD Events and attendance	<input type="checkbox"/> 3 events, trending up <input type="checkbox"/> Attendance trending up
Number of Members	<input type="checkbox"/> Trending up

4. Supportive Landlords

Goal: Landlords want to work with the Corporation as they understand the value provided to them

Consequence of non-achievement of Goal: The Corporation will be seen to be irrelevant and its funding will be perceived as an inappropriate use of the rate levy currently being charged.

New practices

Practice	Due time	Actions required
1. Engage with Landlords a. Build a database b. Establish regular meetings	Year 1	<input type="checkbox"/> Make regular contact, build relationships <input type="checkbox"/> Establish bi-annual meetings <input type="checkbox"/> Discuss with Council <input type="checkbox"/> Build database
1. Regular meetings with Real Estate agents	Year 1	<input type="checkbox"/> Establish relationships <input type="checkbox"/> Hold regular meetings
2. 'Welcome Pack' for new tenants	Year 1	<input type="checkbox"/> Develop/research 'Welcome Pack' content and distribution <input type="checkbox"/> Present budget to Board <input type="checkbox"/> Implement process
3. Façades Program	Year 2	<input type="checkbox"/> Develop strategies and budgets for: building façade improvements, signage improvements, graffiti removal

		<input type="checkbox"/> Present to Board <input type="checkbox"/> Adopt strategies
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Key Performance Indicators

KPIs	Target
Meetings with Real Estate agents	<input type="checkbox"/> Bi-annual meetings
Meetings with Landlords	<input type="checkbox"/> Bi-annual meetings
Number of Landlords involved in Façades Program	<input type="checkbox"/> Trending up
Number of Businesses involved in Façades Program	<input type="checkbox"/> Trending up
Number of building improvement projects commenced annually	<input type="checkbox"/> Trending up
\$ spend by Landlords per \$ invested by Corporation in Façades Program	<input type="checkbox"/> 50-50 split, capped at a specific amount

5. Stakeholder Engagement

Goal: The Corporation has a positive relationship with key Stakeholders built on trust, professionalism and respect.

Consequence of non-achievement of Goal: There will be competition with key stakeholders, there will be "undermining" and criticism leading to damage to the brand of the Corporation and resistance to the corporation's initiatives

Current practices

Practice	Implementation	Actions required
1. Annual General Meeting	Y	<input type="checkbox"/> Promotion/advertising
2. BDM and Board Member attendance at Stakeholder-run Events	Y	<input type="checkbox"/> Build relationships with Stakeholders to get invited to Events
3. Representations to Council <ul style="list-style-type: none"> a. Regular meeting/reporting F2F b. Establish Outcomes/KPIs for this reporting 	Y	<input type="checkbox"/> Expand network <input type="checkbox"/> Invite network to Events <input type="checkbox"/> Develop Outcomes/KPIs in report template <input type="checkbox"/> Develop reporting calendar <input type="checkbox"/> Present template and calendar to Board <input type="checkbox"/> Present calendar to Council <input type="checkbox"/> Establish regular meetings

New practices

Practices	Due time	Actions required
<p>1. Develop Stakeholder engagement strategies</p> <ul style="list-style-type: none"> a. Penrith City Council b. Community groups c. Volunteers 	Year 1	<ul style="list-style-type: none"> <input type="checkbox"/> Confirm Stakeholders and create CRM for managing details, issues, attendance at Events <input type="checkbox"/> Develop strategic intent/engagement strategy for each Stakeholder <input type="checkbox"/> Ensure Stakeholders are invited to Events <input type="checkbox"/> Regularly update Board on progress
<p>2. Hold annual Policy Review briefing for Councillors /MP's on Corporation plans and achievements</p>	Year 1	<ul style="list-style-type: none"> <input type="checkbox"/> Develop agenda <input type="checkbox"/> Agree agenda with Council <input type="checkbox"/> Establish annual Event <input type="checkbox"/> Report on Outcomes/KPIs from Pillar 5
<p>3. The Corporation is a member of the Penrith Valley Chamber of Commerce</p>	Year 1	<ul style="list-style-type: none"> <input type="checkbox"/> Become a member of the Chamber <input type="checkbox"/> Renew annually in xxx
<p>4. Representations to Government</p>	Year 2	<ul style="list-style-type: none"> <input type="checkbox"/> Build relationships with local members <input type="checkbox"/> Establish regular meetings

Key Performance Indicators

KPIs	Target
Attendance at agreed Stakeholder-run events by a Corporation representative	<input type="checkbox"/> 100%
Number of attendees at AGM	<input type="checkbox"/> Trending up
Number of Stakeholders at Corporation events	<input type="checkbox"/> Trending up
Representations made to Council in a timely and appropriate manner	<input type="checkbox"/> 100%
Representations made to Government in a timely and appropriate manner	<input type="checkbox"/> 100%

6. Effective Governance

Goal: Clear strategy and a focus on long term success, efficient operations, right people in right roles

Consequence of non-achievement of Goal: Lack of endorsed strategy, poor implementation focus, inadequate resources and impacted by avoidable risk

Current practices

Practice	Implementation	Actions required
1. 3 Year Strategic Plan	Y	<input type="checkbox"/> Streamline plan <input type="checkbox"/> Present to Board
2. Annual Business Plan and Budget	Y	<input type="checkbox"/> Create plan/budget <input type="checkbox"/> Present to Board/Council
3. Annual financial audit	Y	<input type="checkbox"/> Research contractors <input type="checkbox"/> Present to Board <input type="checkbox"/> Employ contractor

New practices

Practice	Due time	Actions required
1. Amend Constitution to include recommendations from TPPG	Year 1	<input type="checkbox"/> Review proposed amendments <input type="checkbox"/> Agree proposed amendments with Council <input type="checkbox"/> Propose amendments to Members

2. Redesign Board Agenda and Reports to include recommendations from TPPG	Year 1	<input type="checkbox"/> Develop process <input type="checkbox"/> Present proposed process to Board for endorsement <input type="checkbox"/> Implement agreed process
3. Annual Board performance/skill review	Year 2	<input type="checkbox"/> Develop review process <input type="checkbox"/> Present to Board <input type="checkbox"/> Implement review process
4. Finance Review	Year 2	<input type="checkbox"/> Consider Audit/Finance Committee <input type="checkbox"/> Audit Committee to review policies and establish quarterly review process <input type="checkbox"/> Present to Board <input type="checkbox"/> Implement process
4. Emergency management plan	N	<input type="checkbox"/> Create plan <input type="checkbox"/> Present to Board
5. IT disaster recovery plan	N	<input type="checkbox"/> Review plan <input type="checkbox"/> Present to Board
6. Effective HR/IR policies and protocols	Y	<input type="checkbox"/> Done by consultant – need to implement

Key Performance Indicators

KPIs	Target
Clean Audit	<input type="checkbox"/> 100%
Compliant financial statements	<input type="checkbox"/> 100%
Compliance with Deed of Agreement	<input type="checkbox"/> 100%
Incidents managed within agreed protocols	<input type="checkbox"/> 100%
Attendance at Board meetings by Directors	<input type="checkbox"/> Individual Board Members to attend 90% of Board Meetings
Annual Business Plan and Budget completed by 30 September each year	<input type="checkbox"/> 100%
Annual Business Plan and Budget endorsed by Council each year at Policy Review briefing	<input type="checkbox"/> 100%