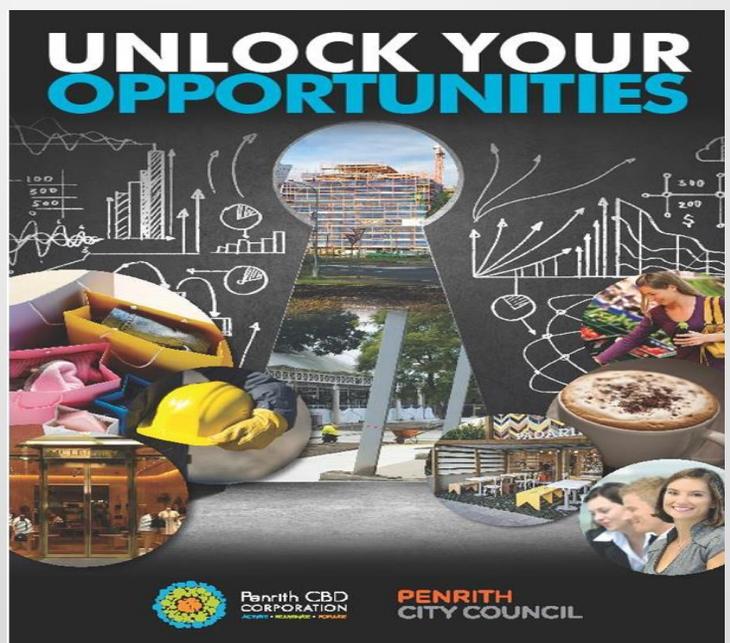




Penrith CBD  
CORPORATION

# Penrith CBD Corporation Business Plan 2019-2020



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# Chairman's Message 2019-2020



We are excited about the direction our CBD is going and where its businesses are heading. Our Board and team have invested time and energy in this year's Strategic Business Plan, continually striving for a strong economic outcomes.

The Penrith CBD Corporation's role has grown substantially providing a more in depth and vast level of support that is due to increase with the many changes coming to our City Centre.

Activation and rejuvenation are key areas that we are focusing on in the upcoming year and the Penrith CBD Corporation have developed a solid understanding of the needs of the local property and business owners. We are looking forward to working with our key stakeholders to present them with future opportunities developed by our Board and team.

Clear goals as the foundation of our business plan, combined with the experience of the board, our CEO and crucial partnerships, allows us to deliver clearly defined outcomes which will aim to improve the CBD.

Penrith is truly a region on the rise, new investment, new businesses and new experiences. We look forward to assisting small businesses and property owners growing a sustainable city for the future!

Regards,

Darren Latty



# CEO Message



Penrith LGA is a region on the rise with many opportunities knocking on our door. The CBD has started to evolve slowly with many new businesses entering our existing CBD and now with the completion of the High Street Upgrade and Triangle Park we are looking forward to our next 12 months planning.

We will need to push harder to continue strengthening our streets with a welcoming and positive business area, ready to meet the growing needs of the new residents now living not only in the CBD but Penrith LGA.

Our focus will be to continue to work with commercial real estates and property managers, offering assistance and partnering with property owners. The need is present to assist and push for CBD tired buildings to be rejuvenated ready for the future.

We look forward to continuing working with our local business owners offering activation opportunities, referrals, running free workshops to help educate their staff ready for changes and competition coming. What we have also come to realise in the previous years is how crucial education is to helping businesses grow. They say knowledge is power and the Corporation has harnessed this tool and given ample opportunities for the local owners and operators to upskill and take on information from our local experts in order to effectively manage their operations. These workshops will continue to increase as the demand for support and knowledge grows.

Our key stakeholders as always are a crucial part to our success. We collaboratively work together to improve the services for our night time economy, shopping and dining local precincts in our CBD, so it can be viewed as an inclusive environment our community will welcome and explore in the future.

Bring on 2019-2020 the year of growth and change!

Regards  
Gai Hawthorn

# Meet our Board

Our board members play an important role which contributes to the successful running of the PCBDC. Their diverse experience, shared with our local business owners and operators, platforms positive strategic direction for our corporations future.



Chairman  
Darren Latty  
Owner PRD Real Estate



Vice Chair & Treasurer  
Barclay Judge  
Owner Judge Accountants



Secretary  
Michael Todd  
CEO OnePointHealth



Councillor  
Karen McKeown OAM



Katie Smith  
Centre Manger  
Westfield



Ian Hicks  
Property Owner &  
Owner HIX Group



Anthony Walker  
Owner BOQ  
Penrith



Maria Chitos  
Property Owner/  
operator Duck In



Vic Shipley  
Owner Powersmart & Akira  
Restaurant



## Our Vision

Penrith CBD Corporation will strive to achieve a vision of a vibrant, inspirational, economic and socially sustainable regional city of lifestyle.

## Our Mission

To promote and activate a progressive urban development plan to “drive real change and improvements” to the Penrith CBD.

## Our Values

- We will act fairly and ethically
- We work together to achieve opportunities for all CBD Businesses
- We will work as a team in a safe and positive workplace.

## Meet the CBD



### **CEO – Gai Hawthorn** (full time)

Gai has over 25 years experience in brand and marketing management and administration. She's worked at senior levels within local businesses, including 11 years with Panthers World of Entertainment, 7 years at The Good Guys Penrith. Gai is currently in her 8<sup>th</sup> year with PCBDC and passionate about Penrith business growth for the future.

Gai is a recipient of: Local Women of the Year 2013 State Award, Paul Harris Fellow Rotary International Award, The Premier of New South Wales “Community Service Award”, Women With Altitude – Visionary Leadership Award and recently nominated for Telstra Business Women of the Year.

### **Administrator – Manisha Foley** (full time)

Manisha has had eight years in the print media industry for a weekly publication which has given her advanced communication, organizational and multi-tasking skills. Working closely with an 20-person editorial team and also managing a 250 strong fitness franchise network thereafter, she has a strict adherence to professionalism and provides a high level of administrative duties including meeting daily and weekly deadlines, which enables her to manage multiple tasks and responsibilities. Her journalist background also provides the opportunity to create content for Penrith CBD Corp across print and digital mediums. Manisha has been with PCBDC for 2 ½ years.

### **Accounting/MYOB – Berni Jurkovic** ( casual)

Bernie has been with the CBD for 4 years and has assisted in our governance with all aspects of accounts and finance. Berni has over 20 years experience in office work, accounts and assists with our events.

### **All Round office – Derek Hawthorn** (casual )

Derek assists with events, general duties and assistance to business owners with fixtures or emergency issues. Derek has over 36 years experience and business management from the Market Research sector  
Derek has been with the CBD for 3 years.

## KEY STAKEHOLDERS

1. Penrith City Council
2. Property Owners
3. Business Owners/operators
4. Commercial Real Estates
5. HR Success
6. Westfield Penrith
7. Chamber of Commerce
8. WSBC
9. Local media group



The CBD Corporation values the collaboration and partnership with our key stakeholders, cohesively together driving “real change” for small business and the services needed for our growing community.



Property Owners panel 2019

- 1) Sam Sangster – CEO Western City & Aerotropolis Authority
- 2) Warwick Winn – General Manager Penrith City Council
- 3) Graham Christy – Snr Project Manager Western Sydney program office RMS
- 4) Maria Robinson – CEO Sequel CFO
- 5) Keiran McGarity – Snr Sales Executive R & H Commercial
- 6) Katie Smith- Centre Experience Manager Westfield



## PILLAR 1

### VIBRANT CITY CENTRE

The presentation of business, providing a diverse experience through services and activation in a safe and welcoming city centre.

#### **Objective: 1.1**

To provide activation opportunities for the CBD businesses in a safe and welcoming environment.

#### **Initiative:**

Prepare a 12 month activation plan for implementation.

#### **Measurement outcomes:**

1. Implement a 12month activation plan for the CBD ready for sign off by the Board at July meeting.
2. Implement an effective procedure for planning, including outcomes for clear reporting.
3. Meet with at least 4 property owners to establish better lighting for safety in the CBD achieving 4 property improvements with lighting.
4. Hold at least 11 events /initiatives during the 12 months.

#### **Objective: 1.2**

Strengthen awareness and visitations to the CBD to help grow the night time economy locally.

#### **Initiative:**

Prepare a 12 month plan for implementation working with key stakeholders PCC and CBD business owners.

#### **Measurement outcomes:**

1. Hold quarterly meetings with key stakeholders.
2. Implement a 12 month marketing plan for discover CBD
3. Create at least 2 survey's to collect data to improve and understand customer's need for future planning.
4. Find at least 2 opportunities with other key businesses for cross promoting e.g. Early Bird dinners, group bookings, external catering.

## PILLAR 2

### VIBRANT CITY CENTRE

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

#### **Objective: 2.1**

Continue to grow the PCBDC brand as a respected brand.

#### **Initiative:**

Prepare a 12 month plan for implementation to include a continual brand awareness campaign for all events and initiatives.

#### **Measurement outcomes:**

1. Implement 12 month brand and marketing PCBDC Business Strategic plan.
2. Engage at least 1 external company to assist with social media and marketing awareness for our brand.
3. Implement 4 surveys during events and initiatives to use for future planning.

#### **Objective: 2.2**

To create branding exposure opportunities for business in the city centre.

#### **Initiative:**

Develop and implement a branding and marketing plan to include PCBDC Business Strategic Plan.

#### **Measurement outcomes:**

1. Implement 12 month program for continual marketing.
2. Implement 6 local media stories/video's on CBD business.
3. Implement 2 sets of city flags for brand awareness for events, initiative's and local businesses.

## PILLAR 3

### Engage with Business Owners

To engage, encourage and involve local business owners and operators in the PCBDC plans.

#### **Objective: 3.1**

Drive connections between local businesses and PCBDC for future business growth.

#### **Initiative:**

Develop and implement a calendar of networking events to bring together small business owners from within the CBD and greater Western Sydney.

#### **Measurement outcomes:**

1. Implement 11 Coffee Catch UP events.
2. Sustain and grow the membership database by at least 15 new businesses within the 12 months.
3. Implement 2 survey's with membership database to track information for future planning and reporting.
4. Implement 8 training workshops/ initiatives between members.

#### **Objective: 3.2**

To bring awareness and connect business owners with current small business information, events or local activities.

#### **Initiative:**

Produce a bi-monthly newsletter and information pamphlets/booklets.

#### **Measurement outcomes:**

1. Research and implement 6 bi-monthly newsletters and deliver to all precincts of the CBD. Create e-version for emailing and add current copy to website.
2. Research and produce 3 pamphlets/booklets to assist small business owners in the CBD. Create e-version for emailing and hard copies for distribution.

## PILLAR 4

### Engage with Property Owners

Business improvement program to rejuvenate the City Centre to provide the experience of a diverse attractive city centre.

#### **Objective: 4.1**

To create a welcoming visual impression to entice economic growth for property and business.

#### **Initiative:**

Continue to offer “Business Improvement Program” working in partnership with property owners, business owners and commercial real estate, creating improvements and change for the CBD businesses.

#### **Measurement outcomes:**

1. To work with a minimum of 30 CBD properties/businesses offering funding and assistance for business improvements.
2. Implement and update records for client cards with clear precinct tracking system for reporting and financial P & L.

#### **Objective: 4.2**

To have a clear communication event/ initiative to engage with property owners, commercial real estates to work with the CBD on future BIP projects.

#### **Initiative:**

Develop and implement event/initiatives and produce a brochure with key stakeholders, to showcase future growth and activation in the Penrith LGA/CBD.

#### **Measurement outcomes:**

1. To hold an event once a year with key panel of speakers.
2. To produce an information brochure in partnership with key stakeholders to be given out the night of the event.
3. To meet every 3 months with a minimum 2 local property owners/commercial real estates to communicate continual awareness of CBD opportunities.

## PILLAR 5

### Engage with Key Stakeholders

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

#### **Objective: 5.1**

To network, connect and work in partnership with key stakeholders on matters relating back to the PCBDC Strategic business plans.

#### **Initiative:**

To provide a reporting template to show regular connection with key stakeholders each month in CEO report.

#### **Measurement outcomes:**

1. Implement a report section in CEO report each month showing regular connection to key stakeholders.
2. Ensure any key stakeholders memberships are current and paid.
3. Implement a checking system in the strategy planner to invite CEO to connect with key stakeholders at least 1 per month.
4. Implement a checking system in the strategy planner to invite Federal, State & Local Government to connect with PCBDC Board and CEO at least 1 per every quarter.

## PILLAR 6

### Effective Governance

**PCBDC operates their business with systems and policies with transparent, accountable planning and reporting.**

**Objective: 6.1** To ensure the business and implementation plans for day to day business in the PCBDC meet with the expectations to deliver results as per the 6 Pillar Business Strategy documentation.

**Initiative:**

Develop a report for monthly board meetings, to show the 6 Pillar Business Strategy is on track.

**Measurement outcomes:**

1. Implement a report monthly for the board.
2. Implement a financial report monthly and include monthly P & L.

**Objective: 6.2**

To report evidence of transparency of spending and operations for PCBDC funding 2019 -2020.

**Initiative:**

The CEO will ensure there will be transparent reporting in the way of a Business Plan, Annual Business Report (to be ready by the second week in July 2020), to hold an Annual General Meeting for 2019 -2020, to complete an Audit for 2019 – 2020 to Penrith City Council for the next financial year 2020 -2021.

**Measurement outcomes:**

1. Complete Annual Business Report to be signed off by the Board by second week in July 2020.
2. To organise an AGM to be held in September 2019.
3. To book and have Audit for financial year 2019-2020 by end of July 2020.
4. To have the Board sign off the Audit after final documents sent from Auditors within 2 weeks of receiving documents.
5. To develop and plan with Board the 2020-2021 Business plans, including a planning day in February 2021 to have ready to present to Penrith City Council at the July 2021 board meeting.
6. To book in with Penrith City Council for yearly review and presentation to Council for a date in first quarter of financial year.

## PILLAR 6

### Effective Governance

#### **Objective: 6.3**

To have clear transparent accounting system for PCBDC.

#### **Initiative:**

To continue to use MYOB accounting system, working with our Treasurer and external book keeper to show accountable figures in line with our SRV funding.

#### **Measurement outcomes:**

1. Meet once a month with the Treasurer and sign off on monthly MYOB reports prior to each Board meeting.
2. Meet twice a year with the Treasurer to report on profit and loss against budgets for future Business Strategy Document.

#### **Objective: 6.4**

The PCBDC office to work efficiently using policy and procedures, showing continued support systems to implement the 6 pillar business strategy.

#### **Initiative:**

Implement and update policy and procedures to continually improve the day to day running of the PCBDC office.

#### **Measurement outcomes:**

1. Implement in administration planner a monthly checklist in line with the PCBDC Strategic Plan.
2. Meet monthly with Chairman or Vice Chair/Treasurer to discuss operational processes meets with our 6 Pillar expectations.
3. Engage HR consultant before EOFY to check we are HR compliant.
4. Engage a Accountancy firm to check MYOB monthly compliance prior to Treasurer sign off for monthly Board meetings.
5. Implement compliance risk register updated monthly for the Board meetings showing: insurances, ATO and any renewals for ASIC/Fair Trading. And memberships.

## PILLAR 6

### Effective Governance

#### **Objective: 6.5**

The PCBDC Board Members are actively involved, informed and have a good knowledge of the business to assist them to make clear decisions at board meetings.

#### **Initiative:**

To update induction process already in place and communication process as needed to keep the board members up-to-date with business matters.

#### **Measurement outcomes:**

1. Each year prior to AGM update all induction material for board members.
2. Each year at our AGM check all current/new board members records retained for Department of Fair Trading updates.
3. Each year after AGM update board meetings calendar & attendance record report.
4. 1 week prior to each board meeting ensure all relevant material is sent with agenda.

We look forward to a productive and successful 2019-2020 for Penrith CBD





## PCBDC Budget 2019 -2020

Pillar 1 - Vibrant City Centre	Budget
Seasonal Events Calendar	\$248808
Pillar 2 - Strong Respected Brand	
Marketing, city flags, branding, design & print	\$50342
Pillar 3 - Engage Business Owners	
CBD Membership Program	\$21764
Pillar 4 -Engage Property Owners	
Business Improvement Rejuvenation	\$136210
Pillar 5 - Stake Holder Engagement	
Memberships, Sponsorships, Board & PR	\$6936
Pillar 6 - Effective Governance	
Annual Operation Plan, Business Plan, Audit, IT, Staff Training & Performance, AGM	\$23088
<b>Total</b>	<b>\$487148</b>