



Mornington Township

Business Plan

2020 - 2027



September 2019

Main Street Mornington Seven Year Business Plan

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Main Street Mornington Seven Year Business Plan

Executive Summary:

The Mornington Chamber of Commerce has undertaken extensive research and consultation to prepare the following business plan. This document reflects the thoughts and ideas collected throughout trader surveys, individual discussions and external research and are aimed at addressing the issues and opportunities presented.

Main Street Mornington Vision

Develop the Main Street Mornington Shopping Precinct as the most prosperous and vibrant shopping precinct in the Mornington Peninsula Shire. Have a unique and distinctive sense of brand identity; be vibrant, prosperous, cosmopolitan, friendly and relaxed. Have an interesting and diverse mix of shops while maintaining a strong heritage seaside feel and have a wide range of business and service providers to further attract and support new businesses. Have attractive public spaces and community facilities and have an active marketing and promotions manager and Chamber Committee who facilitate appropriate development and work for the interests of the shopping precinct as a whole

The vision is supported by the creation of the Main Street Mornington branding which acts as a base from which The Mornington Chamber of Commerce can:

- raise the profile of the businesses through interesting and innovative marketing activities
- facilitate a safe and attractive environment within the Main Street shopping precinct
- create specific events and promotions to stimulate trade and raise awareness
- encourage and support individual businesses through training and education to provide quality customer service to customers
- stimulate business development by providing access to professional speakers
- foster a sense of pride in all businesses by enhancing the overall appearance of the Main Street precinct
- offer networking and marketing opportunities for traders

Management

Ongoing development and management of the management structure and processes, including regular committee meetings, regular monitoring and reporting on performance of activities, facilitating strong businesses buy-in through communication and feedback forums and continuing a pro-active role with council to achieve desired outcomes. Continue to employ a full time Marketing and Promotions Manager.

Financial Strategy

The successful implementation and calculated spending of the Special Charge Scheme for the last 10 years in Mornington has meant that the Chamber is well placed to recommend the reduction in annual fees of 20% (excluding enclosed centres) to the members. Accordingly, we recommend the reduced levy commence from 1st July 2020, increasing by CPI for the next 6 years (total term of 7 years). It is anticipated that this will generate, approximately, \$94,000 in the first year and approximately, \$700,000 (\$698,823) over the 7 year term,

Wherever possible, additional revenue will be raised through local, state and federal government grants and business sponsorships with the aim of creating promotions as revenue neutral as possible.

The Chamber of Commerce will continue to have a financial accountability system in place so it is clear to all members where the funds have been allocated. This is not only to meet the reporting requirements of both Consumer Affairs Victoria and Councils finding agreement with the Chamber, but also to provide transparency to our members who are contributors to the Special Charge Scheme.

A financial report, outlining expenditure against a designated budget for each project area of the Association's program, should continue to be organised and provided regularly to Committee meetings.

An annual audit of the Association's annual income and expenditure will continue to be prepared at the end of the Association financial year and presented to both the members and the council.

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Main Street Mornington Seven Year Business Plan

1. INTRODUCTION

The Mornington Chamber of Commerce has been in operation for 35 years and is a volunteer group of representatives from local businesses who promote the town as a destination, coordinate specific community events and promotional campaigns, advocate on behalf of local traders and provide assistance to them where applicable.

It is governed by a Committee of up to twelve people, who are your fellow Mornington community business traders. The Chamber's Committee of volunteers give their time, skills and experience to make a contribution to the success of Mornington. In addition we have a full time Marketing and Events and office coordinator.

1.1 Background

This Business Plan has been prepared to identify marketing opportunities for the Mornington Chamber of Commerce and has been developed by the management Committee of the Mornington Chamber of Commerce, with input sought from all of the local business stakeholders. In addition this business plan aims to develop a strategic approach to growing the bottom lines of the local business community whilst offering interesting and attractive promotions, marketing, events and street amenity to existing and new customers.

The past nine years have seen initiatives established to brand Mornington, including advertising, marketing activities and events funded through two previous Special Charge Schemes. This fund of money has also allowed the employment of a dedicated marketing and promotions coordinator to implement and manage the projects. The current Special Charge Scheme expires 30th June 2020 and the Chamber has written this plan to show how the past scheme has been evaluated and to highlight what is hoped to be achieved in the next seven year period.

This business plan has been prepared on the basis that the Special Charge Scheme is renewed, which will provide the funds to implement proposed marketing and promotion of Mornington.

1.2 Purpose of the Business Plan

A business plan provides an agreed direction for the activities of the Mornington Chamber of Commerce, to ensure the management Committee can focus its time and energy on the issues that it needs to address in order to achieve the vision for the precinct.

This business plan sets out a program for the next seven years focusing on Marketing and Promotions, activities, streetscape for the township.

As in past years, activities that have been identified will be subject to an annual review.

The business plan will be submitted for consideration by Mornington Peninsula Shire (MPSC) and will form part of the basis for Council's consideration of the renewal of a Special Charge Scheme for the marketing and promotion of the precinct.

1.3 Process

The Mornington Chamber of Commerce emailed a feedback survey to members. The analysis of the accumulated data has formed the basis of the business plan. A Network Night with our members featuring a guest consultant who explained the Special Charge Scheme in detail with and Q & A session, was also held.

Commented [VD4]: Should we mention length of time the chamber has operated? Think it's about 35 years

Commented [VD5]: Hmmm ... is this the best way to say it, other events are run by other organisations

Maybe something like:
... as a destination to live, work and play by designing and implementing strategic and geo-specific events and promotional campaigns.
Thoughts?

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Main Street Mornington Seven Year Business Plan

1.4 Committee

The Mornington Chamber of Commerce Committee consists of the following positions:

Executive Committee:

President

Vice President

Treasurer

General Committee:

Not less than 3 or not more than 9 other members.

Secretary (the Committee shall appoint a Secretary within 30 days of the AGM).

The Committee holds regular meetings with minutes recorded and published on the website. These and are also provided to council to comply with the Special Charge Scheme agreement.

The role of the Mornington Chamber of Commerce is to initiate and coordinate the marketing and promotional activities and provide a conduit for networking, business development and local business support.

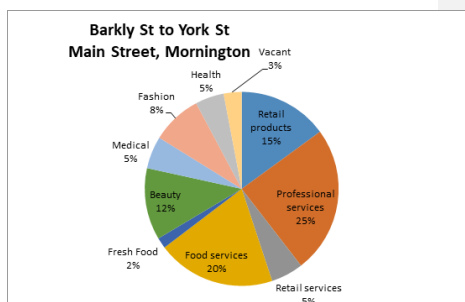
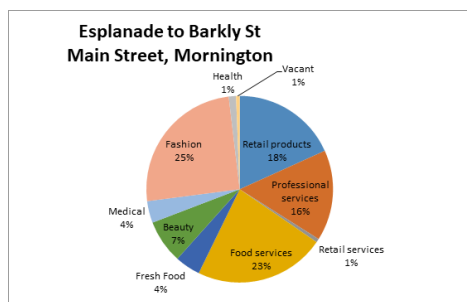
2.0 MORNINGTON MAIN STREET PROFILE

2.1 Overview

Mornington's Shopping Precinct is one of the Mornington Peninsula's major retail shopping/ service strips. With over 330 businesses, Main Streets commercial precinct is a 1.6km* long rectangular strip from Nepean Highway to The Esplanade.

Main Street encompasses three (3) of the major supermarkets (Coles, Woolworths & Aldi), seven (7) financial institutions, two (2) major shopping centres (Mornington Central & Mornington Village Shopping Centres), Australia Post Office, a cinema complex, public library, extensive amounts of medical services and a plethora of retail shops, cafes, restaurants and professional service offerings.

The strip services the daily and weekly shopping requirements of the local community. The tree lined streetscape and bayside footing, create a unique coastal village ambience and a unique café culture. Main Street attracts on a regular basis, not only the local resident but also those from adjoining suburbs and greater Melbourne who enjoy the quality businesses occupying the street, together with the ambient markets and festivals that are hosted in the town.



*source Nichols Crowder independent research

Main Street Mornington Seven Year Business Plan

2.2 Amenities

Mornington boasts an enviable level of amenities for residents and tourists alike. In order for a retail strip to prosper, key amenities need to be provided to attract and retain consumers to the area. Fortunately, Mornington offers a sizeable list of amenities that benefits the area:

- Close proximity to main arterial networks
- Reliable public transport
- Recreational facilities/ parks
- World class beaches
- Arts and Culture precincts
- Award winning hospitals
- Respected schools
- Market leading childcare
- Aged Care/ Retirement Villages
- Major financial Institutions
- Large scale supermarkets
- Pharmacies and medical services
- Post Office
- Accessible car parking
- Cafes/ Restaurants
- Retail/ Fashion/ Homewares
- Health/Beauty
- Professional services

The above amenities are key factors for a successful commercial strip. As Mornington's population continues to grow, local councils, government and private enterprise will need to continue to work together to ensure these amenities meet with shifting demands and requirements of the local community.

2.3 Transport

Thanks to Peninsula Link and EastLink being within easy access, Mornington is approximately 50 minutes from Melbourne, which makes it not only a holiday hotspot but a suburb that people and families can reside and if required make the commute into Melbourne CBD.

Mornington Main Street, positioned between Nepean Highway and The Esplanade can be accessed via a public bus service, car, bike or on foot.

The closest train station is at Frankston.

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2.4 Consumer Analysis

For many people, commercial strips such as Main Street Mornington, represent the 'face of their community'. As a result, the success or otherwise of a commercial strip is important in influencing perceptions of a community to the outside world. This has implications for areas seeking to promote liveability and attract investment, tourism and new residents.

For this reason, commercial strips are a particularly important part of the economy, both in terms of their direct contribution to employment and activity, and through indirect influences on a wide range of economic and social outcomes.

Consumer trends are rapidly evolving and local businesses need to keep up with the increasing demands and expectations to stay afloat.

Consumers are changing their purchasing habits and decision-making factors based on the ease at which they can make a purchase and the overall experience.

Influencing factors in consumer behaviour:

- Price/ cost of goods or service
- Online retailing and research
- Increasingly time poor consumers
- Influence of social media
- Expectations of an, 'experience'
- Flight to, 'new' or 'on-trend' items / service
- Accessibility
- Greater variance/ range in offerings
- Increasing need for professional services
- Need for entertainment
- Visual appeal of shopfronts and fit-out
- All-weather shopping centres
- Bulky goods retail centres
- Increasing cost of living
- Dual working parent families
- Greater competition from similar businesses in close proximity to eachother

These evolving influencing factors are shaping the way Main Street looks and feels, together with the types of businesses that are looking to establish themselves within the strip.

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2.5 Competitors

The closest major local competitors to Main Street are;

- Mornington Homemaker Centre (bulky goods, general retail and homewares)
- Mount Eliza (neighbourhood retail strip offering retail, professional services, café/restaurants, supermarket and a hardtop shopping centre)
- Benton's Square Shopping Centre
- Home Co. Centre (ex Masters site)

While Mornington commands an enviable position as being the most successful commercial strip in the Mornington Peninsula (as per table 4.4 below), it needs to continue to evolve and adapt to the above changing demands and keep front of mind for consumers.

2.6 Retail Performance

Table 4.4: Mornington Peninsula Retail Turnover by Centre, 2015 (\$2015)

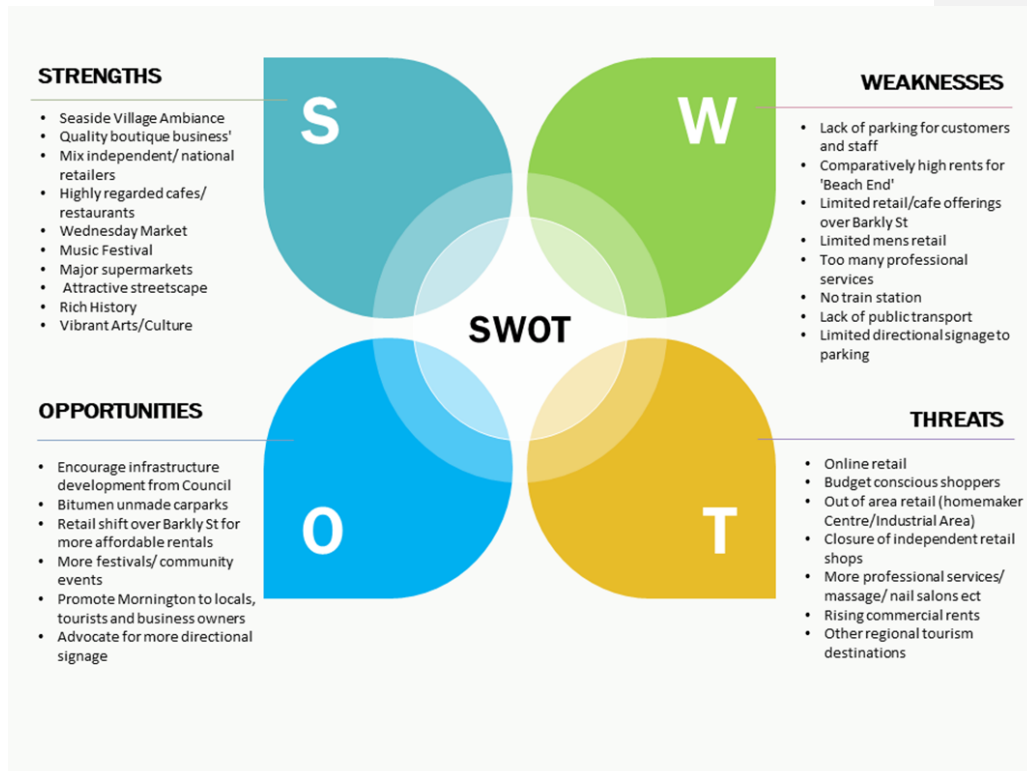
	Retail Floorspace	Average Trading Level	Total Retail Sales
Major Activity Centres			
Mornington	47,300m ²	\$7,200/m ²	\$341.7m
Rosebud	46,730m ²	\$6,800/m ²	\$317.2m
Hastings	24,930m ²	\$5,900/m ²	\$147.8m
Large Township			
Somerville	22,610m ²	\$5,600/m ²	\$126.4m
Bentons Square	8,860m ²	\$11,400/m ²	\$101.0m
Rye	10,780m ²	\$7,900/m ²	\$85.8m
Mt Eliza	11,640m ²	\$7,600/m ²	\$88.5m
Dromana	9,970m ²	\$6,400/m ²	\$63.7m
Small Township			
Sorrento	11,010m ²	\$6,200/m ²	\$68.4m
Balnarring	3,910m ²	\$8,300/m ²	\$32.5m
Mt Martha	3,250m ²	\$8,900/m ²	\$29.1m
Martha Cove	0m ²	N/A	N/A
Local Centres	18,600m ²	\$6,700/m ²	\$124.3m
Convenience Centres	8,430m ²	\$5,800/m ²	\$49.2m
Other	67,800m ²	\$3,800/m ²	\$254.8m
Total Mornington Peninsula	295,830m²	\$6,200/m²	\$1,830.4m

*Source: Essential Economics , Mornington Activity Centre Strategy Review, 2018

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Whilst over recent years Mornington has had the greatest Total Retail Sales (refer to top line figure in table 4.4) within the Mornington Peninsula, it also has one of the highest rental rates per square metre, eating into net profit. This, along with having to accommodate constantly changing consumer trends, creates increased pressure on business financially, as evidenced in the SWOT Analysis below.

2.7 SWOT Analysis



2.8 Key Opportunities

The analysis shows that all the opportunities rely on the continuing works of the Chamber of Commerce and its ability to represent local business, invest in marketing activities, stimulate business development through education of business owners, create cooperative promotions, enhance business to business relationships with networking events and advocate to the relevant authority on common issues.

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3. EVALUATION OF KEY PROJECTS TO DATE

The following projects highlight the activities which have received positive response and recommendation:

- The Chambers specific **Mini Magazine** advertising initiative, "The Essential Guide to Mornington" is still successful 5 years since its inception. Issued annually, it is a forum for local businesses to promote themselves but also contains community stories and is read and enjoyed as a community newsletter. The distribution is 20,000 which is distributed around Mornington and Peninsula wide. The Chamber contributes towards this print and distribution and uses it to raise public awareness of its projects and events. Each issue also includes a full traders directory of all Chamber member businesses.
- The Mornington Peninsula Magazine monthly double page **Main Street Mornington advertising** has been successful and beneficial for businesses. Up to 8 businesses are given the opportunity to advertise each month at discounted rates, subsidised by the Special Charge Scheme.
- The **Mornington Christmas Carols** in the park is organised by the chamber. Families pack the park for the event which fills to capacity with approx. 5000 people. Funding is a mix of Chamber funds, a grant from Council and sponsorships from small businesses. The event is open to food businesses to have a stall.
- Over the past 4 years, an approximate additional \$134,000 in additional funds has been raised through council grants and business sponsorship. In addition, an approximate \$50,000 of, "In Kind" sponsorship, including goods and services and volunteer time, has also been generated. The total additional funds have benefited Chamber projects brought to the township. The Chamber will continue to generate additional contributions to projects in this way.
- The **Main Street Mail** monthly electronic newsletter, which is emailed to every business, maintains good communication and connections between the Chamber of Commerce and the Chambers stakeholders.
- The Chamber website, mainstreetmornington.com.au, has been effective in offering an information board for local events and as an online business directory incorporating all members. The traffic to the website is constant and it includes hyperlinks to the businesses. All of this creates great SEO and online presence for each member.
- Social Media – both Facebook & Instagram under the banner of **@MainStreetMornington** generate township and business awareness and engagement.
- The **Mornington Winter Music Festival** has been successfully run for the last 7 years. The family friendly music festival includes over 20 venues from the smallest café to large live music venues in Main Street and a few surrounding areas such as the MPRG. With 8 free music zones up and down the street, the aim is to encourage attendees to walk the Main Street precinct. The Festival is attended by all ages and the financial benefits are seen in the increased profits of all licensed venues and many retail shops that reported good sales. It is an event positively received by the community stakeholders.
- **Mornington's Biggest Morning Tea** has been running for 3 years and is an annual community fundraiser coordinated by the Chamber which strengthens local engagement and promotes businesses via their food and product donations. In addition, the event generates funds for the Cancer Council.
- **Successful lobbying and advocacy.** For example, written objections to the Planning Minister Richard Wynne, against the Kaufland Hypermarket proposal for Mornington.
- Close and effective partnerships with various Council departments assists in monitoring the upkeep and maintenance of the streetscape, including:
 - traffic engineers re parking
 - Parks & Gardens re streetscape planting, street trees
 - Waste Management team for the waste bins
 - Infrastructure Cleansing for the footpath
 - The Economic Development Team ensure signage is appropriate and has a permit
 - The Local Laws team ensure Footpath Trading rules are also enforced

These relationships ensure that issues are dealt with promptly and are reported to the correct officers with personal follow up by Chamber.

Commented [VD8]: Originally was going to various "tourist" info centres Vic wide – what happened to that?

Commented [VD9]: At a discounted/reduced rate?

Commented [VD10]: Is this each year or over 4 years?

Commented [VD11]: Can you please confirm how long the music festival has been going?

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- Regular **themed promotions** such as a Valentine's day, Mother's day, and Shop Local have all been instigated, funded, coordinated and promoted successfully by the Chamber of Commerce. Each of these projects aims to attract visitation to the precinct and to businesses within the precinct.

4. THE FORWARD PLAN

4.1 Revenue

The successful implementation and calculated spending of the Special Charge Scheme for the last 10 years in Mornington has meant that the Chamber of Commerce is well placed to recommend the reduction in annual fees of 20% (excluding enclosed centres) to the members. Accordingly, we recommend the reduced levy commence from 1 July 2020, increasing by CPI for the next 6 years (total term of 7 years)

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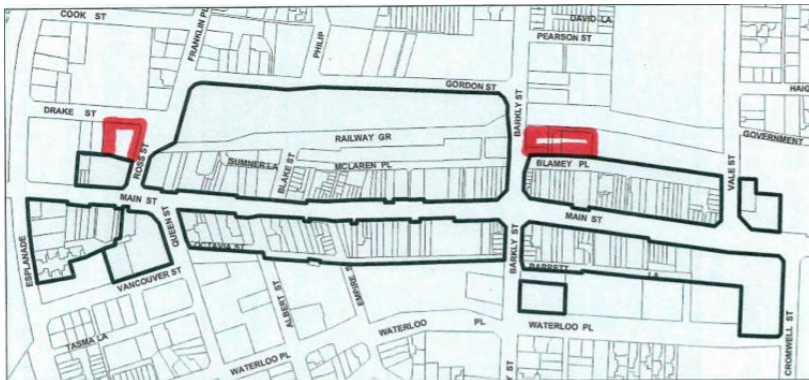
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4.2 Projects Overview

The ongoing success of the Special Charge Scheme is dependent on the continued, consistent rollout of projects and promotions for the precinct, as well as capitalising on new opportunities for the benefit of the town and in keeping Mornington, at the forefront of business and tourism.

To do this we propose:

- Employ a full-time Marketing & Promotions Manager to co-ordinate and oversee the promotional activities
- Roll out themed promotions, Valentine's Day, Mother's Day, Shop Local and introduce Father's Day
- Maintain the website and social media platforms that promote members and Mornington
- Celebrate the Christmas season with; promotions, town decorations and the community Christmas Carols
- Build on the Queen's Birthday Weekend – Winter Music Festival
- Introduce Music In The Mall – a monthly local music session to create more atmosphere and street vibe and appeal
- Highlight and promote the EFTPOS "shop local" EFTPOS cards
- Produce the Mornington Mini-Mag with the view to expanding it to a more regular publication (due to popular demand)
- Hold networking events to promote member engagement
- Work and engage with council, police, schools and community groups to promote Mornington precinct
- Work in partnership with Council on maintaining and enhancing the Mornington streetscape
- Work with members on long term projects and needs of the Mornington precinct
- Develop more events; a history walk weekend, especially during the Winter months to entice more visitation
- Work closely with the Mornington Peninsula Regional Tourism Board (MPRT) to collaborate promotions to increase visitation
- Expand the precinct boundary to include 1 Ross Street, 65 Barkly Street and 1 Blamey Place



*red denotes proposed new boundary

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4.3 Projects Budget - Years 1 (2020/2021) & Year 2 (2021/2022)

Project – Year 1	Spend
Levy Income	\$94,000
Sponsorship & In-Kind Income **	\$12,500
Administration costs including the employment of a Marketing Coordinator and all associated overhead costs necessary to manage the programme	\$66,000
Networking Events and business training workshops	\$4,000
Website and social media	\$500
Print Media including MP Magazine	\$9,000
Music festival	\$6,000
Themed promotions - competitions	\$3,000
Annual Mini Magazine – Includes Business Directory	\$5,000
Community Christmas Carols (revenue neutral)	\$0.00
Total Payments	\$93,500
Net Profit	\$ 13,000

Project – Year 2	Spend
Levy Income*	\$95,880
Sponsorship & In-Kind Income **	\$12,750
Administration costs including the employment of a Marketing Coordinator and all associated overhead costs necessary to manage the programme	\$67,320
Networking Events and Business training workshops	\$4,080
Website and social media	\$510
Print Media including MP Magazine	\$9,180
Music festival	\$6,120
Themed promotions - competitions	\$3,060
Annual Mini Magazine – Includes Business Directory	\$5,100
Community Christmas carols (revenue neutral)	\$0.00
Total Payments	\$95,370
Net Profit	\$ 13,260

* Assumed 2% CPI

** Sponsorship & In-Kind Income are funds raised by the Marketing Coordinator

The intention is that following years will follow a similar pattern that will be decided after an annual evaluation review of the performance of the projects and strategies.

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5. Implementation

The implementation of this Business Plan is dependent on the ongoing funding source of the Special Charge Scheme administered by the Mornington Peninsula Shire.

Funds raised by the Special Charge Scheme will be managed by the Mornington Chamber of Commerce in accordance with a management agreement between the Mornington Peninsula Shire Council and the Chamber. The Committee of the Mornington Chamber of Commerce will then be responsible for overseeing the implementation of the actions identified in this business plan with support from a Marketing & Events Coordinator who will continue to be employed on a full time basis.

All business owners and operators will have the opportunity to be actively involved in this process. This will be achieved by:

- Annual elections to the Committee at the Annual General Meeting each year which will include an evaluation of annual projects
- Involvement in sub Committees established to work on specific projects.
- Distribution of a regular updates in the form of an email newsletter

The Chamber of Commerce formally requests the support of Council to re new the Special Charge Scheme

Mornington serves the retail and professional service needs of both local residents and tourists. The centre provides for day-to-day shopping needs, along with leisure activities such as dining. It is a convenient shopping destination for local residents (with goods and services provided by the supermarkets, fresh food outlets, the newsagencies/post office, chemists, banks, hair and beauty salons and health services) and an easily accessible location for visitors and day trippers from greater metropolitan Melbourne and beyond who are seeking unique dining and shopping experiences including the historic weekly Wednesday street market.