

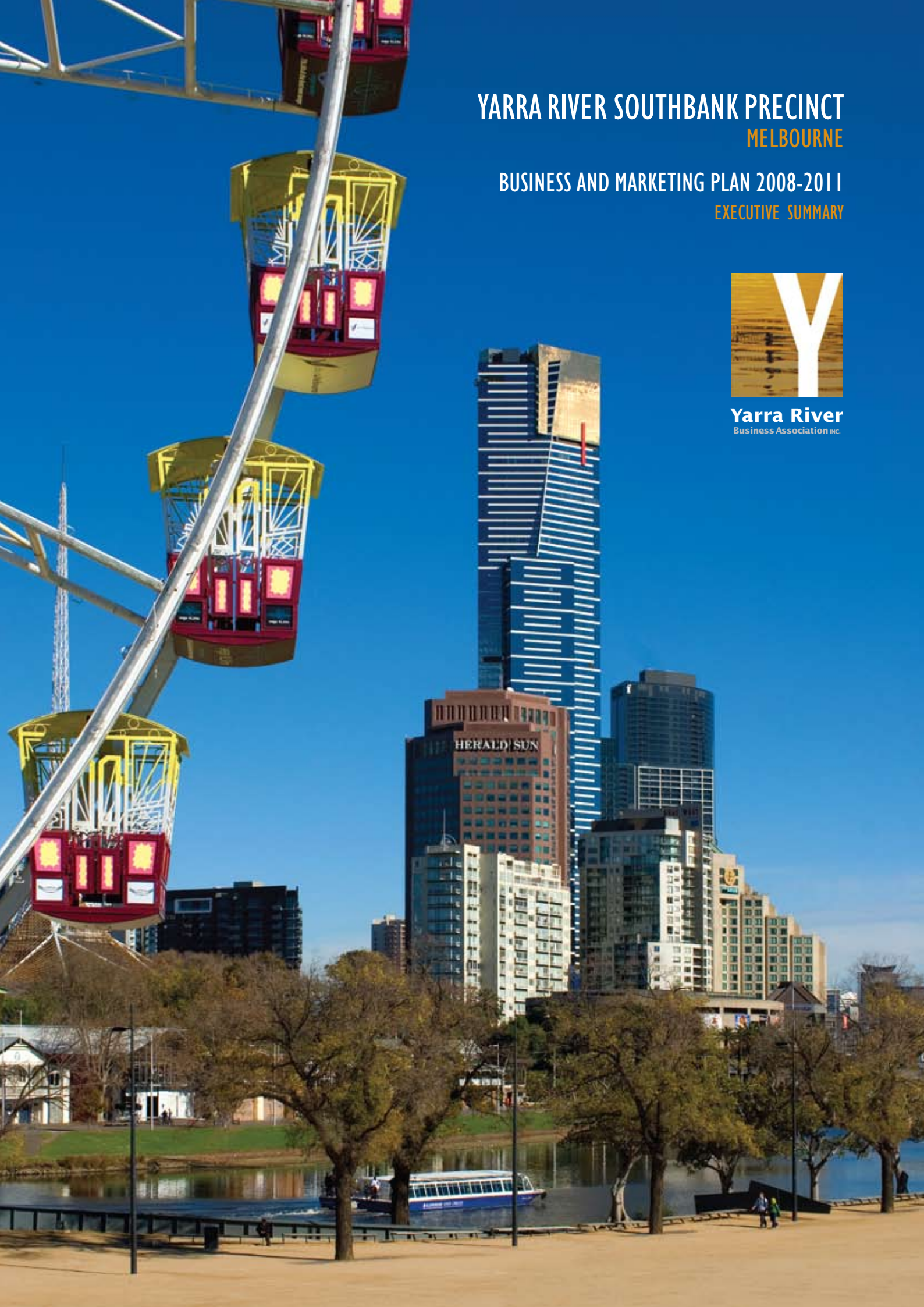
# YARRA RIVER SOUTHBANK PRECINCT MELBOURNE

BUSINESS AND MARKETING PLAN 2008-2011

EXECUTIVE SUMMARY



**Yarra River**  
Business Association inc



## AT A GLANCE

**Businesses: 760**

**Employment: 38,100**

**Occupations:**

**Professional 21%**

**Managerial 10%**

**Clerical/sales/service 10%**

**Office space: 3,830,000m<sup>2</sup>**

**Hotel rooms: 1,703**

**Serviced apartments: 540**

**Conference and  
meeting seating: 24,666**

**Dining and beverage  
venue seating: 19,830**

**Dwellings: 6,545**

**Population: 7,323**

**Projected population:  
13,339 (2016)**

**Overseas born: 44%**

**Largest age group:  
20-39 (55%)**

N.B: detailed data about the Precinct and how people use it can be obtained by downloading the full business plan at [www.yarrariver.info/busplan.pdf](http://www.yarrariver.info/busplan.pdf)

Supported by the City of Melbourne



The Lower Yarra River is Melbourne's birthplace. After 170 years of development it is now a thriving fusion of business, tourism and leisure activity. No other area of Australia combines such a diverse, world-class offering of sport, arts, conference, accommodation, dining, leisure and tourism facilities. It is this importance and diversity that creates the need for an organisation to lobby, communicate and promote on behalf of its business community.

This second business plan for the Yarra River Precinct covers the period 2008 – 2011. It reflects a new era for the Lower Yarra River, as a much more established and mature destination. The first decade saw the Precinct progress from an area still undergoing transformation from its industrial roots.

The Lower Yarra River was officially recognised as a precinct of Melbourne in 1999, when it was embraced as part of the City of Melbourne's precinct program. The Yarra River Precinct is administered by the legal entity Yarra River Business Association Inc. An Executive Committee of 8-10 business sector representatives sets its policy, which is enacted by a part-time Executive Officer.

The Precinct's geographic jurisdiction roughly encompasses the river and its south and north banks between Punt Road Bridge, Richmond and the Bolte Bridge, Port Melbourne. In the south it extends to City Road, Southbank, including Sturt Street. A realignment of City of Melbourne precinct boundaries in 2007 recognised the Yarra River Precinct as forming 'District South', which also embraces part of St Kilda Road and the arts and cultural hub of Southbank.



## RELATIONSHIPS

The efficacy of the Yarra River Business Association Inc. has been, and will continue to be, dependent on the relationships it forges with other key stakeholders and custodial organisations of the Lower Yarra River. In many cases this is not a formal relationship, but simply maintaining effective two-way communication with senior personnel of organisations, based on mutual respect and interests.

Most projects the Association wishes to see undertaken involve resourcing well beyond its means. Therefore, its ability to convince other organisations of the need for such projects is essential. The Association views its relationship with the following organisations to be critical to its success during the period 2008-2011:

**City of Melbourne:** This is the Association's principal external relationship, from which it derives its annual administrative funding under the Precinct Management Program. Its relationship with the Council's economic development, marketing, engineering, design, parks and gardens departments is crucial to undertaking its role.

**Parks Victoria:** As the governing body for on-water activity and much of the infrastructure on the river, this relationship is one of the Association's most important.

**Tourism Victoria:** Tourism Victoria was instrumental in the establishment of the Precinct Association and the relationship has been strong ever since, especially through the development of the Melbourne Strategic Waterfront Plan (2004) and its subsequent working committee.

**Victorian Employers Chamber of Commerce and Industry (VECCI):** The Association is an invited member of VTIC and is an active participant in the Council's quarterly meetings and industry forums. VTIC is administered by the Victorian Employers Chamber of Commerce and Industry (VECCI).

**Yarra River Keepers' Association:**

The Association is a corporate member of the YRKA, as part of its commitment to river health and environmental issues.

**Destination Melbourne:** Destination Melbourne is charged with the role to market Melbourne to Melburnians and Victorians, largely through a series of fee-for-service publications and other media.



# MISSION

## MISSION STATEMENT

To facilitate the ongoing development of the Yarra River Precinct as Melbourne's natural meeting place for residents, tourists and conference delegates.

## KEY OBJECTIVES/ROLES

### GOVERNANCE

To professionally conduct the Precinct Association in a financially responsible manner, which maximises return-on-investment for the City of Melbourne and ensures that all member needs are treated equitably.

### Role/responsibilities

- Professional and transparent financial management, including internal and external auditing;
- Ensure that the composition of the Executive Committee reflects the overall mix of the membership;
- Ensure opportunity for any member to have input to the decision-making of the Association;
- Ensure that decisions made by the Executive Committee reflect the best interests of the overall precinct, rather than any personal agendas.

## MARKETING AND COMMUNICATION

Position and communicate the Yarra River\* and its environs as an integrated tourism and recreational precinct, and as Melbourne's premier place to eat, meet and be entertained.

### Role/responsibilities

- Work cooperatively with the membership to produce key marketing collateral in electronic and hard copy form;
- Collaborate with other agencies to ensure that the Precinct is profiled as a key activity node within their destination marketing campaigns and through their information services;
- Position and communicate the Yarra River\* Precinct's tourism product as an integral part of the broader Melbourne 'experience';
- Gather or generate data that provides the membership and other stakeholders with an accurate picture of the Precinct's development, visitation and customer satisfaction;
- Communicate research findings to appropriate businesses and organisations, in order to facilitate enhancement of the Yarra River tourism product and experience;
- Communicate with other City of Melbourne precincts to maximise marketing opportunities.

## RELATIONSHIPS AND NETWORKING

Position the Association as the medium through which relationships between business and government can be developed and maximised.

### Role/responsibilities

- Regular communication with the Association membership;
- Provide opportunities for the membership and other stakeholders to mix on a professional and social basis;
- Act as an effective conduit of information between the business community and those agencies/organisations with a controlling interest in the Yarra River\* and its immediate environs;



- Maintain positive and effective relationships with those organisations and individuals who contribute to the well being of the Precinct and its immediate environs;
- Where appropriate, bring together various parties to facilitate the better coordination of service delivery within the Precinct.

### INFRASTRUCTURE

Advocate for the standard of infrastructure to service visitor, recreational and business markets to reflect and enhance the Precinct's overall quality.

#### Role/responsibilities

- Research and identify the need for new infrastructure to service existing and future markets;
- Lobby stakeholder organisations to ensure the establishment of appropriate, high quality public and private infrastructure;
- Assist business and organisations within the Yarra River Precinct to ensure that their product meets market need;

- Monitor the maintenance of public infrastructure and communicate issues as soon as possible to the appropriate authorities for rectification.

### MEMBERSHIP

Ensure that the Association membership is continually aware of issues, developments and opportunities affecting the Precinct.

#### Role/responsibilities

- Ensure that the Association's membership is reflective of the business mix within the Precinct;
- Communicate the benefits of Association membership and help to build a sense of geographic identity among businesses of the Precinct;
- Grow private membership income to 20% of the public funding received by the Association;
- Strive to achieve a membership retention rate of 85-90%;
- Gather or generate data that provides the membership and other stakeholders with an accurate picture of the Precinct's development, visitation and customer satisfaction.



\*The Precinct's geographic jurisdiction roughly encompasses the river and its south and north banks between Punt Road Bridge, Richmond and the Bolte Bridge, Port Melbourne. In the south it extends to City Road, Southbank, St Kilda Road to the Shrine of Remembrance, and the arts and cultural hub of Southbank.

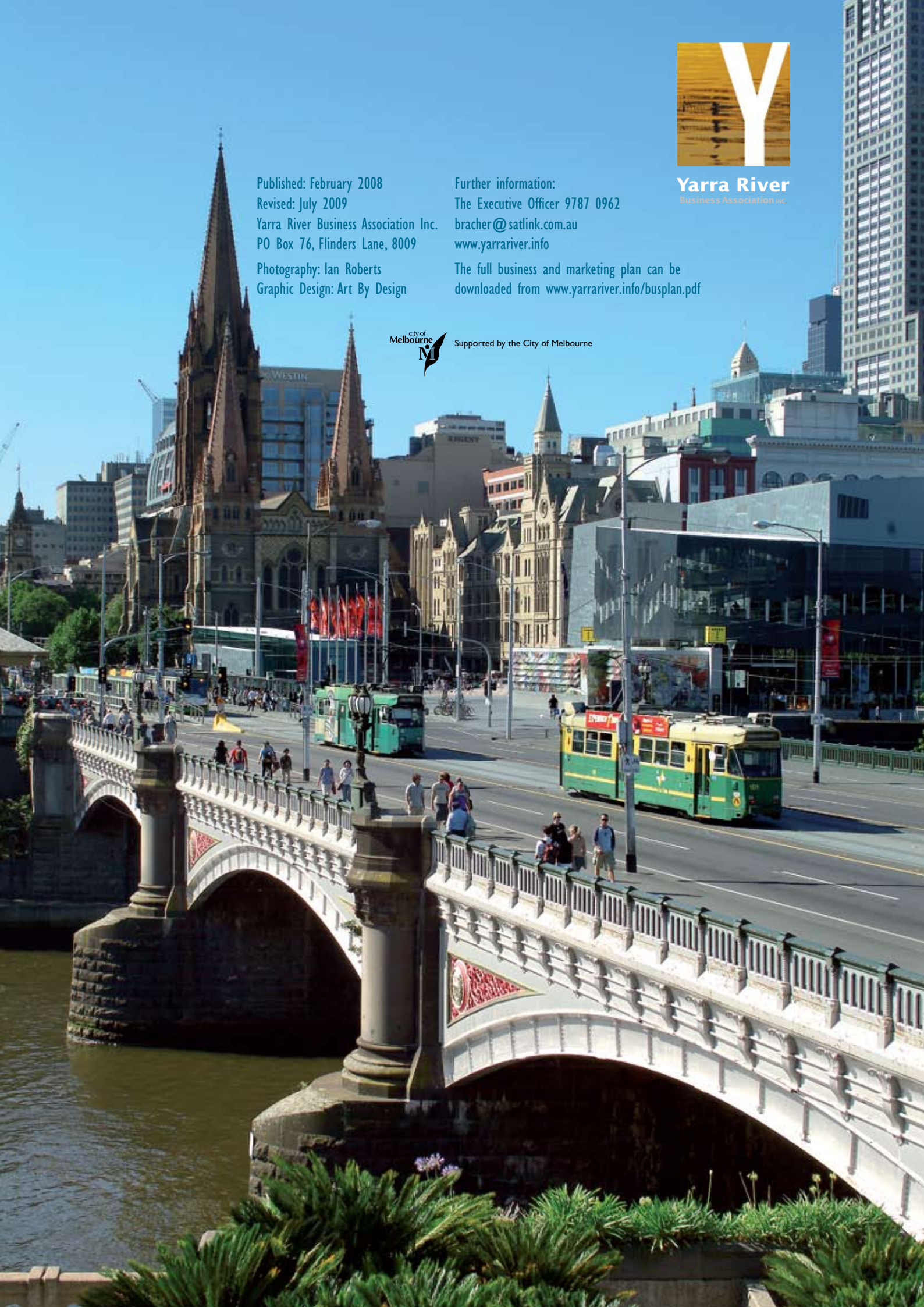
# ACTIONS

## ACTIONS

Action/Project	Year 1: 2008-09	Year 2: 2009-10	Year 3: 2010-11	Evaluation/Performance Measure
<b>Governance</b>				
YRBA underwent a major review of its governance during year 1 of this Business Plan, including: a new name for the Association to reflect its new role and responsibilities; new Articles of Association to reflect greater complexity of the organization; and the Implementation of a new representational structure to better reflect the nature and needs of its constituency	✓			
Review representation on the executive committee to ensure geographic and industry sector coverage	✓			
<b>Marketing and Communications</b>				
Review and produce a Discovery Guide to the Yarra River	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Take-up figures through the commercial distribution agent Rate of participant renewal
Investigate the feasibility of extending coverage of the Discovery Guide to include the Docklands Precinct		<input type="checkbox"/>		Financial assessment of an expanded coverage Cooperation of the Docklands Chamber of Commerce
Review the efficacy and commercial potential of the official website: <a href="http://www.yarrariver.info">www.yarrariver.info</a>		<input type="checkbox"/>		Response of potential new participants Financial viability
Review and, where appropriate and cost effective, incorporate new technologies to enhance the effectiveness of the Yarra River website		<input type="checkbox"/>	<input type="checkbox"/>	User response via feedback mechanism Regular review of web analytics
Undertake an external review of the market positioning and brand health of the Yarra River Precinct		<input type="checkbox"/>		A marketing program attuned to the current and future market needs and desires
Leverage from the profile and extra visitation generated by the Melbourne Convention Centre, such as participation in the centre's visitor servicing program		<input type="checkbox"/>	<input type="checkbox"/>	Strengthen opportunity for precinct businesses to benefit from increased conference and meetings visitation
Undertake a rolling program of research to measure visitor use and satisfaction with the Precinct and its key sectors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The ability of the survey results to provide constructive feedback to sector members regarding the quality of their delivery and ways to increase standards
Measure pedestrian traffic on Southbank to assist in planning for new infrastructure, to assist event organisers and to assess those events that most benefit the retail and hospitality sectors of the precinct		<input type="checkbox"/>		Better informed and more effective planning by developers and event organisers. Businesses able to maximise benefit from events and activities held within the Precinct

## ACTIONS

Action/Project	Year 1: 2008-09	Year 2: 2009-10	Year 3: 2010-11	Evaluation/Performance Measure
<b>Relationships and Networking</b>				
Conduct an annual Yarra River Business Breakfast	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A more networked and informed Precinct business community
Issue bi-monthly newsletters and more frequent e-bulletins, as the need arises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A more networked and informed Precinct business community
Organise a biennial Yarra River Business Forum to discuss major planning, operational and marketing issues affecting the Precinct	<input type="checkbox"/>		<input type="checkbox"/>	Better understanding among key stakeholders and greater coordination of infrastructure planning and service delivery
Conduct, as needed, information briefings for member businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A more networked and informed Precinct business community
<b>Membership</b>				
Re-engage with major sectors, particularly the sports and the arts community	<input checked="" type="checkbox"/>			Increased membership/participation from businesses/organisations within those sectors
Establish a new website to highlight the water-based tour options on Melbourne's rivers and bay	<input checked="" type="checkbox"/>			Level of response from potential participants More accessible and effective communication to the public about water tour options
Determine a package of benefits for larger business complexes participating in the Association's capitation membership scheme		<input type="checkbox"/>		New take-up of capitation scheme by Precinct business complexes Retention of current capitation membership
<b>Infrastructure</b>				
Lobby for the completion of the Northbank cycle/walking trail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Active discussion/planning for the project Realisation of project
Encourage the owners/agents of Banana Alley vaults to realise the potential of the asset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Realignment of tenant mix and upgraded infrastructure that creates value for the Precinct
Bring together relevant parties to plan an upgrade of the Flinders Street Station underpass	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Aesthetic and functional improvements to the underpass
Play an active role in the discussion/planning for the proposed Sturt Street arts plaza	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Acceptance of the Precinct's role by State Government Realisation of project
Play an active role in the discussion/planning for the proposed beautification of Southbank Boulevard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Acceptance of the Precinct's role by State Government Realisation of project.
Actively support the allocation of an appropriate area on the Yarra banks for the berthing/lay-up of commercial river craft and the provision of back-of-house services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Realisation of project
Promote the need for a floating pontoon to enhance visitor comfort and safety on Southgate's Lower Promenade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Realisation of project
Promote the upgrade of Enterprize Park as a public open space, including adequate lighting and suitable façade treatment to the railway undercroft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The creation of an appealing new public space for the precinct to complement the quality of the Melbourne Aquarium
Advocate for the design improvement and activation of Queensbridge Square, including a police presence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The evolution of Queensbridge Square as a space that attracts the public and sustains the relevant commercial interests in the area.



**Yarra River**  
Business Association inc

Published: February 2008  
Revised: July 2009  
Yarra River Business Association Inc.  
PO Box 76, Flinders Lane, 8009  
Photography: Ian Roberts  
Graphic Design: Art By Design

Further information:  
The Executive Officer 9787 0962  
bracher@satlink.com.au  
www.yarrariver.info  
The full business and marketing plan can be  
downloaded from [www.yarrariver.info/busplan.pdf](http://www.yarrariver.info/busplan.pdf)



Supported by the City of Melbourne