



# Diamond Creek Traders Association Business Plan

For the period of 2022-2027



**DIAMOND  
CREEK**



**PRESENTED TO**  
Diamond Creek  
Traders Association

**PRESENTED BY**  
X2 Marketing

# Table of Contents

|  |    |
|--|----|
| Introduction.....                                    | 2  |
| Methodology .....                                    | 2  |
| Background.....                                      | 3  |
| Strategic Context .....                              | 5  |
| Council Plan .....                                   | 5  |
| Eco Development Strategy Plan .....                  | 5  |
| Diamond Creek Structure Plan .....                   | 7  |
| COVID-19 Impact .....                                | 8  |
| Role of the Diamond Creek Trader’s Association ..... | 9  |
| Primary Role .....                                   | 9  |
| Current Activities.....                              | 10 |
| 2020/2021 Marketing Budget .....                     | 10 |
| Future Focus.....                                    | 10 |
| Residents Snapshot .....                             | 11 |
| Catchments .....                                     | 12 |
| Marketing Analysis .....                             | 12 |
| Markets .....  | 12 |
| Current .....  | 13 |
| Emerging and Untapped.....                           | 13 |
| Marketing Analysis .....                             | 14 |
| Shoppers.....  | 14 |
| Traders.....   | 16 |
| SWOT ANALYSIS.....                                   | 17 |
| The Brand .....                                      | 20 |
| Vision .....   | 20 |
| Mission .....  | 20 |
| Key Focus Areas.....                                 | 21 |
| Action Plan .....                                    | 21 |

# Introduction

The Diamond Creek special rate levy strives to promote local businesses while supporting the broader community. This Plan outlines expenditure and goals for the five-year renewal period from the 1<sup>st</sup> of July 2022 to the 30<sup>th</sup> of June 2027.

Diamond Creek Traders Association members are subject to a special rate levy that supports business development across the town. The current levy concludes on the 30<sup>th</sup> of June 2022, and the Nillumbik Shire Council has endorsed a five-year renewal.

The special rate levy contribution from the traders totals \$140,000 per year, \$700,000 over the term with CPI increases only each year. There is no increase from the previous 5 years term. X2 Marketing has collaborated with key stakeholders to create this Strategic Business Plan, which directs expenditure and strives to benefit all traders.

This Plan focuses on delivering effective, measurable, and impactful results that are aligned with all relevant groups. By delivering targeted marketing and business development strategies, the special rate levy can be maximised to benefit the entire Diamond Creek Shopping Precinct.

# Methodology

X2 Marketing has prepared this Plan in conjunction with the Diamond Creek traders, the Diamond Creek Traders Committee, Nillumbik Council, and key stakeholders.

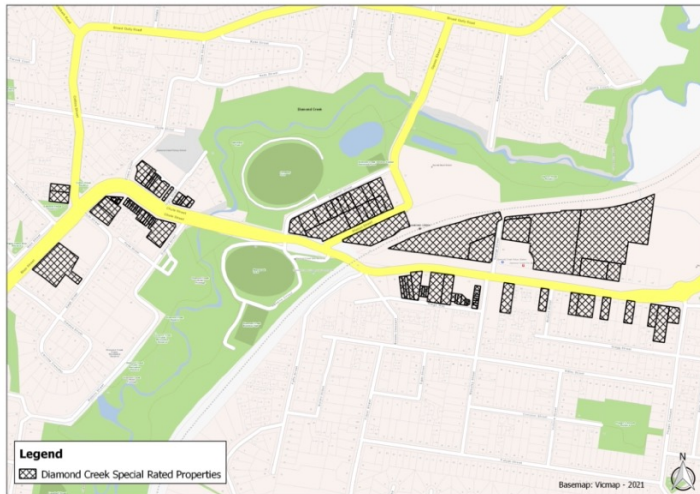
To ensure the Plan captured the feedback of all stakeholders, extensive community consultation and research has been completed. The insight of customers, traders, and residents was greatly valued, and the consultation process included:

- Diamond Creek members (traders) online survey
- Customer online surveys
- Meetings with key stakeholders
- One on one trader interviews

Both qualitative and quantitative data collected from the research influenced various aspects of the Plan. Additionally, a literature review was undertaken of all significant policies, research, and procedures.

# Background

The highlighted section of the map outlines the special rated area of Diamond Creek within the broader Major Activity Centre (MAC).



There are currently 132 special rated properties across Diamond Creek. The special rate levy is applied to the location itself, not the business occupying the premises. This figure fluctuates with the turnover of shops, vacancies, rentals, and seasonal leases.

The traders of Diamond Creek have been divided into 14 key categories to understand the diversity and mix of businesses. At the time of data collection, there were two clear top categories and numerous categories equalling for third:

1. Café/Restaurants/Pubs- 25%
2. Health and Wellness- 17%
3. Automotive- 8%
4. Fresh Food/Liquor- 8%
5. Industrial & Wellbeing- 8%
6. Retail & Accessories- 8%

| INDUSTRY                         | NO. | %   |
|----------------------------------|-----|-----|
| Automotive                       | 11  | 8%  |
| Banking & Financial              | 3   | 2%  |
| Café/Restaurants/Pubs            | 33  | 25% |
| Fresh Food/Liquor                | 10  | 8%  |
| Gardening & Outdoor Supplies     | 1   | 1%  |
| Hair & Beauty                    | 8   | 6%  |
| Health & Wellness                | 22  | 17% |
| Industrial & Wellbeing           | 10  | 8%  |
| Business & Professional Services | 4   | 3%  |
| Recreation & Fitness             | 8   | 6%  |
| Retail & Accessories             | 10  | 8%  |
| Pets & Hobbies                   | 2   | 2%  |
| Real Estate                      | 4   | 3%  |
| Other                            | 9   | 7%  |

# Strategic Context

The strategy and contents of this Plan are aligned with broader local and state development goals. Coherence and collaboration ultimately generate better outcomes for the people and traders of Diamond Creek and the wider Nillumbik Shire community.

The following strategic documents are related to this Plan:

- Nillumbik Shire Council Plan
- Nillumbik Shire Eco Development Strategy Plan 2020-2030
- The Victorian Government's Diamond Creek Structure Plan

## Council Plan

With the vision of making Nillumbik Australia's 'most liveable Shire', the *Council Plan* focuses on improving the lives of people in the Green Wedge. Beyond creating healthy, safe, active, and engaged communities, the Plan aims to develop a **Prosperous Economy** that 'supports business growth, jobs and community wealth'.

The strategies that directly relate to Diamond Creek include:

- 4.1 Encourage investment and development within the Shire to increase economic development and local employment and broaden the rate base while at the same time preserving the Green Wedge.
- 4.2 Develop and market the tourism industry in Nillumbik.
- 4.3 Review existing precinct structure plans within activity centres to encourage investment and development.
- 4.3.1 Review and update the Eltham and Diamond Creek activity centre structure plans.
- 4.5 Identify new economic development opportunities and improve amenity for our villages in conjunction with key stakeholders, including residents.

## Eco Development Strategy Plan

The Nillumbik Shire Council outlined key objectives for 2020-2030 in their Economic Development Strategy Plan. The planned initiatives strive to achieve a strengthened economy while facilitating job creation in the region. In the Plan, Diamond Creek is identified as an 'activity centre' and is highlighted in the Strategy's four key objectives:

- Improve economic development practices and programs to assist local businesses.
- Create vibrant activity centres and employment precincts in Eltham and Diamond Creek.

- Facilitate economically and environmentally sustainable use of land within the Shire's green wedge.
- Enhance the visitor economy by showcasing natural, recreational, and cultural strengths.

## Diamond Creek Structure Plan

The Diamond Creek Structure Plan outlines a strategic and practical vision for the area to manage change and growth until 2030. Through the execution of key strategic objectives, the aim is to achieve the following vision:

“The Diamond Creek Major Activity Centre is envisioned as a mixed-use area with a public plaza at its heart, a place where the community can meet, transact business, recreate, learn, play, shop and work.

High quality, sustainable and innovative medium density developments will pay homage to its landscape setting and history. Development will respond to and reflect the rural setting of the Diamond Creek Setting, particularly by there being a strong presence of native canopy trees.

Diamond Creek will not only build on its diverse array of employment opportunities, it will build its reputation as a boutique and artisanal food production destination. It will be known for its distinctive rural village charm, environmental qualities and safe and walkable street network.”



## COVID-19 Impact

This Business Plan has been designed to respond to unexpected changes in market behaviour and conditions. COVID-19 has been the most disruptive event in decades and has affected the entire Diamond Creek community- perhaps none more than the local businesses that have had to shut their doors and cease trading. The Plan considers management strategies and a pathway to recovery.

The COVID-19 pandemic and associated lockdowns has caused widespread hardship. From residents and employees to local business owners, everyone who works, lives, shops, and visits Diamond Creek has been impacted in some way.

While some local traders have been able to operate at an adjusted capacity for essential reasons, others have been unable to function at all. The retail, hospitality, and fitness industries have been particularly affected. As the pandemic is managed, reopening these key sectors will bring much-needed activity to the local economy. This Plan and the activities completed by the Traders Association strives to promote a 'Shop Local' message, ensuring local businesses are supported at this critical time.

Action by the Traders Association supports the Council's approach to COVID-19, which is to Respond, Recover and Thrive. As the situation develops and inevitably changes, the support and promotion of local businesses will adapt accordingly. Moreover, the Nillumbik Shire Council encourages local business owners to provide regular feedback and start an open and honest dialogue for enhanced collaboration and connectivity.

While it is hoped that the foreseeable future does not include extended lockdowns, the Traders Association is prepared to assist businesses as the world adjusts to a new COVID normal.

# Role of the Diamond Creek Trader's Association

The Diamond Creek Traders Association is a business association represented by a committee of volunteers. They collectively represent the interests, views, and concerns of Diamond Creek's businesses at local, State and Federal government levels.

The Association's purpose is to represent the businesses of Diamond Creek through marketing and promotional efforts. Primary goals include creating more business opportunities for traders by increasing foot traffic and local spending. X2 Marketing supports the Association's marketing endeavours through a paid position.

## Primary Role

The main role of the Association includes:

- Provide a digital presence and custom website
- Provide digital marketing strategies, including social media, video production
- Media advertising
- Events
- Networking
- Streetscape
- Advocacy
- Build relationships and partnerships
- Communication tools to businesses and the public
- Marketing campaigns
- Engagement of a marketing coordinator

## Current Activities

The focus of the Diamond Creek Traders Association has predominantly been on marketing initiatives to promote local traders and enhance the community, as listed below:

- Improve communication, education and community spirit amongst traders and businesses and encourage them to unite and participate in the Traders Association.
- Develop a community-based marketing strategy for selling Diamond Creek to our target market.
- Provide advice, in the form of information sessions and access to business coaching, to members of the Diamond Creek Traders Association.
- Work with the relevant authorities to ensure that Diamond Creek is a safe and aesthetically pleasing place to shop and do business and that appropriate land uses are developed in a coordinated manner that will enhance and support existing business opportunities.

## 2020/2021 Marketing Budget

Admin (HR) – 40%

Admin (General) – 12%

Marketing – Campaign/Events – 24%

Sponsorship – 2%

Digital Marketing – 22%

Shop Local - 12%

## Future Focus

The Association have identified that many recent activities have been focused on events, particularly events for children. While these events have been successful and beneficial for the community, this Plan outlines the intention of catering to strategies that directly impact more businesses.

This work has already commenced with a shift to focus on Diamond Creek's digital presence. The website and active social media accounts for Diamond Creek strive to promote and help more businesses with practical and tangible help. This ensures the special rate levy is providing value for money for all traders rather than a few.

# Local Context

Diamond Creek is a thriving community with a diverse range of residents. Below is a snapshot of the people of Diamond Creek according to the most recent published Census.

## Residents Snapshot

### Population

|                 |               |
|-----------------|---------------|
| Total Residents | 11,733        |
| Male            | 5,824 (49.6%) |
| Female          | 5,916 (50.4%) |

### Age

|             |               |
|-------------|---------------|
| Median Age  | 38            |
| 0-14 years  | 2,349 (20%)   |
| 65 and over | 1,212 (10.3%) |

### Dwellings and Housing

|                              |       |
|------------------------------|-------|
| All Private Dwellings        | 4,128 |
| Average People Per Household | 3     |

### Income and Expenses

|                                    |         |
|------------------------------------|---------|
| Median Weekly Household Income     | \$2,089 |
| Median Monthly Mortgage Repayments | \$2,000 |
| Median Weekly Rent                 | \$370   |

### Most Common Ancestries

|            |               |
|------------|---------------|
| English    | 4,707 (28.6%) |
| Australian | 4,439 (26.9%) |
| Irish      | 1,693 (10.3%) |
| Scottish   | 1,308 (7.9%)  |
| Italian    | 1,026 (6.2%)  |

### Employment

|                    |               |
|--------------------|---------------|
| Employed Full Time | 3,690 (57.9%) |
| Employed Part Time | 2,301 (33.6%) |
| Away From Work     | 281 (4.1%)    |
| Unemployed         | 302 (4.4%)    |

# Catchments

Five primary market catchment areas have been identified for the Diamond Creek precinct. Several secondary and tertiary catchment areas exist, with emerging markets suggested further afield.

Primary catchment areas are all within a 5-10 km radius of the Diamond Creek Activity centre. This catchment includes residents, homeowners, and workers.

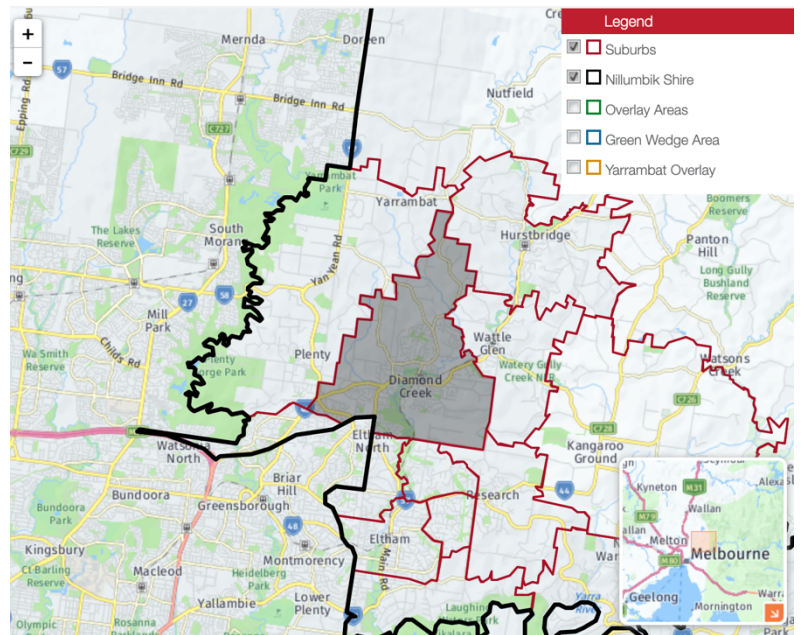
- Diamond Creek
- Wattle Glen
- Hurstbridge
- Yarrambat
- Doreen

Secondary catchment

- 20km radius
- North-eastern suburbs and further afield

Tertiary catchment

- North
- Melbourne and beyond – new markets/emerging markets



# Marketing Analysis

## Markets

To understand how to maximise marketing efforts and promote the traders of Diamond Creek, it is important to understand who shops in the precinct, their values, and what they want from their local shops. This part of the Plan assesses current, emerging, and untapped markets and details the results from our comprehensive shopper and trader surveys.

## Current

| <b>Residents</b>   | <b>Local Workers</b>   |
|--|--|
| The primary market that shops in Diamond Creek includes immediate locals and community members from neighbouring suburbs. As determined by our survey, the top reason shoppers choose Diamond Creek is convenience (60.45%), followed by the desire to support local (29.10%). | There are over 132 businesses in Diamond Creek which bring workers from across Melbourne to the shopping precinct. These shoppers primarily search for takeaway food options and everyday supplies, thereby supporting local businesses, particularly on weekdays. |

## Emerging and Untapped

### - **New Residents**

With new housing developments and a growing suburb population, Diamond Creek traders can reach an expanding local audience.

### - **Immediate Locals That Shop Elsewhere**

Our survey identified that 15% of residents opt to shop elsewhere. They attributed this due to lack of variety, pricing, inconvenience, and lack of parking.

### - **People Travelling Through**

There is an emerging market of people travelling through Diamond Creek as a pathway to regional Victoria, the Yarra Valley, and the outskirts of metro Melbourne.

### - **Locals From Surrounding Suburbs**

There is an opportunity to promote Diamond Creek to locals outside the LGA, particularly from surrounding suburbs without a major shopping precinct like Wattle Glen, Hurstbridge, Pantan Hill, and Kangaroo Ground. During COVID-19 lockdowns and travel restrictions, it is likely that these groups ventured to Diamond Creek for essential shopping.

### - **Visitors**

Visitors come from across Melbourne to enjoy Diamond Creek. The introduction of the Regional Playspace and beautiful leafy trails has encouraged families to come and visit. There is an opportunity to have them engage with local businesses while they explore everything Diamond Creek has to offer.

## Marketing Analysis

Two major surveys were completed to evaluate the behaviours and insights of those who shop within the precinct. The key findings are outlined below.

### Shoppers

#### Frequency of Shopping

Results from the survey showed that 20.15% of surveyed participants shop in Diamond Creek daily. Meanwhile, the most common response was 'more than three times a week'. This is positive as it demonstrates shoppers frequently engage with their local shopping precinct. This does, however, reveal that 33.58% of shoppers only visit once a week; possible reasons for this are explained in further examination of the data.

#### *How often do you shop in Diamond Creek?*

|                          |        |
|--------------------------|--------|
| Daily                    | 20.15% |
| Twice a week             | 26.12% |
| More than 3 times a week | 33.58% |
| Weekly                   | 33.58% |
| Fortnightly              | 2.24%  |
| Monthly                  | 2.24%  |
| Once a year              | -      |
| On a needs basis         | 0.75%  |

#### Type of Shopping

Despite only 8% of businesses in Diamond Creek offering fresh food and liquor, supermarket, and fresh food shopping accounts for over half of the surveyed answers on the type of shopping people complete in Diamond Creek. This explains the frequency of shopping with many locals venturing to fresh food stalls regularly for supplies. Meanwhile, 32.09% of surveyed shoppers stated that they shop at a combination of stores. With the promotion of 'shop local', it is hoped that this figure grows.

#### *What type of shopping do you do in Diamond Creek?*

|                          |        |
|--------------------------|--------|
| Supermarket              | 44.78% |
| Fresh food               | 9.7%   |
| Retail                   | 4.48%  |
| Cafes/ restaurants/ pubs | 3.73%  |
| Petrol                   | -      |
| Takeaway food            | 5.22%  |
| All the above            | 32.09% |

### Interactions with Service-Based Business

Most businesses in Diamond Creek offer a service. Results from this question show that over 31.34% of surveyed shoppers do not interact with service-based in Diamond Creek businesses at all. Previous responses about the type of shopping suggest that those shoppers just complete fresh food shopping in the precinct. Meanwhile, automotive was the largest service utilised by surveyed shoppers, followed by fitness. Those who responded 'Other' answered that they used a combination of services, including hardware, healthcare, dog grooming, and beauty services.

*Do you use any other business for their services in Diamond Creek?*

|                    |        |
|--------------------|--------|
| None of the above  | 31.34% |
| Fitness            | 13.43% |
| Financial services | 2.24%  |
| Automotive         | 23.13% |
| Industrial         | 1.49%  |
| Hire services      | 5.22%  |
| Business retail    | 8.96%  |
| Childcare          | 3.73%  |
| Other              | 10.45% |

### Comments and Concerns

Surveyed shoppers were asked, 'What else would you like to see in the Diamond Creek Shopping Precinct?'. The most common responses included:

- **Better parking options:** Many shoppers raised concerns about the configuration of parking in the Coles precinct. They seek updated parking options with defined entry and exit points to reduce the risk of accidents.
- **More retail variety:** Surveyed shoppers expressed their desire for more diverse retail, including a bookshop, childrenswear, menswear, and womenswear.
- **Outdoor dining facilities:** Surveyed shoppers stated that there was an excellent variety of takeaway food options, but the precinct lacks outdoor seating and dining areas for groups.
- **EV charging station:** Multiple shoppers expressed the desire for EV charging stations in the precinct. There are currently no public charging stations in the suburb.
- **Health food shop:** Several shoppers identified a lack of health food and vegan options in the precinct.
- **Enhanced streetscape:** Some surveyed shoppers commented that the precinct is looking dated.



### Additional Thoughts

The surveyed shoppers identified what they valued in a shopping precinct. The most important necessity for shoppers was *'good variety of shops'*, and *'convenience'*. This was followed by *'good customer service'*, *'community spirit'* and *'a variety of food and dining options'*. Interestingly, the lowest priority was *'destination'*, suggesting that shoppers value experience and would travel to access quality shopping.

*What are the necessities required for where you shop? Note: Surveyed shoppers could select multiple answers.*

|                                      |        |
|--------------------------------------|--------|
| Good variety of shops                | 66.42% |
| Community spirit                     | 35.07% |
| A variety of food and dining options | 35.82% |
| Convenience                          | 66.42% |
| Atmosphere                           | 20.15% |
| Street appearance                    | 19.40% |
| Destination                          | 9.70%  |
| Good customer service                | 41.79% |
| Other                                | 15.67% |
| None of the above                    | 0.75%  |

### Traders

#### Impact of COVID-19

The majority (77.78%) of surveyed traders answered that business has *'slowed down'* in the past 12 months. Meanwhile, 11.1% of traders answered that their business *'stayed the same'*, and another 11.1% were *'not sure'*. Disappointingly, no surveyed traders answered that their business experienced a period of growth. This can be explained by persistent lockdowns and closures across the precinct.

#### Benefits, Values and Strengths of Diamond Creek

Surveyed traders were asked, *'what do you think is the best thing about the Diamond Creek Shopping Precinct? Why do people come here?'*. Answers predominantly highlighted the community feel and loyalty of locals. Other highlights include the convenience of the shopping precinct and the beautiful outdoor spaces.

#### Areas for Improvement

Local surveyed traders identified what they believed would attract more people to the precinct. Common answers included:

- Reducing parking problems and traffic jams.
- Improving the appearance of shopfronts.
- Promoting the Diamond Creek Shopping Precinct in surrounding neighbourhoods.

#### Threats

Unsurprisingly, COVID-19 lockdowns were identified as the biggest threat according to surveyed traders. The traders expressed that the lockdowns are unpredictable, reduce foot traffic, and cause widespread closures, leading to reduced opportunity and spending.

### **Needs From the Special Rate Levy**

Local traders were asked how they would best be supported by the Diamond Creek Traders Association. Survey answers included a variety of responses, however, the highest priority was marketing followed by streetscape, advocacy, and communication with traders.

## **SWOT ANALYSIS**

A detailed analysis has been completed to assess current strengths, weaknesses, opportunities, and threats to the Diamond Creek Shopping Precinct.

### **Strengths**

- **One-stop-shop:** There are various businesses in Diamond Creek, making the precinct a one-stop-shop for locals. From fresh food to retail, there is something for everyone.
- **Atmosphere:** Diamond Creek is a thriving community with a great mixture of parks, trails, shopping, community spaces, and businesses. There is a wonderful atmosphere that combines city convenience with rural nature and open spaces.
- **Local community:** Diamond Creek has a growing population. This large and engaged community group presents endless opportunities for connection and promotion.
- **Food choices:** A major strength of the Diamond Creek Shopping Precinct is the large variety of takeaway food choices.
- **Branding:** With newly updated branding, the Diamond Creek brand is modern, inclusive, and bright. This offers opportunities to grow an online presence and promote the brand in the local area and to surrounding communities.
- **Local community groups:** Diamond Creek has an excellent community focus and spirit. Numerous community groups support promotional initiatives and the local traders.
- **Greenery and landscape:** The suburb boasts beautiful parklands, trails, and landscapes that locals and Diamond Creek workers enjoy. Residents can access all the convenience of an inner-city town and the beauty of regional living.
- **Community spirit:** The combination of local groups, beautiful landscapes, engaged businesses, and loyal shoppers leads to a wonderful sense of community in Diamond Creek.

## Weaknesses

- **Parking:** Parking is a concern for shoppers and traders in the precinct. Problems have been identified with the volume and configuration of the major car parks.
- **Lack of connection across the whole precinct:** There is locational separation across the precinct.
- **Business growth:** Our marketing analysis showed that no surveyed trader identified business growth in the past 12 months. This is a consequence of the COVID-19 lockdowns.
- **Traffic congestion:** The railway crossing causes disrupted traffic flow and congestion in the precinct.
- **Reduce escape expenditure:** This is a high proportion of escape expenditure outside of Diamond Creek and Nillumbik.

## Opportunities

- **Digital marketing:** The Diamond Creek Trader's Association is actively investing in the creation and execution of digital marketing campaigns to promote the local traders.
- **COVID-19 local shopping:** While COVID-19 is recognised as a threat to businesses, the persistent lockdowns and correlated travel restrictions have encouraged immediate locals to keep their shopping in their LGA. This means that many people have returned to local shopping only during the lockdown period. Moreover, with more residents working from home, they are more likely to seek food and supplies in Diamond Creek rather than their suburb of work.
- **Collaboration with local community groups:** There are several engaged and active community groups in the local area, including sporting clubs.
- **New customers:** There is an opportunity to reach new customers from the area surrounding Diamond Creek.
- **New residents:** With new developments in Diamond Creek and a booming real estate market, there are new residents in the area who are ready to shop local.
- **New investors:** As Diamond Creek continues to develop, new investor opportunities are constantly arising.
- **Council:** There is an opportunity to improve the working connection with the Council to generate better outcomes for the traders and the community.
- **Regional Playspace:** The Regional Playspace has attracted families and visitors from across Melbourne to the area. The recently completed Playspace is a beautiful, shared community destination and presents an opportunity for local traders to utilise the new visiting audience.

## Threats

- **Limited growth in the immediate area:** Most commercial dwellings in the area are occupied with no plans to expand the current shopping precinct. Therefore, there is limited business growth expected.
- **COVID closures:** COVID-19 is undoubtedly the biggest threat to traders in the immediate future. If lockdowns and business closures continue, this threatens the growth and the existence of local businesses.
- **Council:** There is a persistent lack of understanding, engagement, and direction provided by the Nillumbik Shire Council. The Trader's Association is actively trying to improve this.
- **Competition from larger or other shopping centres:** Local shopping precincts like Plenty Valley Westfield, Greensborough Plaza, Eltham Town, and the St Helena Shopping Precinct are a threat to the shops of Diamond Creek.
- **People leaving the area to shop:** As a result of the shopping precincts listed above, locals leave their suburb of Diamond Creek to shop elsewhere.
- **Business mix:** While there is a variety of shops in Diamond Creek, shoppers identified that nearby shopping precincts have a greater variety.
- **Parking:** In addition to being a weakness, parking is also a threat. Locals may begin to avoid the area entirely due to parking difficulties.

# The Brand

Diamond Creek's branding was updated and refreshed in 2020. The modern, bright, and inviting design is now being showcased across the precinct.

As the story goes, Diamond Creek was so named because the creek sparkled like diamonds. The rebranding project included creating a new logo that contains diamond shapes and radiating lines that reflect the sparkling water.

3D lettering and vibrant colouring were incorporated to capture the energy and lifestyle of Diamond Creek. As locals and visitors know, the town is an active and diverse place where something is always happening. Every day, you'll find people walking, running, or cycling on the leafy trails, children enjoying the playgrounds, football games, groups exercising, families having picnics, and people exploring everything else Diamond Creek has to offer.

The logo has been adapted to suit digital and print formats, including town signage and the Diamond Creek Traders Association new website.

## Vision

- To be a strong and well-connected precinct.
- To harness and promote community spirit.
- To be the first place where locals think to shop.

## Mission

- To provide value to every member.
- To support, advocate and represent all traders.
- To provide a unified voice on all precinct matters.

## Key Focus Areas

1. ADVOCACY / LEADERSHIP
2. ENGAGEMENT WITH MEMBERS AND KEY STAKEHOLDERS
3. MARKETING
4. PLACE

## Action Plan

### ADVOCACY / LEADERSHIP

| STRATEGY  | ACTIONS   | PRIORITY<br>HIGH<br>MED<br>LOW | BUDGET |
|---|---|--------------------------------|--------|
| Develop and strengthen strategy partnerships with key stakeholders to develop stronger economic benefits. | Continue to build up and strengthen partnership with Nillumbik Council  | HIGH                           |        |
|   | Continue to build relationships with State Government partners  | HIGH                           |        |
| Strengthen the Diamond Creek committee to lead a strong and united association well into the future       | Committee – explore opportunities to add skills-based members onto the committee to further enhance and improve the association’s ability to support businesses and a prosperous precinct | HIGH                           |        |
|   | Review business plan/action plan at the end of each financial year to assess and review actions ensuring current strategies and actions meet Diamond Creek Association needs              | MED                            |        |
|   | Succession plan – develop a succession plan for the association   | LOW                            |        |
|   | Seek a review of the special rate levy boundary in preparation for the next rate renewal  | LOW                            |        |

|   |  |      |  |
|---|--|------|--|
| Build a strong and thriving Diamond Creek that advocates for all businesses and their needs.  | Create a priority list of issues identified by the community and businesses that directly impact Diamond Creek Traders Association and share with relevant bodies, Local and State Governments. This will ensure all relevant parties understand the priorities of the Diamond Creek Traders Association.  | HIGH |  |
|   | Communicate with traders on the priority list of issues and update as required.<br><br>Continue to advocate for; <ul style="list-style-type: none"> <li>- Improved Traffic Management on Station St</li> <li>- Improved entering and exit at Diamond Creek Station Car park</li> <li>- Signage (Welcome and directional)</li> <li>- Appearance / tidying up of buildings</li> <li>- Cleanliness</li> </ul> | HIGH |  |
|   | Develop a range of campaigns for Diamond Creek businesses to become more aware of the businesses and products being offered in the precinct, to ensure more businesses is referred and kept within the precinct.   | MED  |  |
| Advocate to Council to increase its resources and investment into the precinct to support local businesses to grow and thrive in the precinct | Advocate for more support for small businesses at a grass roots level. As well as over funding to businesses from Nillumbik Council.   | MED  |  |

## ENGAGEMENT WITH MEMBERS AND KEY STAKEHOLDERS

| STRATEGY  | ACTIONS   | PRIORITY<br>HIGH<br>MED<br>LOW | BUDGET |
|---|---|--------------------------------|--------|
| Improve communication and engagement with Diamond creek businesses                          | Ensure there is constant and regular communication between the association and businesses.  | HIGH                           |        |
|   | Addition of a members only area on the website, regular email communication to businesses and flyer drops where needed.   |                                |        |
|   | Continue to improve relationships with all businesses to develop greater relationships, with and understanding of Diamond Creek members.  | HIGH                           |        |
|   | Develop a Diamond Creek welcome pack for new members. Pack will include defining benefits of becoming a member, simple contact details and a form to provide up to date information.              | HIGH                           |        |
| Develop and strengthen key strategic partnerships   | Further develop and strengthen partnerships with key community stakeholders and groups to deliver an enhanced activity centre for locals and visitors to enjoy.                                   | MED                            |        |
|   | Work closely with the major supermarkets in Diamond Creek (Coles and IGA) to invest in the area and work closely to the benefit of all businesses.  | MED                            |        |
| Support initiatives for an improved business mix and develop Diamond creek as a destination | Encourage investment into the precinct, in line with brand and Council's strategic economic vision for the area.<br><br>Encourage Council to produce business investment prospectus for the area. | MED                            |        |
|   | Engagement with landlords to advocate for and support more complementary businesses and investment within the precinct.   | LOW                            |        |



## MARKETING

| STRATEGY   | ACTIONS   | PRIORITY<br>HIGH<br>MED<br>LOW | BUDGET |
|--|---|--------------------------------|--------|
| Continue to develop the brand to raise awareness of Diamond Creek precinct as a shopping precinct and destination. | Encourage and facilitate stronger collaborative marketing with Diamond Creek members, utilising key brand attributes to build brand and destination awareness | HIGH                           |        |
|  | Develop content stories to help customer experience Diamond Creek before and after visiting the area  | HIGH                           |        |
|  | Commission the production of imagery to build a digital brand library. Make it available for all stakeholders to use.   | HIGH                           |        |
|  | Continue to develop brand specific collateral across all platforms (mostly digital) to raise awareness of brand amongst consumers and traders/stakeholders    | HIGH                           |        |
|  | Investigate opportunities to integrate brand collateral on the street/on the ground to further reinforce brand proposition in destination.                    | MED                            |        |
| Increase visitation to the precinct through a range of marketing campaigns   | Continue to roll out Shop Local campaigns.  | HIGH                           |        |
|  | Develop a marketing campaign designed to engage the cycling/walking/trail customers   | MED                            |        |
|  | Develop sector-based campaigns to help promote specific businesses within specific sectors of the market. For example, video marketing, Facebook ad campaigns | HIGH                           |        |
|  | Develop seasonal campaigns, aligning marketing to specific times of the year  | HIGH                           |        |
|  | Continue diamond Creek voucher program – but review how they are distributed beyond online competitions. Consider giving out through local footy clubs etc    | HIGH                           |        |
|  | Consider developing a loyalty/reward-based program. Diamond Creek are very loyal customers, and it would be good to reward them for it.                       | HIGH                           |        |

|   |  |      |  |
|---|--|------|--|
|   | New resident campaigns – target new residents, primarily with specific offers just for them as a welcome to the precinct.  | HIGH |  |
|   | Engage schools through targeted campaigns to drive foot traffic to the precinct. I.e., giving away vouchers  | MED  |  |
|   | B2B Trader campaign – buy local/support local businesses campaign  | HIGH |  |
|   | Work with Council to create a destination-based marketing campaign to encourage people outside of the area to visit the Regional Playspace in Diamond Creek  | HIGH |  |
| Build on established digital platforms and increase digital footprint   | Review and enhance on the already established digital marketing platforms. Key considerations should include; <ul style="list-style-type: none"> <li>- Partnerships with key online partners</li> <li>- Paid SEO</li> <li>- Online targeted campaigns</li> </ul>   | HIGH |  |
|   | Distribute digital marketing results to all businesses on a regular basis – quarterly. Build online visitor interaction and engagement through online call to actions such as competitions, discount vouchers or special offers – whilst driving online traffic to the precinct.   | HIGH |  |
|   | Continue to utilise precinct, category, and business videos.   | HIGH |  |
|   | Develop a visual image library for use on all digital marketing platforms. Engage a professional photographer.   | HIGH |  |
| Continue to activate the precinct through a range of events and activations driving increased foot traffic to the precinct. | Continue to develop sub-precinct activations. Investigate options for; <ul style="list-style-type: none"> <li>- Best placement of activations</li> <li>- Pop-up parks</li> <li>- Street activations projects</li> <li>- Art installation</li> <li>- Markets</li> <li>- Seasonal events</li> <li>- Themed events – e.g., food</li> <li>- Unique events – non-traditional/outside the box</li> </ul> | MED  |  |
|   | Develop a calendar of events (flyer) that benefits the entire precinct – digital and   | HIGH |  |

|  |   |      |  |
|--|---|------|--|
|  | print version for distribution on all digital platforms and through businesses.   |      |  |
|  | Continue event activations celebrating traditional holidays and events such as Easter, Halloween, Christmas, Mother's Day, Father's Day   | HIGH |  |
| Strengthen partnerships with community organisations to develop new initiatives and increased support for traders  | Continue to build partnerships with community groups to support and develop mutually beneficial projects. Groups to consider but not limited to are; <ul style="list-style-type: none"> <li>- Sporting</li> <li>- Rotary</li> <li>- Men's Shed</li> <li>- RSL</li> <li>- Lions club</li> <li>- Scouts</li> <li>- Schools</li> </ul> | HIGH |  |
|  | Consider special offers/rewards/packages tailored towards community groups to encourage increased spending and visitation to the precinct.  | HIGH |  |
| Embrace the emerging tourism market to increase customer base  | Support traders to further develop product offerings and visitor appeal to entice the day tripper market.   | MED  |  |
|  | Work with Council to develop a visitor campaign to Diamond Creek (Nillumbik) showcasing all that Diamond Creek to offer and why come visit.   | HIGH |  |
| Upskill businesses to meet and exceed customer expectations.<br><br>Increase positive perception of the precinct and word of mouth referrals by developing an exceptional customer experience. | In conjunction with council develop a training program. Topics could include but are not limited to; <ul style="list-style-type: none"> <li>- Visual merchandising</li> <li>- Marketing</li> <li>- Social media</li> <li>- Customer service</li> <li>- Accessibility</li> <li>- Finance</li> </ul>                                  | MED  |  |
|  | Encourage businesses to take advantage of Council driven/funded professional development activities.  | HIGH |  |

|   |   |     |  |
|---|---|-----|--|
| Learn about businesses professional development needs to tailor training to suit their needs. | Undertake an annual survey to communicate and engage with Diamond creek businesses to better understand their professional development needs. | MED |  |
|   | Provide opportunities for one-on-one mentoring for businesses.  | MED |  |

## PLACE

|  |   |      |  |
|--|---|------|--|
| Create a visually appealing precinct that encourages customers to stay longer, explore further and ultimately spend more | Support implementation of <b>Diamond Creek Structure Plan</b> which address key concerns around housekeeping, streetscape, and general upkeep of the precinct. Initiatives could include; <ul style="list-style-type: none"> <li>- Murals</li> <li>- Art-art/installations</li> <li>- Bins</li> <li>- Road art/stencils</li> <li>- Furniture/seating – in tune with environment</li> <li>- More outdoor seating – in key traffic areas</li> </ul> | HIGH |  |
|  | Implement a 'business streetscape program' where businesses look at their own backyards and get their house in order. Program should consider; <ul style="list-style-type: none"> <li>- Visually appealing shops</li> <li>- Modern look and feel</li> <li>- Upgrading their look</li> <li>- Windows</li> <li>- Signage</li> </ul>   | HIGH |  |
|  | Work with council, local real estate agents and landlords to encourage streetscape and shopfront improvements and potential activation of vacant shops for short term use   | MED  |  |
|  | Work with council to provide a more connected Diamond creek from a physical perspective.  | LOW  |  |

|  |  |     |  |
|--|--|-----|--|
|  | Work with Council and state gov to review Diamond Creek railway crossing.  | LOW |  |
|  | Investigate promotions to implement a range of green initiatives. Initiatives could include but not limited to; <ul style="list-style-type: none"> <li>- Renewables</li> <li>- Bio-degradable banners</li> <li>- Sustainability</li> <li>- Recycling</li> <li>- Organic</li> <li>- Flora fauna</li> </ul> Electronic car charging stations | LOW |  |
| Create an environmental aware precinct.  | - Work with council to improve welcome signage and sense of arrival into precinct. This should include way-finding signage, directional, impact and acknowledge of arrival at the key entrance sites to precinct and brand integration at street level.  | LOW |  |
| Create good first impressions with a warm welcome and sense of arrival for customers as they enter the precinct. | Investigate opportunities for grant funding for art installations or the like.   | MED |  |
|  | Ensure the precinct is accessible for all ages and abilities and continue to advocate for and implement initiatives that support and encourage ease of access and ease of use for all customers to the precinct.   | LOW |  |
| Support initiatives that promote an inclusive precinct for all abilities   | Investigate the possibility of improved bike parking stations with the precinct to support and encourage cyclists to visit and stop for longer in the precinct.  | MED |  |
|  | Encourage businesses and Council to implement more dog friendly initiatives to support customers bringing their pets to the precinct.  | MED |  |