



Shine Knox

Draft Retail Activation Strategy
& Identity Study –
Summary Document



About the Retail Activation Strategy

Together with Hello City, Project Re-Store and REMPLAN we have developed a clear vision and strategy for retail recovery and activation in Knox.

We started with creative conversations about the future of retail in Knox with over 75 people from all walks of life.

Using the insights and ideas gathered we defined the 5 core strengths of Knox along with 42 ideas which together have the power to transform retail activity in Knox. These ideas were either sparked by people who participated in the Shine Knox Ideas Challenge, or reflect the energy, activity and initiatives already happening.

Some of the ideas in this strategy are best delivered by Council with the support of the community and key stakeholders, others are better delivered in partnership with State government agencies or local businesses, while others it's better for Council to step back and support, guide, advocate for, promote and encourage the activities of individuals, businesses or organisations.

Our ambition for the Shine Knox retail strategy is that it is used as a tool by those among you who are making things happen. To shape what you do and how you do it. To inform how and where you spend your resources and how you make your decisions. To inspire and crystallise your conversations, your passions, your work and how you tell your story.

Key Strategic Insights

1. COVID-19 is likely to lead to decreased spend on discretionary retail except services and experiences, and increased spend on housing and non-discretionary retail and online retail. It is also likely to continue to have long-term impacts on workers in the arts, hospitality and retail and also women workers, especially women with children.
2. Industrial precincts in Knox are increasingly the centre of diverse, creative and interesting economic and cultural activity.
3. There is an emerging cluster of distilleries and breweries centred around Knox which have powerful destination potential.
4. Home-based businesses and online retail is growing rapidly in Knox.
5. Knox doesn't have many traditional mainstreets, much of our retail is not leafy, green or friendly to pedestrians.
6. There are 3 big green links in Knox that have the potential to knit our retail centres together.

5 Core Strengths of Knox

The heart of the brand identity of the villages, retail centres and precincts of Knox lies in its strengths. The strengths capture the value propositions for why people would want to experience the different locations of Knox, either as a place to live, open a new business, invest in an asset or visit.

Another way of thinking about these is that they are the basis of the unique selling proposition (USP) and the point of difference (POD) of Knox.

The identification of these strengths allows us to be clear about the special characteristics of Knox that should be protected as it evolves & grows and the elements we should build on to stimulate increasing confidence & bolster a stronger sense of place.

Home-loving

A place to put down roots and make a home, room to spread out, content, comfortable, family-oriented, house-proud and pet-loving.

Village vibes

Friendly, welcome, smiling faces, Sense of belonging, super local, connected, independent, familiar, stable.

Untapped

Productive spaces, undiscovered gems, unused spaces, opportunities and untapped potential.

Easy Life

Everything you need; the best of the city and country, live close to work, affordable, safe, quiet, family oriented, and convenient.

In the Foothills

Fresh air & mountain views, walks, dogs, outdoor life, parks, wildlife, creeks, hills, footy, cricket, basketball, netball, birds and wildlife.

Retail Activation Strategy Overview

Activation Ideas

The following ideas have been collected and developed to support and expand the key strengths of Knox. Together these 42 ideas form the retail activation strategy for Knox.

Council's role and strategic approach

We've organised the following ideas according to **Hello City's 5 Ps of Place Activation** to ensure a broad approach that combines grassroots and strategic, short and long-term, and low and big budget approaches.

1. **Promotion:** showcasing strengths and local assets
2. **Program:** shorter-term initiatives and soft infrastructure of events, relationships, services
3. **Pivotal:** long-term strategic initiatives, hard infrastructure, built form
4. **Practical:** maintenance, care, polish
5. **Protection:** ring fencing assets, protecting against threats

For each ideas we have defined one of the following possible roles for Council along with available resources and assets:

Lead: Council to take responsibility for delivering this project either directly or in collaboration with state government agencies

Partner: To be delivered in partnership with industry, business or community organisations or groups

Encourage: To be delivered by organisations outside Council with support, funds, resources or guidance from Council

Investigate: Exploration, research and feasibility studies will be undertaken

Council will take responsibility for delivering these projects either directly or in collaboration with state government agencies.

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Super Sustainable Blocks	Partner with local businesses to create opportunities to make homes sustainable and more self-sufficient	Home-loving	Protect	x	x	x		Within existing resources & community / trader led
Friendly Train Stations Strategy	Kickstart the Friendly Train Stations program and events around train stations	Village vibes	Pivotal	x	x			Within existing resourcing + potential grant funding
Walking Place Audit	First community place Audit with Shine Knox partners	Village vibes	Practical	x				Within existing resources
What's On Knox?	Kickstart What's On Knox	Village vibes	Protect	x	x			Undefined
Creative Industrial Precinct Plan	Events or scavenger hunt in industrial precincts that highlight opportunities and hidden gems	Untapped	Pivotal	x			x	Within existing resources
Sticking Points Street Upgrade Program	Roll out Sticking Points Upgrade Program	Untapped	Practical	x				Within existing resources

Community-owned Retail & Creative Spaces	Ring-fence affordable rents and active streets and precincts by supporting alternative ownership and access models	Easy Life	Pivotal	x	x		x	Unknown (awaiting department feedback)
Wend Your Way	Define, promote and celebrate 100s of wonderful journeys through Knox.	In the Foothills	Promote	x	x			Within existing resources
Open Season Public Space Initiative	Trial innovative ways to remove the barriers to use of public space. Invite local traders, performers and entrepreneurs to find multitude ways to activate and enliven our car parks, streets, open spaces and parks	In the Foothills	Protect	x				Within existing resources

These projects are best delivered in partnership with industry, business or community organisations or groups.

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Open Kitchen Cooking Classes	Cooking Classes in restaurant kitchens	Home-loving	Promote		x	x		Within existing resources (project manager delivery) & community / trader led

The Big Spring Clean	Big spring clean & festive neighbourhood-wide garage sale	Home-loving	Practical		x	x		Council to partner with community and traders
Seasonal Calendar of Events	Events calendar	Village vibes	Program		x			Within existing resources
Tap into the Brew	Brewery and distillery tours and events	Untapped	Program		x			Within existing resources, connected to investment attraction
Make It Fair	Open up making, production and retail opportunities to broader and more inclusive demographics	Untapped	Protect		x		x	Within existing resources, potential to seek grant funding
Unlock Knox's Brand Story	Commission a professionally developed visual identity to promote the strengths of Knox that can be used by all and includes child brands for key centres	Easy Life	Promote		x			Combined with the 'What's on Knox' idea

These ideas are very much in line with the core strengths of Knox and the community's ambitions for our retail sector. Council will provide support and encouragement for these ideas, or ideas with similar outcomes.

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Seasonal Planting On Show	Marketing campaign around plant displays	Home-loving	Program			x		Community / trader led
Cozy Streets & Places	'Little Zooosh' campaign to create little cozy spaces	Home-loving	Pivotal			x	x	Within existing resources & community / trader led
Fairs, bazaars, caravals, fêtes & markets	Open our car parks to markets and events of all kinds with a special focus on farmers' markets	Easy Life	Protect			x		Within existing resources
Picnic Capital	Make Knox the Picnic Capital of Melbourne to showcase our stunning views and green spaces with a strengthened food offer	In the Foothills	Program			x		Within existing resources
Embrace Reusables & the ban on single-use products	Support traders around implementing the ban of single use products and balloons and strengthen the appeal of Knox retail to customers who care about the environment	In the Foothills	Practical			x		Within existing resources

We think these ideas have serious potential. We commit to undertaking additional investigation to understand how they might play out in Knox, and how they should be prioritised in Council's plans.

Idea	Description	Strength	Approach	Council's Role				Resourcing
				Lead	Partner	Encourage	Investigate	
Knox Merch	Knox Merch Christmas Market with local artists and makers	Village vibes	Promote				x	Within existing resources
No Vacancy Program	Use vacant shops and displays	Untapped	Promote				x	Within existing resources
Home-based Business Support Program	Support home-based businesses as part of Knox's retail landscape	Easy Life	Program				x	Consider within the context of existing economic development service plan
Facade Upgrade Program	Establish a public/private partnership to upgrade building facades and shop fronts.	Easy Life	Practical				x	Pending further budget
Village Greens Plan	Improve the experience of our village centres by embracing adjacent green spaces, delivering upgrades and connecting villages to each other	In the Foothills	Pivotal				x	Cross department projects