



## LOCAL PARTNERSHIPS FOR RETAIL MANAGEMENT AND REVITALISATION

## CASE STUDY II



URBACT is a European exchange and learning programme promoting sustainable urban development. The URBACT Programme enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. The URBACT method enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe.

# PRESENTATION

A shared vision and strategy, a bold leadership, and tight multi-stakeholder collaboration are three key influential factors that contribute to the town centre vitality, according to recent findings on placemaking analysis<sup>1</sup>.

RetailLink partners aim at developing and implementing retail visions and strategies that keep their city centres active and attractive. A strategy that suits the city, the local retail agents and the consumers. They seek to enhance the economic performance with the help of an active and sustainable retail. Local retail management partnerships can be instrumental to jointly envision and achieve this goals.

At the outset of the RetailLink project, most partner cities had some kind of management structure to operate a strategy for their city centre business and retail sector:

Basingstoke (UK), Hoogeveen and Hengelo (NL) have formal Business Improvement District or Zone schemes, which have been approved -and renewed- within the last decade.

The cities of Romans (FR), Fermo (IT) and Igualada (ES) have one or more local retail associations to protect and advocate for their member's interests.

Romans is also planning to set up a Municipal Retail Office as an instrument to organise the local retail activity in the city and interact with the retailers.

The cities of Liberec (CZ), Bistrita (RO), Sibenik (HR) and Pécs (HU) have local retailers' organizations which tend not to be very active. Shop owners have a direct and individual relation with the city council to apply

for funds for specific activities while the regional chambers of commerce respond to the bigger retail actors. These four cities are now considering the possibility to encourage the creation of a more formal -and hopefully enduring- type of town centre retail management structure, most likely issued from the local group of stakeholders and the work they are doing within the framework of the URBACT III RetailLink project.

There is no good or bad type of public-private collaboration partnership to set up for the city centre retail revitalisation, but the one that better suits the local context and management culture. What is highly advisable though, is that the strategy consults a wide range of stakeholders, agrees on a mid-term strategy and that it partners with those who are going to effectively implement the actions.

Below is a schematic description of the main features of four different retail and city centre management structures:

- Municipal Retail Office
- Retail Association
- Town Centre Management
- Business Improvement Districts/Zones

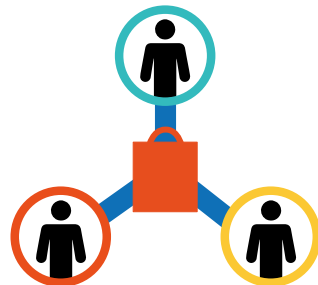
Very often these partnerships start on more informal basis and gradually move into a more structured body, such as a foundation or a public-private company. Likewise, they initially depend on public money, which is progressively balanced with private funds.

Following the partnerships' description is an adapted version of a graphic from the Institute of Place Management (Manchester University) showing a group of selected cities distributed according to their level of formalisation and the public/private sources of funding.

Finally, the last page includes an example of the BID structure -in place in the city of Hoogeveen (NL), and one of a retail association.

1. Identifying factors that influence vitality and viability. High Street UK 2020 Project Report. Cathy Parker, Nikos Ntounis, Simon Quin and Steve Millington, Institute of Place Management, Manchester Metropolitan University, Manchester, UK, 2015.

# STRUCTURE



## MUNICIPAL RETAIL OFFICE

Municipal public service

No differentiated legal form

Municipality-lead

## RETAIL ASSOCIATIONS

Association

Approved statutes of the association

Business-led

## TOWN CENTRE MANAGEMENT

Public-private partnership

Profit or non-profit entity: Foundation, co-operative society of services

Business-led

## BUSINESS IMPROVEMENT DISTRICTS/ZONES

Public-private partnership

Profit or non-profit company, foundation

Business-led

# MEMBERSHIP

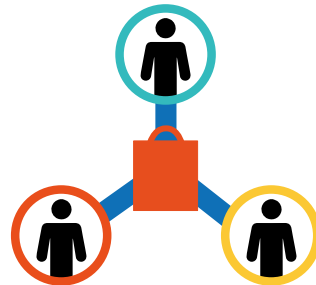


## MUNICIPAL RETAIL OFFICE

Local government

Appointed city centre manager

Occasional participation of external agents



## RETAIL ASSOCIATIONS

Retailers and other business, usually hospitality sector



## TOWN CENTRE MANAGEMENT

Public and private sectors from the defined area:

- Local government
- Organisations
- Retail associations
- Hospitality
- Property owners
- Chamber of Commerce
- Regional government



## BUSINESS IMPROVEMENT DISTRICTS/ZONES

Public and private sectors from the defined area:

- Local government
- Retailers
- Hospitality
- Property owners
- Banks
- Schools
- Transport

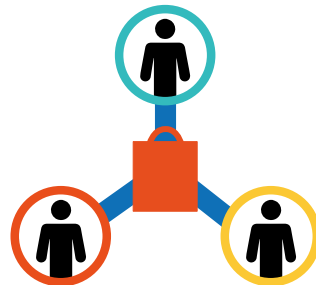
# CONTRACTUAL COMMITMENT



## MUNICIPAL RETAIL OFFICE

None

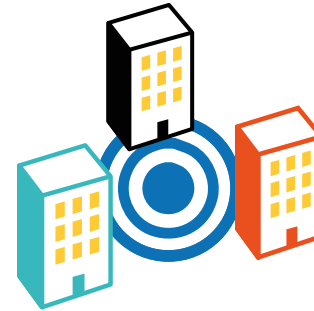
No external members



## RETAIL ASSOCIATIONS

No legal bond  
Association Statutes

Membership is voluntary



## TOWN CENTRE MANAGEMENT

No legal bond  
Based on cooperation

Membership is voluntary

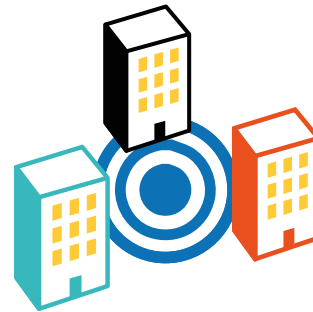
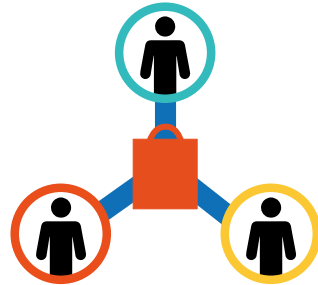


## BUSINESS IMPROVEMENT DISTRICTS/ZONES

Legally binding  
Requires specific local legislation

- BID is approved after a ballot process
- Legally approved by the government
- Membership and rates are compulsory

# MANAGEMENT



## MUNICIPAL RETAIL OFFICE

Municipal service

Municipal staff

## RETAIL ASSOCIATIONS

Board of elected representatives

Minium hired staff

## TOWN CENTRE MANAGEMENT

Board of elected representatives

Contracted staff  
Management structure

## BUSINESS IMPROVEMENT DISTRICTS/ZONES

Board of elected representatives

Contracted staff and  
internal functional and  
operational structure

# COMPETENCES AND ACTIVITIES

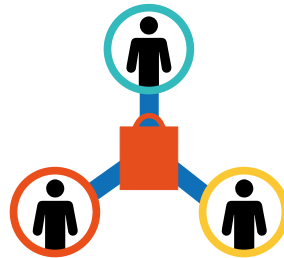


## MUNICIPAL RETAIL OFFICE

Focus on retail

Public policies and instruments for retail activity support

- Programme of events
- Marketing & promotion
- Interface between retailers, municipal services, retail associations, TCM
- Consumer protection



## RETAIL ASSOCIATIONS

Focus on retail

Services additional to those provided by the municipality

- Programme of events
- Marketing & promotion
- Retail info, training & support
- Lobby activities



## TOWN CENTRE MANAGEMENT

Focus on city centre  
Coordination and centralisation of services and economic development

- Programme of events
- Marketing & promotion
- Economic development of an area
- Business support including retail
- Management of public space
- Streetscape
- Urban greenery
- Security
- Waste & cleaning

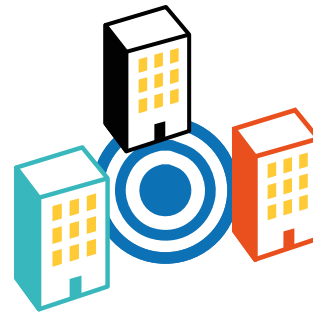
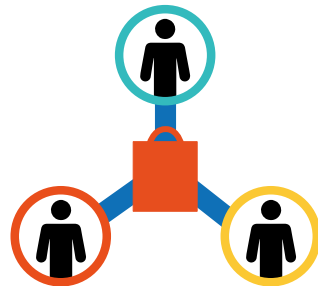


## BUSINESS IMPROVEMENT DISTRICTS/ZONES

Focus on city centre.  
Provision of services and economic development

- Programme of events
- Marketing & promotion
- Economic development & capital investment
- Business support including retail
- Manage public space
- Streetscape
- Urban greenery
- Security
- Waste & cleaning

# FUNDING



## MUNICIPAL RETAIL OFFICE

Public budget

No extra private funds

## RETAIL ASSOCIATIONS

Fees from retailers  
Usually fixed amount rate

Local government  
grants for specific  
projects or activities

## TOWN CENTRE MANAGEMENT

Private funding:  
Usually fixed amount rate

Public co-funding

## BUSINESS IMPROVEMENT DISTRICTS/ZONES

Private funding:  
Annual levy collected  
by Council on  
occupiers or owners

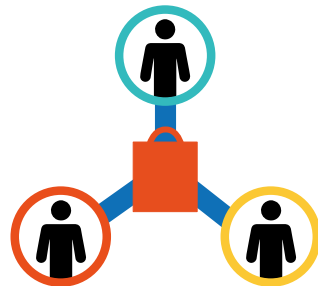
Public match funds

# TIME FRAME



## MUNICIPAL RETAIL OFFICE

Unlimited



## RETAIL ASSOCIATIONS

Unlimited



## TOWN CENTRE MANAGEMENT

Unlimited

Long-term vision and strategy of 5 to 10 years

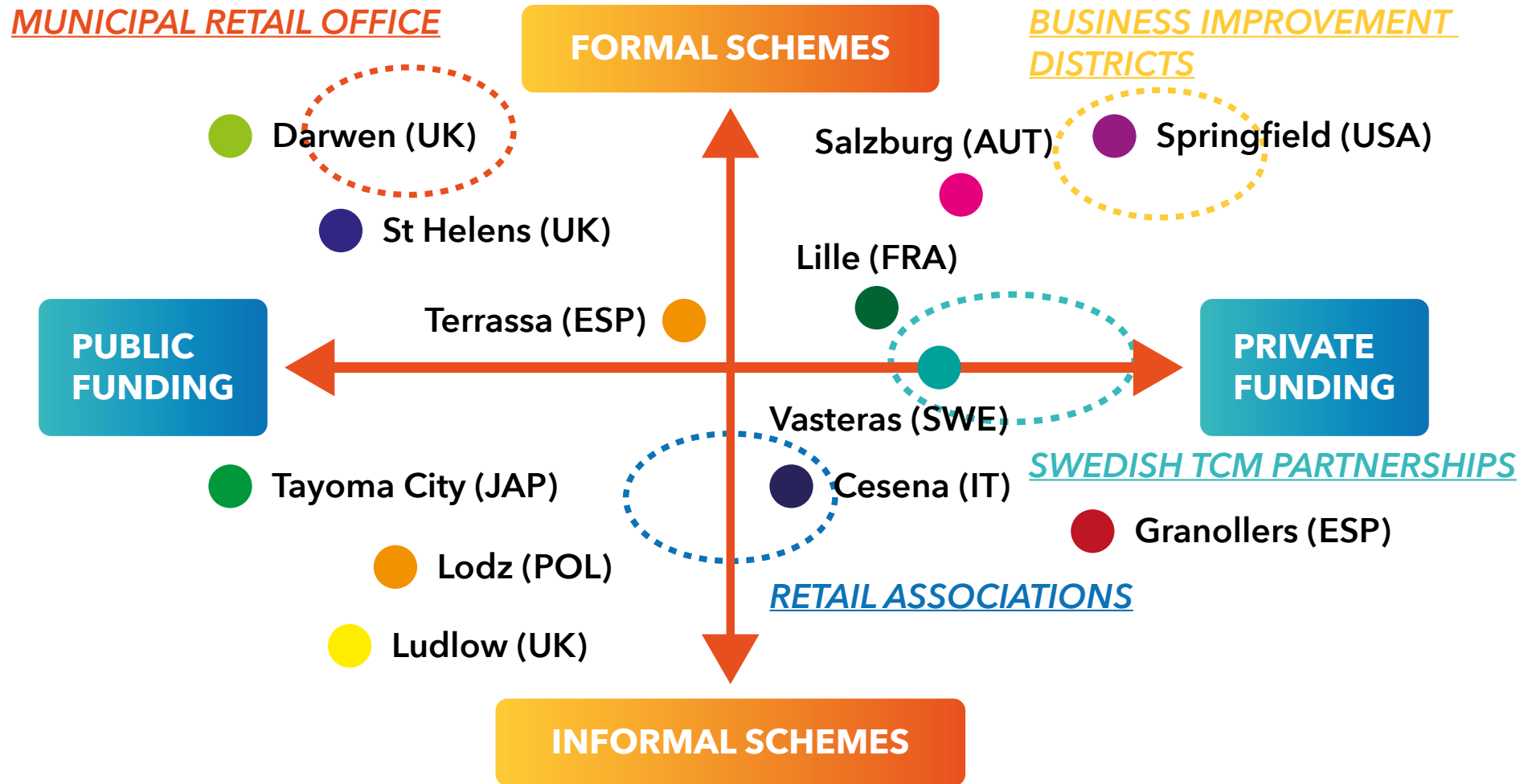


## BUSINESS IMPROVEMENT DISTRICTS/ZONES

Limited according to approved strategy

Usually periods of 5 years

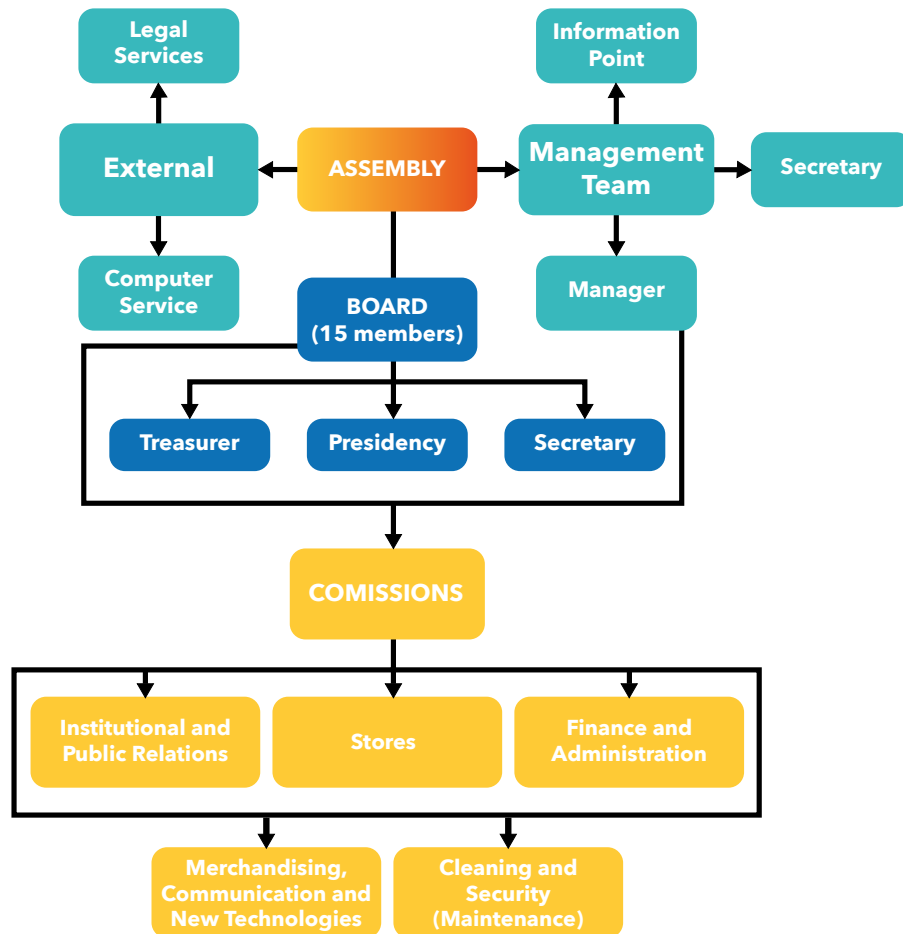
# LEVEL OF FORMALISATION & FUNDING



Adapted from S. Quinn, Institute of Place Management, Manchester. Presentation: Responding to retail change - engaging retailers

## Two examples of local partnership structures for city centre and retail management

Retail association



BID

