

Norwood Parade Precinct Committee Agenda & Reports

21 February 2023

Our Vision

*A City which values its heritage, cultural diversity,
sense of place and natural environment.*

*A progressive City which is prosperous, sustainable
and socially cohesive, with a strong community spirit.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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City of
Norwood
Payneham
& St Peters

17 February 2023

To all Members of the Norwood Parade Precinct Committee

Committee Members

- Mayor Robert Bria (Presiding Member)
- Cr Sue Whittington
- Cr John Callisto
- Cr Josh Robinson
- Cr Victoria McFarlane
- Ms Brigitte Zonta
- Ms Hannah Waterson
- Mr Joshua Baldwin
- Mr Mario Boscaini
- Mr Michael Zito
- Mr Rik Fisher
- Mr Tom McClure
- Mr William Swale

Staff

- Mario Barone (Chief Executive Officer)
- Keke Michalos (Manager, Economic Development & Strategy)
- Stacey Evreniadis (Economic Development Co-ordinator)
- Tyson McLean (Economic Development Officer)

NOTICE OF MEETING

I wish to advise that pursuant to Sections 87 and 88 of the *Local Government Act 1999*, the next Ordinary Meeting of the Norwood Parade Precinct Committee, will be held in the Mayors Parlour, Norwood Town Hall, 175 The Parade, Norwood, on:

Tuesday 21 February 2023, commencing at 6.15pm

Please advise Keke Michalos on 83664509 or email kmichalos@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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175 The Parade, Norwood SA 5067

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City of
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5.1 PROGRESS ON THE IMPLEMENTATION OF THE 2022-2023 ANNUAL BUSINESS PLAN

REPORT AUTHOR: Economic Development Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: qA85811
ATTACHMENTS: A - C

PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee, with an update on the implementation of the *2022-2023 Norwood Parade Precinct Annual Business Plan*.

BACKGROUND

At its meeting held on 15 February 2022, the Committee considered and endorsed the *Draft 2022-2023 Norwood Parade Precinct Annual Business Plan* for The Parade Precinct and resolved to forward it to the Council for its endorsement and approval to be released for consultation with The Parade Precinct business community for a period of twenty-one (21) days.

The report setting out the results of the consultation was prepared and included in the Norwood Parade Precinct Committee Agenda for the meeting scheduled for Tuesday 10 May 2022. Due to a lack of quorum the meeting was cancelled. The Norwood Parade Precinct Committee meeting was then re-scheduled for Tuesday 17 May 2022. This meeting also received a number of apologies, which again resulted in a lack of quorum for the second time and was also subsequently cancelled.

Given that only one (1) submission was lodged, which did not impact directly on the contents of the draft Annual Business Plan, or the proposed distribution of the budget and that the Annual Business Plan is used to inform the Council's Budget, a decision was made to present the final *Draft 2022-2023 Norwood Parade Precinct Annual Business Plan* directly to the Council for its endorsement. The Council endorsed the Annual Business Plan as being suitable at its meeting held on 6 June 2022.

For the 2022-2023 financial year, the value of the Separate Rate on The Parade Precinct traders is \$215,000 and the carry forward amount is \$42,369, totally \$257,369.

Investigations have progressed in respect to a number of deliverables and a summary of the overall budget and expenditure is contained in **Attachment A**.

DISCUSSION

1. STRATEGY: EVENTS & ACTIVATIONS

1.1 RAISING THE BAR ADELAIDE 2022

The *Raising the Bar Adelaide* event has cemented its spot on the City of Norwood Payneham & St Peters' events calendar and was held in the City for its fifth year on Tuesday 9 August 2022. For one night only, the City was transformed into a campus where top academics, industry experts and thought leaders gathered in some of the best local pubs for a one-of-a-kind, knowledge-driven event. The Council continues to be the only destination in South Australia that is granted a license to deliver this unique event. *Raising the Bar* has previously been held in international cities including New York, San Francisco, Hong Kong and London, with events held in Australian capital cities increasingly becoming more popular.

In 2022, there were nineteen (19) talks, across ten (10) venues, with Simon Dawson unfortunately having to withdraw several days before the event. Each venue hosted two (2) sessions, the first at 6.30pm, and the second at 8.30pm. Talks included the reality of crime, nutrition, fashion, law and religion, durability and resistance, the space industry, STEM careers and more.

Raising the Bar Adelaide is a much-loved event in the City and continues to draw new audiences, while continuing to cater for those that have attended in the past. It was pleasing to include three (3) new host venues for the 2022 event, which included the Norwood Hotel and *Eastside Wine & Ale Trail* members – Lambrook Wines and Reform Distilling.

The final number of recorded attendees at the event, across the nineteen (19) talks was over 1,000 people. Through the registration process the Council was able to capture details of almost 800 attendees. These details have been added to the Council's database and are used to promote Council-led events and initiatives developed by the Unit, share local business events that benefit the wider community, and include feature articles on local business.

The Council has allocated budget to deliver this event again in 2023 and applications to speak at *Raising the Bar Adelaide* in 2023 are now open to the public at npsp.sa.gov.au/rtb

1.2 A DAY OF FASHION 2022

Each year during the month of October, the Council hosts a fashion event on The Parade, to support the range of businesses in the fashion retail sector. Fashion events over the past ten (10) years have seen the road closed for fashion parades, store discounts, hair and beauty stalls, 'meet the designer' talks and a clothing donation station, to name a few.

The fashion landscape has changed over the past ten (10) years and particularly in the last three (3) years since the COVID-19 pandemic swept across the world. For the fashion industry, the pandemic disrupted brick-and-mortar stores, forcing businesses to focus on digitizing their business to keep up with the rise in online shopping. As lockdown restrictions eased during 2022, shoppers made it clear that although they still value online channels, shoppers also want brick-and-mortar experiences and physical retail now has a new role in revamping customer journeys to remain attractive to consumers.

At the same time, more and more consumers are voicing their concerns about the industry's impact on the planet and are expecting that businesses and government bodies embrace the concept of 'circularity' – making sure resources and products stay in use for as long as possible before being regenerated into new products.

Backed by desktop research and with careful consideration of today's consumer, the following events and activities formed the *A Day of Fashion 2022* program.

In Conversation with... Event

The fashion industry is one of the most significant industries in the global economy. However, marred by ever-accelerating trend cycles and murky supply chains, it is also a major contributor to environmental degradation and one of the biggest exploiters of poor workers employed in unsafe conditions.

Stacey Pallaras, Publisher of *Cocktail Revolution*, facilitated the discussion between three (3) University of South Australia Researchers:

- Erin Skinner - Slow Fashion Advocate & Researcher - Sustainable Fashion and Conservation Psychology;
- Kyla Raby - Anti-slavery researcher, practitioner and advocate; and
- Josie McKenzie - Researcher into Corporate Social Responsibility of the Australian Fashion Industry, Fast Fashion & Gender Equity.

The event was sold out, with forty (40) attendees packing out the Tanja Liedtke Studio at The Odeon – Australian Dance Theatre.

Sip & Swap Event with The Clothing Exchange

The Council, in partnership with The Clothing Exchange, and with local sponsor Lambrook Wines brought Sip & Swap to the City. The event invited people to bring six (6) well looked after clothing garments or accessories that they no longer wear, to exchange for six (6) new garments. The one-hundred (100) person sold-out event was held in the Don Pyatt Hall, with the left-over items donated to Op Shops located on The Parade.

Business Offers and In-Store Experiences

The Council received a fantastic response from The Parade traders in 2022, with over sixty-five (65) business offers submitted, to be promoted as a part of A Day of Fashion, and it was pleasing to hear that outdoor adventure store Exurbia, had their most lucrative day of trading since opening on The Parade in November 2021.

House of Gucci Movie Night at Hoyts Cinema Norwood

To culminate A Day of Fashion and activate the night-time economy on The Parade, a movie screening of House of Gucci was held at Hoyts Cinema Norwood. Seventy (70) people attended the private screening.

The concept of *A Day of Fashion 2022*, was well received by businesses, event facilitators and speakers, and event attendees. The success of the event is supported by Spendmapp data, which shows a spike in sales in the 'Department Stores and Clothing' category. On Saturday 15 October 2022, the day of the event, \$159,000 was injected into the 'Department Stores and Clothing' category, which was the highest earning day for this category during the month of October. Friday and Saturday's are the best performing days for the 'Dining and Entertainment' category, with an average of \$588,000 total spend. On Saturday 15 October, the 'Dining and Entertainment' category performed above average, generating \$608,000 within the Precinct. These figures illustrate that the event was a success, with visitors enjoying The Parade as a destination to shop, dine and experience.

1.3 SANTOS TOUR DOWN UNDER 2023

After a two-year hiatus, The Parade, Norwood was thrilled to host the *Santos Tour Down Under - Hahn Stage 3 Start and Challenge Tour* on Friday 20 January 2023. This international acclaimed event, saw approximately 5,000 people attend to watch the start of the race, which commenced at 11.30am.

During September 2022 – January 2023, the Council on behalf of the Tour Down Under sought expressions of interest from The Parade Precinct businesses, to decorate shopfront windows and for cafes to open early to service Challenge Tour participants.

Disappointingly, there was minimal interest from businesses to decorate shopfront windows, resulting in this initiative not going ahead. A small number of businesses took the opportunity to open early.

To understand the outcomes of hosting the Tour Down Under this year, and to potentially plan for greater benefit to businesses in 2024, a survey has been prepared and sent to businesses within The Parade Precinct. Ten (10) businesses completed the survey, with some key points received, are listed below.

- *Café: we were very busy between 9.00am and 1.00pm, with mostly take away coffee and drinks sold. Our income for the day was much higher than the average Friday.*
- *Retailer: our income for the day was 75% down, compared to the average Friday for this time of year.*
- *Hospitality: we are located in the heart of the precinct and expected a flow of people following the race start, but that didn't occur. Sales were approximately 30% down on the previous Friday. Despite a drop in sales for the day, we understand that it is a part of being located on The Parade and support the continuation of major events being held within the Precinct.*

In addition to the ten (10) written survey results, which have been received, Council Staff engaged in face-to-face discussions with several businesses. Some of the comments received include:

- *Café: we opened our café at 5.30am and whilst we did not generate the income that we expected in first couple of hours of the day, we understand the importance of brand awareness and being seen by the thousands of cyclists that participated in the Challenge Tour that we are 'open for business.' Trade certainly picked up mid-morning and the café was full for the majority of the day.*
- *Retailer: whilst we did not see a direct benefit from the event being held on The Parade, we understand that it is important to hold high-profile and community events. To reduce the impact that road closures has on our business, we recommend that infrastructure is removed significantly faster in order for normal trade to resume.*

Council Staff will consider this feedback, to inform future initiatives and engagement with businesses in relation to the Santos Tour Down Under 2024.

2. STRATEGY: MARKETING & COMMUNICATIONS

2.1 EASTSIDE BUSINESS AWARDS 2023

The *Eastside Business Awards* program is for businesses trading within the City of Norwood Payneham & St Peters. The intent of the Awards is to recognise the best small businesses – retailers, restaurants, cafes, venues, professional services and food and beverage manufacturers within the City of Norwood Payneham & St Peters.

The aims of the *Eastside Business Awards 2023* is to achieve the following objectives:

- recognise businesses that create great customer experiences and build community;
- recognise and celebrate the success of businesses within the City;
- raise the profile of the Council's business sector;
- provide a platform for businesses that fall both within and outside of the Council's business precincts the opportunity to be promoted;
- highlight the "hidden gems";
- encourage exceptional customer service from businesses;
- make the City of Norwood Payneham & St Peters a destination of choice for shopping, dining and services;
- increase patronage for businesses within the City; and
- associate the Council with a high-profile awards program.

These awards celebrate excellence across the following eleven (11) categories, which remain unchanged from the 2022 Awards program:

- Best Café/Restaurant;
- Best Customer Experience;
- Best Fashion Retailer;
- Best Independent Small Business;
- Best Arts & Culture/Entertainment Experience;
- Best Coffee;
- Best Pub/Bar;
- Best Food/Beverage Manufacturer;
- Best Hair/Beauty Salon;
- Best Professional Service; and
- Hall of Fame (20+ years).

The 2023 Awards Program launched on Thursday 9 February, with six (6) days of general marketing and promotion to generate awareness of the Awards, prior to the voting stage opening on Thursday 16 February 2023.

During this initial stage, the Council will focus on communicating with the business community via The Parade, Magill Road and Council websites, associated social media platforms, via electronic direct mail (EDM) and letterbox drops, to inform businesses of the Awards, and to prepare them for the voting stage. To support the initiative, the Council has made printed collateral available to businesses and has encouraged business owners and employees to collect and display material within their business. The printed collateral is available to collect from The Norwood Town Hall. To complement the printed collateral, digital assets are available to download from the Eastside Business Awards website to use online.

Whilst it is important to communicate and educate the businesses within the City of the Awards Program, it is equally as important to promote the program to their customers and the community. To generate awareness and to continue the growth of the Awards program, the Council has partnered with Solstice Media, which includes brands InDaily, SALIFE and CityMag, plus several digital brands, which include Business Insights, Best Life, Top Picks and InReview.

Council staff, together with Solstice Media staff have designed an extensive marketing and promotion campaign including print and digital advertising, editorial and social media. The campaign delivers a clear and direct message, followed by a quick, user-friendly voting process that can be completed online at www.eastsidebusinessawards.com.au. To encourage public vote, a 'Vote & Win' competition is being run and the winner will receive a \$350 Parade, Norwood gift voucher. The winner will be drawn at random.

Voting is open from Thursday 16 February – Thursday 16 March 2023. At the conclusion of the voting stage, the top three (3) businesses in each category with the highest number of votes become the finalists. The finalists will be judged by a panel of four (4) people, including Mayor Robert Bria, together with two (2) Solstice Media representatives to determine the winners.

The winner of each category will be announced at an Awards Night on Wednesday 19 April 2023 at the St Peters Banquet Hall and each winner will receive digital advertising services to be spent on business marketing with Solstice Media to the value of \$1,000 (excl GST) and a choice of a business advisory service to the value of \$1,000 (excl GST) provided by AFM Services.

A copy of the Eastside Business Awards 2023 marketing collateral is contained in **Attachment B**.

3. STRATEGY: IDENTITY & BRAND

3.1 CHRISTMAS ON PARADE

Christmas Decorations

On Tuesday 15 November 2022, the 3-metre illuminated 3D LED Star, twenty (20) light pole decorations and twenty-eight (28) Christmas branded banners were installed along The Parade, as well as the hanging decorations in the windows of the Norwood Town Hall and the three (3) street trees that surround the Norwood Town Hall. The decorations were on display for the community to enjoy between 15 November 2022 – 3 January 2023.

Investigations into purchasing new decorations for the 2023 Christmas season will commence in the coming months and options will be presented to the Committee at its next meeting.

Norwood Christmas Pageant

Following a two (2) year forced break due to COVID-19, there was high anticipation for the much-loved and iconic Norwood Christmas Pageant, which attracted an estimate of 15,000 attendees to The Parade, Norwood on Saturday 26 November 2022.

Live Christmas Art Installation

As part of the Christmas on Parade initiative, Adelaide based muralist and visual artist, Alexandra Bellas painted a series of three (3) artworks, which were admired and enjoyed at the Memorial Gardens, located at the front of Norwood Oval, between Tuesday 29 November 2022 – Friday 6 January 2023. The pop-up art display added vibrancy to the western end of The Parade, inviting visitors to explore each installation and share their photos on social media.

Brighten The Parade

As an extension of the artwork displayed in the Memorial Gardens and to add more colour and festive cheer to businesses along The Parade, the Council invited school children to collaborate with the artist, Alexandra Bellas. Students from schools throughout the City added their own twist to the artist's template with plenty of colour and flair. These colourful posters were divided and distributed to businesses that expressed their interest to be involved in the initiative. While a small initiative, the display of children's artwork helped to encourage greater visitation to The Parade.

Christmas Wreath Workshop

On Saturday 10 December 2022, a Christmas Wreath Workshop was held at Blooms Flowers on The Parade. For \$59.00 per ticket, ten (10) attendees received nibbles, sparkling water and wine, and a selection of beautiful faux foliage to create their own wreath. Blooms Flowers owner and instructor Cathie, guided the attendees on combinations and elements that complemented each other, to create a masterpiece that would last the festive season.

How to Style Series

Six (6) themed videos were created to inspire and encourage shoppers to purchase food, retail and homeware items from businesses on The Parade during the Christmas period. The series included three (3) food boards, which included 'festive desserts,' a 'plant based grazing board' and a 'charcuterie board' and three (3) striking table settings including an 'elegant Australiana Christmas,' 'Scandi Christmas,' and a bright, colourful 'vivid Christmas' theme.

These videos were included in an article housed on The Parade website, shared across The Parade social media channels and promoted via external advertising channels. Of the six (6) videos, the three (3) grazing boards received the greatest engagement and views on The Parade's Instagram.

TV feature on Hello SA

On 1 December 2022, Hayley Pearson and Lauren De Cesare of Adelady, visited The Parade to film a segment for Hello SA, which aired on Sunday 11 December 2022. The segment featured four (4) businesses on The Parade, which included 'Exurbia', 'Bauhaus' 'House of Health Collective' and 'ortc Clothing Co.' The objective of this segment was to promote The Parade as a destination to purchase a wide range of Christmas gifts, and the experiences available to visitors to explore. The average peak audience for this episode was 60,000 viewers.

3.2 FESTIVE GALLERY ON OSMOND TERRACE

The *Festive Gallery on Osmond Terrace* was on display for another year, with a combination of decorated Christmas trees and presents.

The Council's Events Unit worked closely with thirteen (13) schools and child care centres to prepare for the delivery of this initiative. The Council installed twenty-six (26) decorated Christmas trees and thirty-four (34) decorated presents, as well as the 'Merry Christmas' signage to complement the outdoor gallery.

The Education institutes that were involved in this initiative in 2022 include:

- Agnes Goode Kindergarten;
- East Adelaide School;
- Felixstow World of Learning;
- Margaret Ives Community Children's Centre;
- Marryatville Primary School OSHC;
- Norwood Primary School;
- St Ignatius College Junior School;
- St Joseph's Memorial School;
- St Morris Community Child Care;
- St Peters Childcare Centre and Preschool;
- Stepping Stone Marden Childcare & Early Learning;
- The Learning Sanctuary Norwood Montessori; and
- Treetops Early Learning Centre Stepney - Wattle House.

The *Festive Gallery on Osmond Terrace* was available for the public to enjoy between Wednesday 23 November 2022 and Tuesday 3 January 2023. As part of this initiative, the community is invited to visit and walk through the display on Osmond Terrace taking in the creative sights before voting for their favourite Christmas tree and Christmas present in the People's Choice competition, which was held on the Council, and The Parade, Norwood Facebook pages.

The winning entry, with 187 'likes' on Facebook, were two (2) trees decoration by Agnes Goode Kindergarten. Agnes Good Kindergarten has received a \$500 Parade Gift Card, and has selected to donate \$500 to Backpacks 4 Kids SA, which has been donated by the Committee.

Since its inception in 2017, there has been steady but decreasing interest from local schools, however the feedback received is that while they enjoy the *Festive Gallery on Osmond*, it is a very busy time of year, making it difficult to complete the project. Whilst the number of participating schools and childcare centres has remained steady over the past six (6) years, the number of decorated trees and presents has significantly reduced, as has the quality, which has reduced the impact of the initiative. As a result, the Arts, Culture & Community Connections Unit decided that the *Festive Gallery on Osmond Terrace* will not be delivered in 2023.

The Council's Arts Officer and Youth Program Coordinator will explore alternative ways to engage schools and the broader community over the 2023 Christmas season.

3.3 ART ON PARADE 2023

The *Art on Parade* initiative returns this year, encouraging art lovers, residents and visitors to The Parade to enjoy a range of contemporary artworks, sculptures, paintings, jewellery and photography. All businesses within The Parade Precinct have been invited to express their interest in being a host venue for the event, which will be held from Saturday 1 – Sunday 30 April 2023.

In previous years, the Council has engaged an artist to curate the trail and act as the liaison between the businesses that expressed their interest and the artists that showcased their work. This year, the curation and management of *Art on Parade* will be delivered by the Council's Arts Officer.

Several modifications and additions are being considered for this year's event, which include:

- investigations into two (2) outdoor sculptures, one (1) to be installed on Osmond Terrace and the other to be installed at the intersection of The Parade, Fullarton Road and Flinders Street;
- a \$250 People's Choice Award;
- a \$500 'Inaugural Art on Parade Prize' to the winning artist, which will be judged by industry experts – Edward James and Yasmin Grass; and
- an *Art on Parade* closing event, which is scheduled to be held on Friday 28 April at a venue within The Parade Precinct.

Businesses will be provided with a counter top brochure display, which will include a map of the art trail and a voting slip for visitors to vote for their favourite artwork in the 'People's Choice Award.' All votes will go into a draw to win a \$100 Parade Gift Card, which will be announced at the closing event, which is scheduled to be held on Friday 28 April 2023.

The winner of the 'Inaugural Art on Parade Prize' will also be announced at the closing, after being judged over the course of the month by two (2) industry professionals.

The Council has prepared a marketing plan, including promotion across the Council's owned platforms, i.e. website, social media and electronic direct mail (EDM), with paid advertising scheduled across InDaily and Arts SA.

To continue to support the arts sector, which contributes to the vibrancy and sense of place on The Parade, it is proposed that the Committee allocates \$5,000 from the Sponsorship Budget for the marketing and promotion of *Art on Parade 2023*.

3.4 MAJOR ANNUAL COMPETITION 2023

The Parade Precinct has run a range of competitions over the past six (6) years and through the development of the competitions has considered a number of factors, including but not limited to – the prize, the time of year and the duration of the competition. In 2020 and 2021, the Committee was challenged to come up with a suitable prize, that was both attractive to shoppers and benefited the businesses within the Precinct during the covid pandemic period. During these years, the Council delivered *Rediscover The Parade*, with a cash prize in the form of vouchers to local businesses, a *Book a Holiday – Win a Holiday*, which encouraged shopper to book local trips at one (1) of the four (4) travel agencies on The Parade, and a *Spend to Win*, which was held in the lead up to Christmas.

In addition, the Council has delivered a *Caroma Bathroom Makeover* in 2018, and *Parade to Paris* and *Summer in Sorrento* in 2017 and 2018, respectively.

All prizes for the competition have been arranged through businesses within The Parade Precinct, except in 2022, when the Committee resolved to pursue a car as the prize for the competition. Several options were presented to the Committee and a FIAT 500 was endorsed, due to perceived brand alignment, price point and availability.

At its meeting held on 26 July 2022, Council Staff delivered a presentation to the Committee on various initiatives to investigate and deliver for the remainder of 2022 and early 2023. One of the initiatives that was included in the presentation and discussed at the meeting, was the prize for the 2023 Annual Parade Precinct Competition. Supported by statistics and feedback from past competitions, the recommendation from Council Staff, which was supported by the Committee, was to run an international holiday competition.

Following the Committee meeting, expressions of interest were sent to the four (4) travel agencies on The Parade, seeking their interest to sponsor the 2023 competition. Council staff followed up with face-to-face meetings with each of the travel business, to discuss destination ideas and to identify if there was opportunity for financial or in-kind support. Given the state of the travel sector over the past two (2) years, head offices have put a freeze on all sponsorship opportunities until further notice, which is understandable.

Despite this, holiday competitions have been the most successful for the precinct and so for that reason, combined with the desire from people to travel, Council staff explored alternative ways to collaborate with travel businesses to deliver this competition. Through this process, Travel Associates Norwood has successfully been able to secure a holiday cruise for two (2) in Europe, with Avalon River Cruises at a reduced cost and Travel Associates Norwood has agreed to provide the airfares at cost price. Details on the specific location, duration of the trip and the costs are still being confirmed, but should not exceed \$10,000 excl GST.

The aim of the competition is to encourage customers to visit any business within The Parade Precinct, spend \$25 or more and enter their details online at paradenorwood.com to win the sole prize – an Avalon River Cruise holiday for two (2) people.

It is proposed that the competition run for six (6) weeks, commencing in May through to June.

An extensive marketing campaign will be developed to promote the competition, including but not limited to print, digital, radio and on-street promotions. Tear-away slips including information on how to enter the competition will be provided to businesses, to staple onto their customer's receipts.

It is proposed that the Committee allocates \$50,000 from the Identity & Brand Budget to deliver the *Annual Major Competition* in 2023, which includes the prize and all marketing and promotion associated with the competition.

4. STRATEGY: BUSINESS DEVELOPMENT

4.1 END OF YEAR BUSINESS NETWORKING DRINKS

On Tuesday 6 December 2022, the City of Norwood Payneham & St Peters held its End of Year Business Networking Event at Transforma, located on Kensington Road, Norwood. Transforma, a local furniture business, which is included in the Council's *Eastside Design for Living* initiative.

The event was attended by 100 people, representing 48 businesses within the City and from various business sectors (e.g. professional services, retail and hospitality). The event was an opportunity for new and existing business owners and employees to network with their peers, as well as Elected Members and Council Staff. The evening featured a speech from Mayor Robert Bria who outlined the Council's Economic Development programs and initiatives that were undertaken to assist businesses since the Mid-Year Business Networking Event in June 2022.

The event was catered by Indulgence Food Design, a business within the City and beer and wine were supplied by The Suburban Brew, Heartland Wines, Lambrook Wines and Fox Gordon Wines, who are all members of the Council's *Eastside Wine & Ale Trail*.

The event was a success with a good representation from The Parade Traders and many of the attendees commented positively on the event.

A selection of photos of the event are contained in **Attachment C**.

RECOMMENDATION

1. That the report be received and noted.
2. That \$5,000 be allocated from the Sponsorship Budget to sponsor *Art on Parade 2023*, be endorsed.
3. That \$50,000 is allocated from the Identity & Brand Budget to deliver the *Annual Major Competition* in 2023, including the prize and all marketing and promotion associated with the competition.

Attachment A

Progress on the Implementation of the 2022-2023 Annual Business Plan

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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Email townhall@npsp.sa.gov.au
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City of
**Norwood
Payneham
& St Peters**

2022-2023 NPPC Annual Business Plan and Budget

All expenditure is exclusive of GST

Total Budget	\$	257,369.00
Spent	\$	92,673.60
Remaining	\$	164,695.40

Strategy 01 - Events and Activation	
1.1 Events and Activation	Budget
11044.38.	\$ 40,000.00
A DAY OF FASHION	
The Clothing Exchange Partnership Fee	\$ 2,000.00
Hoyts Cinema House of Gucci Private Screening	\$ 1,930.90
Wasabi Entertainment	\$ 3,000.00
White Marquee Furniture Hire	\$ 1,942.55
The Odeon TLS Booking	\$ 1,083.50
Flower Parade Floral Install for ADOF Events	\$ 800.00
AMS Promotions Flyer Distribution (Thurs 13 & Fri 14 Oct)	\$ 1,123.82
BIE Creative Filming at ADT	\$ 910.00
Sip & Swap Event Sparkling Water	\$ 128.76
Jacks Hire Furniture	\$ 1,160.00
GCanatselis Photography	\$ 350.00
TOTAL	\$ 14,429.53
Strategy 02 - Marketing and Communications	
2.1 Website	Budget
11044.285.331	\$ 4,000.00
Karmabunny Website Updates	\$ 675.00
Karmabunny A Day of Fashion Website Updates	\$ 187.50
TOTAL	\$ 862.50
2.3 Advertising & Social Media	
11044.285.500 & 11044.285.380	\$ 95,369.00
AB-C Content Creation - July	\$ 700.00
Arte Grafica Parade Gift Card Posters	\$ 30.00
AB-C Content Creation - August	\$ 700.00
AB-C Content Creation - September	\$ 700.00
AB-C Content Creation - October	\$ 700.00
AB-C Content Creation - November	\$ 700.00
AB-C Content Creation - December	\$ 700.00
AB-C Content Creation - January	\$ 700.00
AB-C Content Creation - February	\$ 700.00
A DAY OF FASHION	
South Australian Style Social Media Advertising Package	\$ 1,000.00
Clockworks A1 & A0 Posters	\$ 164.00
Queens Court Press A4 Posters	\$ 30.00
Queens Court Press A4 Posters	\$ 800.00
South Australian Style Full Page Print	\$ 1,500.00
Solstice Media Full Page CityMag Print (September)	\$ 2,000.00
Cocktail Revolution Advertising Package	\$ 1,000.00
Jessica Dover Influencer Marketing with The Models	\$ 1,000.00
In Conversation With Event Thank you Gift Cards	\$ 400.00
Queens Court Press Tokens	\$ 105.00
Solstice Media SA Life Digital Ad (September)	\$ 450.00
Clockworks Bollard Wraps	\$ 690.00
Digi-tale ADOF Content Creation	\$ 150.00
Clem&Tea ADOF Branding & Design	\$ 5,505.00
Solstice Media Digital Ads (October)	\$ 1,350.00
CHRISTMAS	
Adelady	\$ 5,000.00
Christmas Style Series Fiona Roberts Stylist	\$ 2,903.30
Christmas Style Series Photographer & Video Development	\$ 4,840.00

Christmas Style Series Catering	\$ 50.00
White Marquee Furniture Hire	\$ 302.29
Dan Murphy's Christmas Wreath Workshop - Water & Ice	\$ 28.98
Solstice Media Christmas on Parade	\$ 4,000.00
Atlas Event & Party Hire Tables & Chairs for Memorial Gardens	\$ 198.00
Clem&Tea Christmas on Parade Design	\$ 2,385.00
TOTAL	\$ 41,481.57
Strategy 03 - Identity and Brand	
3.1 Sponsorship	Budget
11044.286.	\$ 9,500.00
Sponsor U14 Norwood Basketball Club - National Championships	\$ 2,000.00
Festive Gallery on Osmond Terrace (\$500 Parade Voucher & \$500 Charity of Winner's Choice)	\$ 1,000.00
Burnside Hospital Foundation Gift Card for Raffle	\$ 200.00
TOTAL	\$ 3,200.00
3.2 Signage and Street Decorations	\$ 50,000.00
CHRISTMAS	
North Polar Christmas Decoration (Installation & Dismantle)	\$ 10,829.50
Alexandra Bellas Christmas Mural Art	\$ 9,000.00
White Marquee Bollards for 3m Star (Pageant Day)	\$ 228.00
Village Gate Cube Fabrication	\$ 4,800.00
Clockworks Art Installation Signage	\$ 96.00
Clockworks A1 Christmas on Parade Posters	\$ 94.00
Clockworks Christmas Banner Installation	\$ 3,210.00
TOTAL	\$ 28,257.50
3.3 Merchandise	\$ 1,000.00
Add Value Wireless Orbit Chargers (68 qty)	\$ 940.28
Merchandise & Screen Print	\$ 51.77
Nowood Screen Printers Logo Print	\$ 20.00
TOTAL	\$ 1,012.05
3.4 Competitions and Promotions	\$ 50,000.00
NPSP Gift Cards (4 x \$20)	\$ 80.00
Love Local Instagram Competition Gift Cards (5 x \$100)	\$ 500.00
The Parade Gift Card Carriers	\$ 962.50
TOTAL	\$ 1,542.50
Strategy 04 - Business Development	
4.2 Business Training & Networking	Budget
11044.99.	\$ 6,000.00
Business Boost - Pitstop Marketing x4	\$ 1,000.00
TOTAL	\$ 1,000.00
Strategy 05 - Administration	
5.1 Catering	Budget
11044.110.401	\$ 1,000.00
NPPC Meeting July 2022	\$ 144.55
TOTAL	\$ 144.55
5.2 Print, Post and Distribution	\$ 500.00
11044.110.	
Blue Tongue Parade Precinct Nomination Forms	\$ 458.40
Clem&Tea Parade Precinct Consultation Graphic Design	\$ 285.00
TOTAL	\$ 743.40
GRAND TOTAL	\$ 92,673.60

Attachment B

Progress on the Implementation of the 2022-2023 Annual Business Plan

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

2023 EASTSIDE BUSINESS AWARDS

Who will be the best in the East?

Have you received outstanding service from a local business? Have a favourite place to shop? Know the best place for a perfect lunch and coffee? If you're a customer—or a business owner—it's time to show your love for local businesses in Adelaide's east!

Voting open from 16 February – 16 March 2023



←
VOTE TO WIN

#bestintheeast
#eastsidebusinessawards



2023
**EASTSIDE
BUSINESS
AWARDS**

VOTE FOR US



Scan the code to vote.

Voting open from 16 February – 16 March 2023

#bestintheeast
#eastsidebusinessawards



City of
Norwood
Payneham
& St Peters

Attachment C

Progress on the Implementation of the 2022-2023 Annual Business Plan

City of Norwood Payneham & St Peters
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City of
**Norwood
Payneham
& St Peters**





5.2 PRECINCT ACTIVATION DURING THE AFL GATHER ROUND – APRIL 2023

REPORT AUTHOR: Economic Development Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: qA104346
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee, with information regarding the 2023 AFL Gather Round.

BACKGROUND

In late 2022, the AFL announced that it would be adding an additional round to the 2023 football season. This additional round is Round 5 in the official AFL 2023 fixture, which is known as the 'Gather Round'. This round of AFL Football will feature all eighteen (18) teams playing all nine (9) games in South Australia. The nine (9) games will be played at three (3) locations - six (6) games at Adelaide Oval, two (2) games at Norwood Oval on The Parade, and one (1) game in Mount Barker. This round will begin on Thursday, 13 April 2023 and conclude on Sunday, 16 April 2023.

The two (2) games that are scheduled to be played at the Norwood Oval will take place on Friday, 14 April 2023, which will feature Fremantle and Gold Coast commencing at 4.40pm and Sunday, 16 April 2023, which will feature Greater Western Sydney and Hawthorn commencing at 2.50pm. The Sunday afternoon game is likely to be broadcast nationally on free to air TV via the AFL's broadcast partner, Seven. The Friday game will be broadcast on subscription services (i.e. Kayo and Foxtel).

The South Australian Government has invested significantly to secure the inaugural AFL Gather Round. While the majority of the games will be played at Adelaide Oval, the two (2) games being played at Norwood Oval, has created a huge opportunity for the Council together with the Norwood Parade Precinct businesses to showcase what The Parade and more broadly, what the City of Norwood Payneham & St Peters has to offer.

The AFL will contribute to some activation in the Memorial Gardens located directly adjacent to the Norwood Oval and the Council has also been asked to put forward initiatives to activate The Parade.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Strategies and Actions of the Council's *2021-2026 Economic Development Strategy* are provided below.

- Strategy 2.2** *Support the City's vibrant mainstreet precincts.*
Action 2.2.1 *Continue to develop and implement precinct marketing campaigns for the City's key precincts including Kent Town, Payneham Road, Magill Road and The Parade, and the Glynde and Stepney suburbs.*
- Strategy 2.3** *Facilitate the activation of key spaces and precincts in the City.*
Action 2.2.3 *Assist businesses to leverage the City of Norwood Payneham & St Peters, City of Adelaide and State Government event calendars.*

The relevant Strategies and Actions of the *2022-2023 Norwood Parade Precinct Annual Business Plan* are provided below.

- Strategy 1** *Events & Activations*
Action 1.1 *Support the Council's current major events held on The Parade including; Tour Down Under, Norwood Christmas Pageant and an annual fashion event and investigate options to host similar smaller events and activations throughout the year.*

Strategy 2 *Marketing & Communication*

Action 2.3 Develop and implement advertising campaigns promoting The Parade across a wide variety of mediums to increase visitation from the wider Adelaide region.

Strategy 3 *Identity & Brand*

Action 3.1 *Provide targeted sponsorship to external events and activities aimed at increasing patronage to The Parade for the benefit of all businesses in the Precinct.*

Action 3.2 *Implement signage and street decorations to promote specific campaigns, events and activities associated with the Precinct, in particular during the Christmas period.*

FINANCIAL AND BUDGET IMPLICATIONS

There is no financial assistance being provided by the State Government or the AFL for any activation outside of Norwood Oval and the Norwood Memorial Gardens. As such, all costs associated with the marketing, promotion and activation of The Parade during the Gather Round, is the responsibility of the Council and the Norwood Parade Precinct Committee, should the Committee resolve to recommend to the Council an allocation of funds.

The *2022-2023 Norwood Parade Precinct Annual Business Plan* sets out the high-level strategies for expenditure of The Parade Separate Rate. Should the Committee choose to allocate funds from the *Norwood Parade Precinct Annual Business Plan*, for the marketing, promotion and activation of the Precinct as part of the Gather Round it is proposed that the funding come from the 'Events & Activations', 'Marketing & Communication' and 'Identity & Brand' Strategies, which best align with the event/activation.

DISCUSSION

AFL is Australia's most attended live sport and spectators and supporters are likely to travel from across Australia to watch their team play. Given that the teams that will play at the Norwood Oval are from Western Australia (Fremantle), Queensland (Gold Coast), New South Wales (Greater Western Sydney) and Victoria (Hawthorn), these states are likely to dominate the visitation numbers at the Norwood Oval games, together with the supporters of these teams who live within South Australia.

The capacity of Norwood Oval is between 10,000 and 12,500 and both AFL games are close to being, if not already, sold out.

At the time of writing this report, it is the Council's understanding, that the AFL will be installing temporary fencing around the Norwood Memorial Gardens and that this space will have exclusive use for those patrons who have purchased a ticket to attend the relevant games. This fenced area will contain food trucks, drink stands and activities, including but not limited to, a pop-up big screen showing the games. This will all be managed and funded by the AFL with no assistance from the Council.

A portion of Woods Street, from Beyer Street to The Parade, will be closed off to allow for player and administration arrival and departure, inclusive of broadcaster equipment set up. A portion of The Parade (still to be determined) will also be closed to ensure the safety of all ticket holders should something occur within Norwood Oval and an evacuation of the Oval be required.

Taking into consideration the information outlined above, it is recommended that a Precinct wide approach is the preferred method of capitalising on the increased visitation to The Parade Precinct. The aim of the Precinct wide approach is to encourage people to come for the game and then stay for the day and enjoy the experiences that The Parade offers.

The timing of the two (2) games creates a range of audiences, with the Friday afternoon game having more appeal for those wanting to stay and have dinner and a drink after the game, while the Sunday afternoon game is likely to have a family friendly focus, aimed at having people visit the Precinct both prior to the game to get lunch and explore the shops on offer, or alternatively remain after the game to have an early family dinner or a drink.

With this in mind, the Council is currently investigating what businesses may already be planning to do as part of Gather Round and whether assistance (financial etc) from the Council may be valued to deliver potential activations and offerings. Examples of what businesses may choose to do are:

- live music before or after games;
- get a partial road closure in order to allow their dining and entertainment to spill out into the street; and/or
- have a weekend long offer that is footy related (i.e. discount for the two (2) hours prior to a game starting etc).

All of these initiatives would contribute to a unique atmosphere within the Precinct during this period. What financial assistance the Council may provide to a business to assist with any activation or offering, is still being determined.

Council Staff have met with the hotels located within the Precinct to better understand their potential offerings and whether or not they are looking to get involved. As part of the next stage, Council staff will seek to meet with any business which expresses an interest in offering something as part of the Gather Round event.

The Council will be undertaking marketing, promotion and activation of The Parade Precinct during the Gather Round. The details of these items are still in the process of being finalised. The Committee should also consider whether it wishes to contribute towards the marketing and promotion (including an update of the on-street banners) of the Precinct during the AFL Gather Round. The Norwood Parade Precinct Committee does have budget available to use for these purposes, should it choose to do so, with the relevant Strategies and remaining funds outlined in **Attachment A**.

As the information associated with this event is evolving weekly, more up-to-date details will be provided to the Committee at its meeting.

OPTIONS

The Norwood Parade Precinct Committee has a number of options available to it with regards to a financial contribution to assist with marketing, promoting and activating The Parade Precinct as part of the AFL Gather Round. The options available to the Committee are outlined below.

Option 1

The Norwood Parade Precinct Committee can choose to allocate \$10,000 from a combination of the 'Events & Activations', 'Marketing & Communication' and 'Identity & Brand' Strategies in the *2022-2023 Norwood Parade Precinct Annual Business Plan* to assist with general marketing, promotion and activation of The Parade Precinct, as well as to assist businesses with conducting their own activations and offerings, as part of the 2023 AFL Gather Round.

This option is the **recommended** option.

Option 2

Alternatively, the Norwood Parade Precinct Committee can choose to allocate a different amount, or resolve not to allocate a budget at all to assist with the marketing, promotion and activation of The Parade Precinct as part of the 2023 AFL Gather Round. If the Committee was to make this decision, it would be considered a missed opportunity as The Parade will, for one weekend, be elevated onto the national stage. Every opportunity to capitalise on this and promote The Parade during the AFL Gather Round will deliver long term benefits for the Precinct.

This option is **not recommended**.

CONCLUSION

The AFL's inaugural Gather Round, which will feature all nine (9) games and eighteen (18) teams playing in South Australia in April, will result in an increase in visitation. The decision by the State Government and the AFL to play two (2) games at the Norwood Oval is a significant "win" for both the City and The Parade Precinct. Given that this opportunity has now been presented, the Parade Precinct is well placed to market and promote itself on the national stage, as well as create a unique precinct atmosphere which encourages and takes advantage of greater visitation and expenditure.

COMMENTS

As the premier mainstreet in Adelaide, the opportunity to host two (2) of the 2023 AFL Gather Round games at Norwood Oval is a great opportunity for the City of Norwood Payneham & St Peters to showcase the Parade to visitors as well as the local community.

RECOMMENDATION

That \$10,000 from a combination of the 'Events & Activations', 'Marketing & Communication' and 'Identity & Brand' Strategies in the *2022-2023 Norwood Parade Precinct Annual Business Plan* be allocated to assist with general marketing, promotion and activation of The Parade Precinct as part of the 2023 AFL Gather Round.

Attachment A

Precinct Activation During the AFL Gather Round - April 2023

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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Facsimile 8332 6338
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Website www.npsp.sa.gov.au



City of
**Norwood
Payneham
& St Peters**

2022-2023 NPPC Annual Business Plan and Budget

All expenditure is exclusive of GST

Total Budget	\$	257,369.00
Spent	\$	92,673.60
Remaining	\$	164,695.40

Strategy 01 - Events and Activation	
1.1 Events and Activation	Budget
11044.38.	\$ 40,000.00
A DAY OF FASHION	
The Clothing Exchange Partnership Fee	\$ 2,000.00
Hoyts Cinema House of Gucci Private Screening	\$ 1,930.90
Wasabi Entertainment	\$ 3,000.00
White Marquee Furniture Hire	\$ 1,942.55
The Odeon TLS Booking	\$ 1,083.50
Flower Parade Floral Install for ADOF Events	\$ 800.00
AMS Promotions Flyer Distribution (Thurs 13 & Fri 14 Oct)	\$ 1,123.82
BIE Creative Filming at ADT	\$ 910.00
Sip & Swap Event Sparkling Water	\$ 128.76
Jacks Hire Furniture	\$ 1,160.00
GCanatselis Photography	\$ 350.00
TOTAL	\$ 14,429.53
Strategy 02 - Marketing and Communications	
2.1 Website	Budget
11044.285.331	\$ 4,000.00
Karmabunny Website Updates	\$ 675.00
Karmabunny A Day of Fashion Website Updates	\$ 187.50
TOTAL	\$ 862.50
2.3 Advertising & Social Media	
11044.285.500 & 11044.285.380	\$ 95,369.00
AB-C Content Creation - July	\$ 700.00
Arte Grafica Parade Gift Card Posters	\$ 30.00
AB-C Content Creation - August	\$ 700.00
AB-C Content Creation - September	\$ 700.00
AB-C Content Creation - October	\$ 700.00
AB-C Content Creation - November	\$ 700.00
AB-C Content Creation - December	\$ 700.00
AB-C Content Creation - January	\$ 700.00
AB-C Content Creation - February	\$ 700.00
A DAY OF FASHION	
South Australian Style Social Media Advertising Package	\$ 1,000.00
Clockworks A1 & A0 Posters	\$ 164.00
Queens Court Press A4 Posters	\$ 30.00
Queens Court Press A4 Posters	\$ 800.00
South Australian Style Full Page Print	\$ 1,500.00
Solstice Media Full Page CityMag Print (September)	\$ 2,000.00
Cocktail Revolution Advertising Package	\$ 1,000.00
Jessica Dover Influencer Marketing with The Models	\$ 1,000.00
In Conversation With Event Thank you Gift Cards	\$ 400.00
Queens Court Press Tokens	\$ 105.00
Solstice Media SA Life Digital Ad (September)	\$ 450.00
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Clem&Tea ADOF Branding & Design	\$ 5,505.00
Solstice Media Digital Ads (October)	\$ 1,350.00
CHRISTMAS	
Adelady	\$ 5,000.00
Christmas Style Series Fiona Roberts Stylist	\$ 2,903.30
Christmas Style Series Photographer & Video Development	\$ 4,840.00

Christmas Style Series Catering	\$ 50.00
White Marquee Furniture Hire	\$ 302.29
Dan Murphy's Christmas Wreath Workshop - Water & Ice	\$ 28.98
Solstice Media Christmas on Parade	\$ 4,000.00
Atlas Event & Party Hire Tables & Chairs for Memorial Gardens	\$ 198.00
Clem&Tea Christmas on Parade Design	\$ 2,385.00
TOTAL	\$ 41,481.57
Strategy 03 - Identity and Brand	
3.1 Sponsorship	Budget
11044.286.	\$ 9,500.00
Sponsor U14 Norwood Basketball Club - National Championships	\$ 2,000.00
Festive Gallery on Osmond Terrace (\$500 Parade Voucher & \$500 Charity of Winner's Choice)	\$ 1,000.00
Burnside Hospital Foundation Gift Card for Raffle	\$ 200.00
TOTAL	\$ 3,200.00
3.2 Signage and Street Decorations	\$ 50,000.00
CHRISTMAS	
North Polar Christmas Decoration (Installation & Dismantle)	\$ 10,829.50
Alexandra Bellas Christmas Mural Art	\$ 9,000.00
White Marquee Bollards for 3m Star (Pageant Day)	\$ 228.00
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Add Value Wireless Orbit Chargers (68 qty)	\$ 940.28
Merchandise & Screen Print	\$ 51.77
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NPSP Gift Cards (4 x \$20)	\$ 80.00
Love Local Instagram Competition Gift Cards (5 x \$100)	\$ 500.00
The Parade Gift Card Carriers	\$ 962.50
TOTAL	\$ 1,542.50
Strategy 04 - Business Development	
4.2 Business Training & Networking	Budget
11044.99.	\$ 6,000.00
Business Boost - Pitstop Marketing x4	\$ 1,000.00
TOTAL	\$ 1,000.00
Strategy 05 - Administration	
5.1 Catering	Budget
11044.110.401	\$ 1,000.00
NPPC Meeting July 2022	\$ 144.55
TOTAL	\$ 144.55
5.2 Print, Post and Distribution	\$ 500.00
11044.110.	
Blue Tongue Parade Precinct Nomination Forms	\$ 458.40
Clem&Tea Parade Precinct Consultation Graphic Design	\$ 285.00
TOTAL	\$ 743.40
GRAND TOTAL	\$ 92,673.60

5.3 DEVELOPMENT OF THE DRAFT 2023-2024 NORWOOD PARADE PRECINCT ANNUAL BUSINESS PLAN

REPORT AUTHOR: Economic Development Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: qA104342
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present to the Norwood Parade Precinct Committee the *Draft 2023-2024 Norwood Parade Precinct Annual Business Plan*, for its consideration and approval.

BACKGROUND

Pursuant to the Committee's Terms of Reference, which have been set by the Council, The Norwood Parade Precinct Committee is required to prepare an Annual Business Plan prior to each financial year, to guide its programs and initiatives for the ensuing financial year and to assist in determining the funding requirements for consideration and approval by the Council.

The purpose of this report is to present to the Committee, the *Draft 2023-2024 Norwood Parade Precinct Annual Business Plan*, for consideration and endorsement. Following the Committee's endorsement of the *Draft 2023-2024 Norwood Parade Precinct Annual Business Plan*, the document will be presented to the Council for endorsement and approval as being suitable for consultation with The Parade Precinct business community.

FINANCIAL AND BUDGET IMPLICATIONS

The budget which has been allocated in the Draft Annual Business Plan for the 2023-2024 financial year is \$215,000. This is the same amount that was collected in 2022-2023 to deliver the 2022-2023 Annual Business Plan and the amount that the Council set as the Separate Rate revenue for 2023-2024, when it endorsed the Separate Rate for The Parade Precinct in June 2021.

At the conclusion of the 2022-2023 financial year, the Committee and the Council will be provided with a report outlining any carry forward funds and will be provided the opportunity to allocate these funds into the 2023-2024 Annual Business Plan.

RESOURCE ISSUES

The implementation of the *2023-2024 Norwood Parade Precinct Annual Business Plan* will be undertaken by Council staff and managed by the Manager, Economic Development & Strategy. Input and involvement from other Council staff and/or external contractors will be sought as required.

CONSULTATION

Once the Draft 2023-2024 Annual Business Plan is endorsed by the Committee, the draft document will be presented to the Council for its endorsement, prior to being released for consultation with The Parade Precinct business community for a period of twenty-one (21) days.

DISCUSSION

The Vision for The Parade is:

To maintain the status of Adelaide's premier mainstreet as a vibrant destination where residents and visitors can experience and enjoy a place to dine, shop, play and do business.

Based on the Vision, staff have identified the following four (4) Objectives, which form the basis of the Draft 2023-2024 Annual Business Plan:

- Courageously promote the Precinct and its businesses;
- Increase visitation and encourage expenditure;
- Increase business engagement and collaboration; and
- Provide strategic direction on the future growth and development of the Precinct.

To achieve these Objectives, it is recommended that the proposed Strategies and Deliverables be grouped into the following five (5) categories, all of which have been developed with the aim of meeting the four (4) Objectives outlined above:

- **Events & Placemaking**
Develop, deliver and support meaningful experiences that create remarkable memories on The Parade.
- **Marketing & Communications**
Backed by research and analytics, implement a range of marketing campaigns and communication strategies that promote the strengths of The Parade to target markets.
- **Identity & Brand**
Ensure The Parade, Norwood remains Adelaide's premier mainstreet through delivering initiatives that create connections, improve loyalty and drive brand awareness and visitation.
- **Business Support & Development**
Create a conducive business environment where people are able to flourish through education, training and networking.
- **Administration**
Ensure the ongoing and effective administration of the Committee.

A copy of the *Draft 2023-2024 Norwood Parade Precinct Annual Business Plan*, which sets out the Objectives, Strategies and Deliverables and associated funding under each of the above categories, is contained in **Attachment A**.

It should be noted that the details regarding the range of projects and initiatives that are proposed under each of these categories, will be presented to the Committee throughout the 2023-2024 financial year. The intent is not to include the specific projects and initiatives in the Annual Business Plan to allow flexibility and to respond to changing environments.

OPTIONS

The Committee can endorse the recommended Objectives, Strategies and Deliverables and associated funding presented in the *Draft 2023-2024 Norwood Parade Precinct Annual Business Plan* as being suitable. Alternatively, the Committee can amend, omit or propose new Objectives, Strategies, initiatives or programs for inclusion in the draft Annual Business Plan.

CONCLUSION

The Parade business community wants to see initiatives and programs planned by the Norwood Parade Precinct Committee that create tangible outcomes and an increase in the number of visitors to The Parade. As such it is important that the Strategies and Deliverables are measurable so that the results are able to be communicated.

COMMENTS

Nil.

RECOMMENDATION

1. That the *Draft 2023-2024 Norwood Parade Precinct Annual Business Plan* be endorsed as being suitable to present to the Council for its endorsement and approval prior to its release for consultation with The Parade Precinct business community for a period of twenty-one (21) days.
2. That the Chief Executive Officer be authorised to make any editorial changes to the document prior to the document being released for consultation.

Attachment A

Development of the Draft 2023-2024 Norwood Parade Precinct Annual Business Plan

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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City of
**Norwood
Payneham
& St Peters**

2023—2024 DRAFT ANNUAL BUSINESS PLAN

Norwood Parade
Precinct



THE PARADE
NORWOOD



City of
Norwood
Payneham
& St Peters



Santos tour down under
Stage 4 • Start • Norwood

VISION /

TO MAINTAIN THE STATUS OF ADELAIDE'S PREMIER MAINSTREET AS A VIBRANT DESTINATION WHERE RESIDENTS AND VISITORS CAN EXPERIENCE AND ENJOY A PLACE TO DINE, SHOP, PLAY AND DO BUSINESS.

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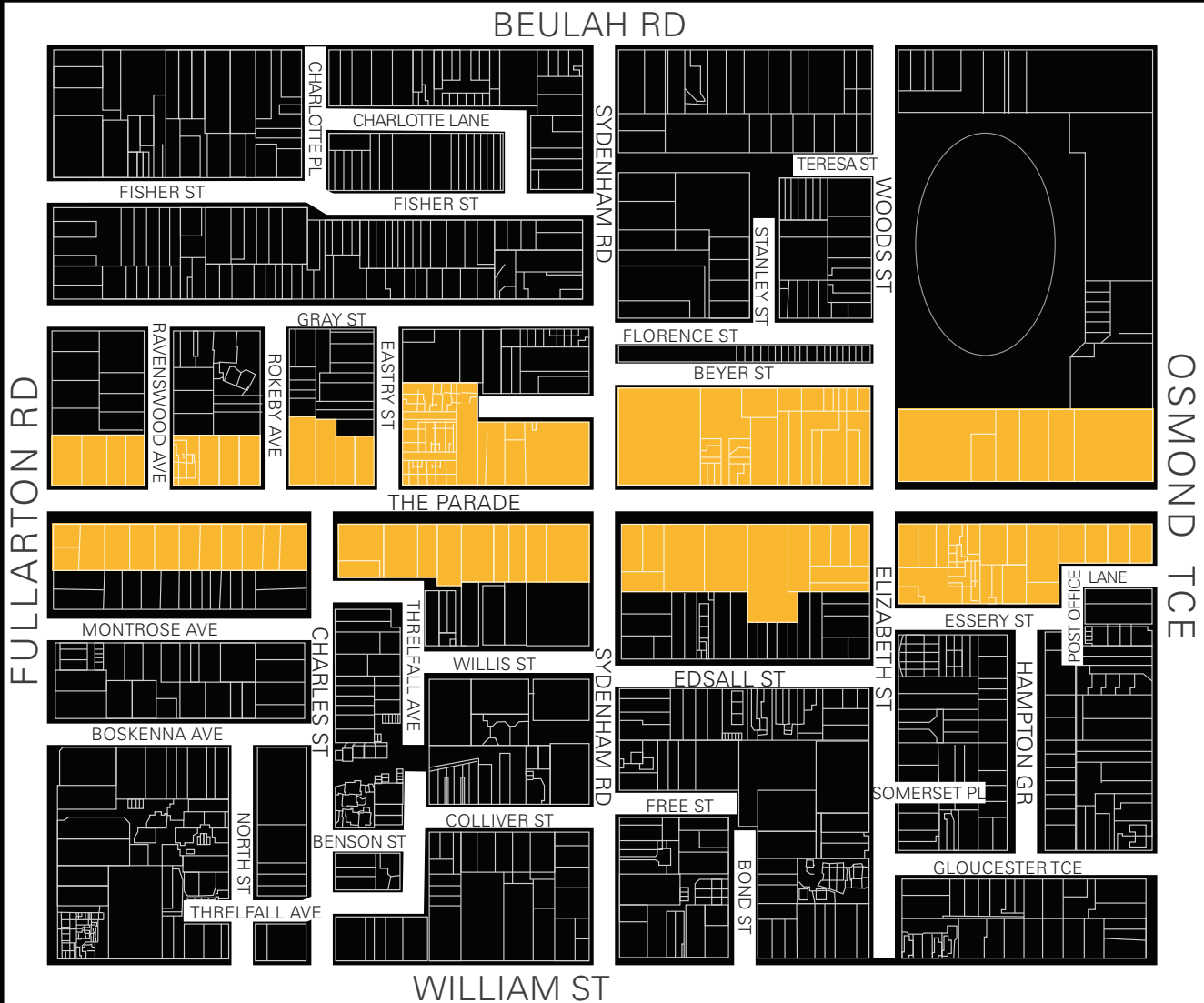
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Monitoring
& Reporting

OVERVIEW

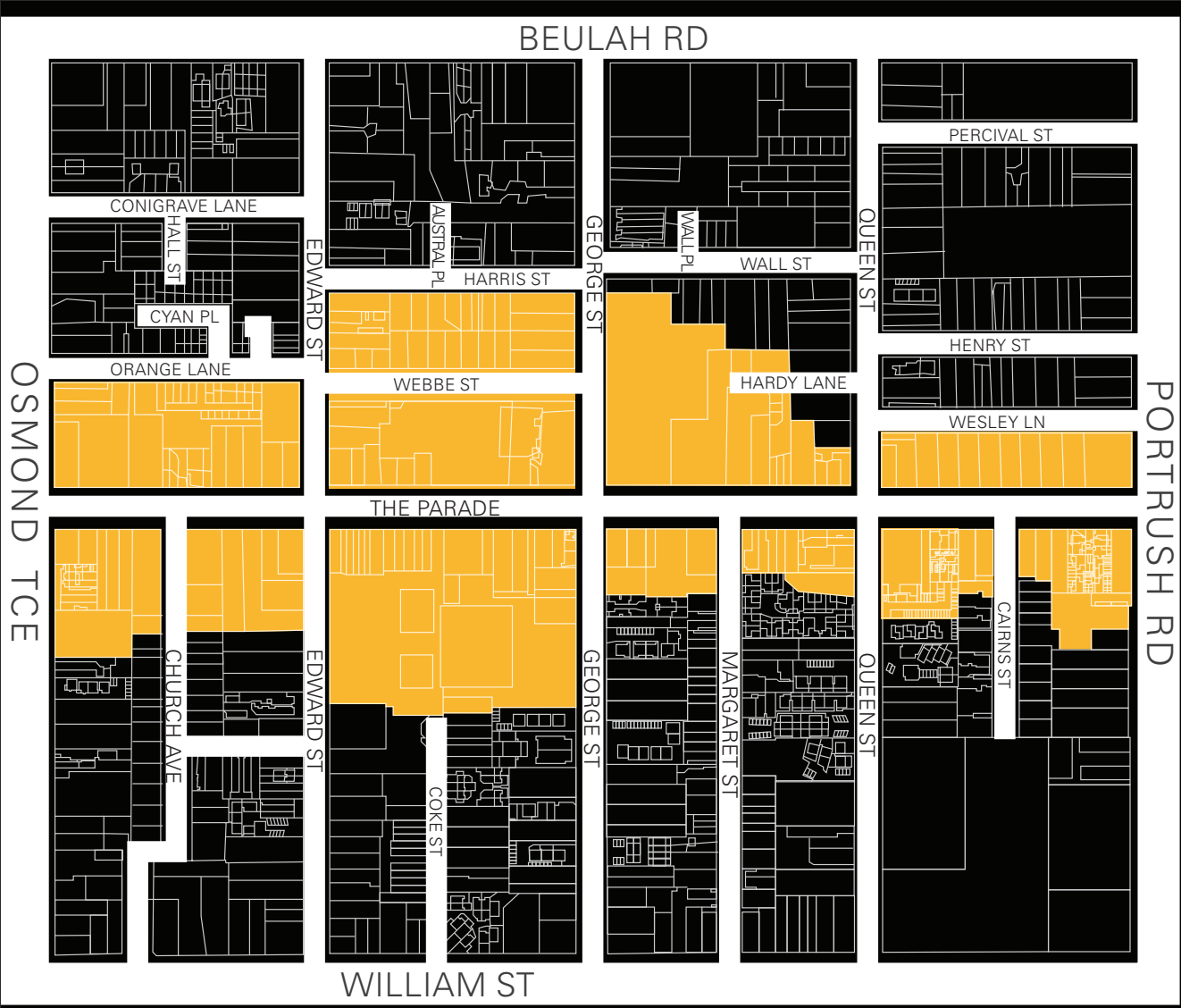
The City of Norwood Payneham & St Peters established the Norwood Parade Precinct Committee pursuant to Section 41 of the *Local Government Act 1999*. The Norwood Parade Precinct Committee is governed by Terms of Reference, which were adopted by the Council on 5 December 2022.

The Norwood Parade Precinct Committee consists of the Mayor, four Elected Members and eight Independent Members who represent the interests of commercial landlords and business owners trading within the Norwood Parade Precinct.



The Norwood Parade Precinct Committee is responsible for delivering exciting initiatives to develop and promote The Parade, Norwood as a vibrant retail, cultural and leisure destination for businesses, residents and visitors.

One of the roles of the Committee is to develop and recommend to the Council an Annual Business Plan and Budget for The Parade Precinct, while overseeing its implementation once approved by the Council.





PURPOSE

The Norwood Parade Precinct Committee works to support, educate and facilitate a healthy, vibrant business community with an emphasis on placemaking for the enhancement of The Parade. At the heart of it, the Committee is tasked with helping to drive the economic prosperity of The Parade, Norwood.

The 2023–2024 Annual Business Plan outlines a series of objectives and strategies that will achieve The Parade’s overall vision.

OBJECTIVES

The objectives of the 2023–2024 Annual Business Plan are to:

- Courageously promote the Precinct and its businesses
- Increase visitation and encourage expenditure
- Increase business engagement and collaboration
- Provide strategic direction on the future growth and development of the Precinct

A SUCCESSFUL PRECINCT

THERE ARE A NUMBER OF
ELEMENTS THAT WORK
TOGETHER TO CREATE
A SUCCESSFUL PRECINCT.



THE SIX KEY ELEMENTS THAT UNDERPIN THE PARADE'S SUCCESS ARE:



Diversity

A diverse mix of businesses including retail, services, dining and office spaces, with a healthy combination of day-time and night-time trade.



Local Economy

A strong connection to the local area, offering residents and visitor quality and convenience.



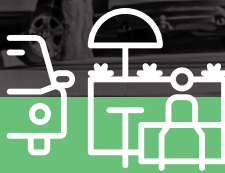
Identity

A unique character, history and value that is expressed in creative ways including marketing and events.



Drawcards

A number of drawcards that regularly bring in a large number of people, including sporting facilities, a supermarket, movie complex, restaurants and flagship retail stores.



Placemaking

Built infrastructure and landscaping that makes the place more attractive, inviting and encourage visitors to stay and play.



Accessibility

Footpaths, public transport linkages, car parking and clear signage that enables people to easily access the precinct.

BUDGET

The total budget for the 2023–2024 Parade Precinct Annual Business Plan is \$215,000 which is the amount the Council will collect through the Separate Rate.

The Separate Rate is charged to commercial property owners on The Parade, Norwood. The revenue collected is used for the purpose of marketing and promotion and enhancing business viability within The Parade Precinct.



BUDGET ALLOCATION

STRATEGY 01 - EVENTS & PLACEMAKING	\$40,000
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STRATEGY 02 - MARKETING & COMMUNICATIONS	\$70,000
---	-----------------

Website	\$5,000
Social Media	\$10,000
Advertising	\$55,000

STRATEGY 03 - IDENTITY & BRAND	\$90,000
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Sponsorship	\$5,000
Signage & Street Decorations	\$40,000
Merchandise	\$5,000
Competitions	\$40,000

STRATEGY 04 - BUSINESS SUPPORT & DEVELOPMENT	\$11,000
---	-----------------

Networking Events	\$3,000
Training & Workshops	\$4,000
Business Support	\$4,000

STRATEGY 05 - ADMINISTRATION	\$4,000
-------------------------------------	----------------

Catering	\$1,000
Precinct Documents	\$3,000

TOTAL	\$215,000
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STRATEGIES

Strategy 01 Events & Placemaking	11
Strategy 02 Marketing & Communications	12
Strategy 03 Identity & Brand	13
Strategy 04 Business Support & Development	14
Strategy 05 Administration	15

STRATEGY 01

EVENTS & PLACEMAKING



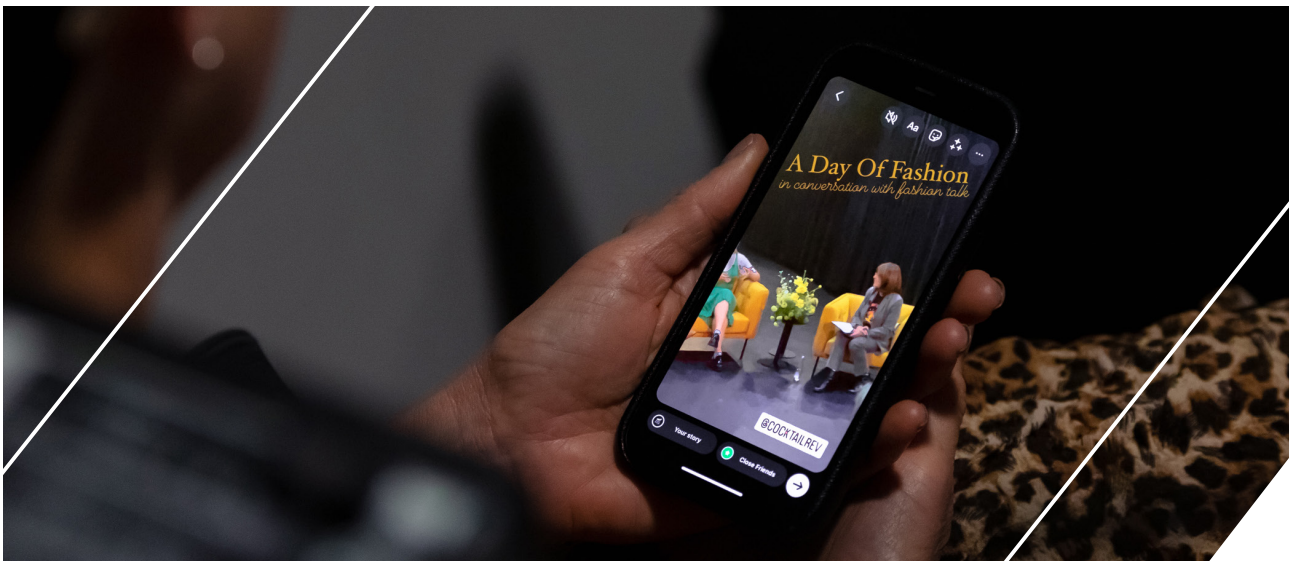
DEVELOP, DELIVER AND
SUPPORT MEANINGFUL
EXPERIENCES THAT CREATE
REMARKABLE MEMORIES
ON THE PARADE.

1.1 Support the Council's major events that are held on The Parade including but not limited to: Tour Down Under, Norwood Christmas Pageant, Art on Parade and the A Day of Fashion.

1.2 Support events, activations underpinned by collaboration between the Council, businesses and the local community.

STRATEGY 02

MARKETING & COMMUNICATIONS



BACKED BY RESEARCH AND ANALYTICS, IMPLEMENT A RANGE OF MARKETING CAMPAIGNS AND COMMUNICATION STRATEGIES THAT PROMOTE THE STRENGTHS OF THE PARADE TO TARGET MARKETS.

2.1 Website

Continuously improve The Parade website and its functionality to maintain relevancy and engagement.

2.2 Social Media

Develop and deliver a social media strategy to maximise effectiveness of current channels, increase engagement with existing followers and attract new audiences.

2.3 Advertising

Develop and deliver advertising campaigns to promote The Parade across a wide variety of mediums to increase visitation and spending from Adelaide, Intra and interstate.

STRATEGY 03

IDENTITY & BRAND



ENSURE THE PARADE,
NORWOOD REMAINS
ADELAIDE'S PREMIER
MAINSTREET THROUGH
DELIVERING INITIATIVES
THAT CREATE CONNECTIONS,
IMPROVE LOYALTY, AND
DRIVE BRAND AWARENESS
AND VISITATION.

3.1 Sponsorship

Provide targeted sponsorship for external events and activities aimed at increasing awareness of, and patronage to, The Parade for the benefit of all businesses within the Precinct.

3.2 Signage & Street Decorations

Install signage and street decorations to promote specific campaigns and events that are held within the Precinct.

3.3 Merchandise

Purchase environmentally friendly Parade branded merchandise and distribute to businesses and to community event attendees.

3.4 Competitions

Develop and deliver competitions for The Parade that engage businesses and encourage additional expenditure within The Parade Precinct.

STRATEGY 04

BUSINESS SUPPORT & DEVELOPMENT



CREATE A CONDUCTIVE
BUSINESS ENVIRONMENT
WHERE PEOPLE ARE ABLE
TO FLOURISH THROUGH
EDUCATION, TRAINING
AND NETWORKING.

4.1 Networking

Provide opportunities for business and property owners to build and strengthen relationships through networking forums and events.

4.2 Training & Workshops

Host business training and workshops, to educate the business community on a range of topics such as marketing, finance, business planning, wellbeing and leadership in business.

4.3 Business Support

Address and respond to the economic challenges caused by construction and development work within the Precinct. Specifically, support adjacent businesses directly impacted by developments through marketing and promotion.

STRATEGY 05

ADMINISTRATION



ENSURE THE ONGOING
AND EFFECTIVE
ADMINISTRATION OF
THE COMMITTEE.

5.1 Catering

Catering for Committee Meetings.

5.2 Precinct Documents

Develop, promote and consult on Committee documentation including, but not limited to Committee Membership and the Norwood Parade Precinct Annual Business Plan.

MONITORING & REPORTING

The Norwood Parade Precinct Annual Business Plan will be monitored and evaluated by the Council.

Progress reports on the implementation of this Plan, will be presented to the Norwood Parade Precinct Committee at each meeting.

Methods of measurement may include:

- Website and social media reports
- Visitation and attendance numbers at events
- Business participation in events and initiatives
- Analysis data from competition entries
- Level of spending within the Precinct
- Occupancy rates
- Written and verbal feedback received from businesses and the community



Visit Us

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Get Social With Us

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5.4 THE PARADE PRECINCT OCCUPANCY LEVELS ANNUAL ASSESSMENT 2022

REPORT AUTHOR: Economic Development Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: qA104342
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to provide the *Norwood Parade Precinct Committee* with the annual assessment of the occupancy levels within The Parade Precinct.

BACKGROUND

As part of The Parade Precinct Occupancy Levels report which was presented to the *Norwood Parade Precinct Committee* in November 2019, it was advised that an assessment of The Parade Precinct's occupancy rates will be conducted annually and that the findings will be presented to the Committee, the Council's *Business & Economic Development Advisory Committee* and the Council. In accordance with this recommendation, an annual assessment of The Parade's occupancy and vacancy rates is undertaken annually, with the most recent occurring in September 2022.

The initial assessment which was undertaken in 2019, was in response to a report published by JLL Australia, on vacancy levels of Adelaide's "high streets" (main streets). The "high streets" assessed by JLL Australia as part of that report and all of the subsequent reports prepared by JLL Australia include:

- The Parade, Norwood;
- Prospect Road, Prospect;
- Hindley Street, Adelaide;
- Rundle Street, Adelaide;
- King William Road, Goodwood;
- O'Connell Street, North Adelaide; and
- Jetty Road, Glenelg.

The latest report from JLL Australia is the *3Q22 Adelaide Retail High Street Overview*, a copy of which is contained in **Attachment A**. It is important to note that JLL Australia define The Parade (for the scope of their measurement) as being all ground floor tenancies directly fronting The Parade between Osmond Terrace and Portrush Road. It was due to this restricted scope that the Council decided to undertake its own assessment, which is inclusive of the entire Precinct, as defined by the Council in its Terms of Reference for the Norwood Parade Precinct Committee. A map showing the extent of the precinct is contained in **Attachment B**.

The JLL Australia report and Table 1 below, show that the majority of Adelaide's retail "high streets" are experiencing steady changes to occupancy levels, with the only percentage change over 3% occurring on O'Connell Street in North Adelaide, which was a positive change for that street. Outside of this, The Parade and Jetty Road are the only "high streets" to experience a decline in occupancy (1.4% and 0.9% respectively), however as the report indicates, the change in the occupancy rate along The Parade, is largely due to the sale of the property located at 231 The Parade resulting in three (3) tenancies being vacated.

In the JLL Australia report, The Parade continues to be recognised as the third best performing "high street" in respect to tenancy occupancy behind Prospect Road (95.9%) and King William Road (94.5%). The Parade is the second best performing high street after the 1Q22 report was released, however as a result of a 1.6% increase in occupancy on King William Road, The Parade has moved to third place, the same position it held 12 months earlier (the 3Q21 report). On a positive note, The Parade continues to have an occupancy rate above that of the 'Blended Average' of all high streets which sits at 92%.

TABLE 1: RETAIL HIGH STREETS OCCUPANCY LEVELS – JLL AUSTRALIA

Street	Occupancy Rate 3Q21	Occupancy Rate 1Q22	Occupancy Rate 3Q22	Change (3Q21-3Q22)
Prospect Road, Prospect	97%	95.5%	95.9%	-1.1%
Hindley Street, Adelaide	82.7%	84.8%	87.3%	+4.6%
Rundle Street, Adelaide	86.3%	90.5%	92.7%	+6.4%
King William Road, Goodwood	92.1%	92.9%	94.5%	+2.4%
O'Connell Street, North Adelaide	87.5%	88.5%	91.7%	+4.2%
Jetty Road, Glenelg	95.3%	91.2%	90.3%	-5.0%
The Parade, Norwood	93.6%	95.4%	94%	+0.4%

In September 2022, Council staff undertook an assessment of The Parade Precinct (as defined in the *Norwood Parade Precinct Committee Terms of Reference*) occupancy levels to understand the health of the Precinct during the past 12 months and to compare the research with the findings in the latest JLL Australia report.

DISCUSSION

For the purpose of this report, occupancy levels are defined as a percentage of all available commercial properties (residential properties are not included) that are currently being actively utilised by a business. In retail precincts such as The Parade, the occupancy level is usually calculated on the commercial tenancies located on the ground floor predominately comprising of retail and commercial uses. However, given the small number of aboveground floor tenancies along The Parade, these have been included in the assessment. Generally, the occupancy level measures the health of the local property market by representing the level of activity and demand for property.

The assessment which has been undertaken by Council staff was conducted on Tuesday, 13 September 2022 and encompasses the entire Parade Precinct, which extends from Fullarton Road to Portrush Road. It should be noted that the details from the assessment are correct as at that date and any changes that have occurred within the Precinct since that date are not included.

It should also be noted that in undertaking the assessment, Council staff made the following assumptions:

- tenancies classified as being vacant are those that:
 - have signage indicating that the premises or part of the premises was for lease;
 - tenancies that have a 'Leased' sign and were still vacant and the Council was not aware of a new business preparing to occupy the space; and
 - tenancies that did not have signage but were empty and the Council was not yet aware of any new business preparing to occupy the space.
- there were three (3) tenancies where it was unclear whether the premises were occupied or whether they were vacant and for this reason, these tenancies were excluded from the assessment and do not form part of the occupancy figures.

The research conducted by Council staff found the following:

- there is currently a total of 373 tenancies within The Parade Precinct;
- 345 tenancies were occupied by a business;
- there were twenty-eight (28) vacant tenancies (9 more than at the same time in 2021) within The Parade Precinct, which equates to an occupancy level of 92.5% (down from 94.84% in 2021);
- eleven (11) vacant tenancies are located on the northern side of The Parade (same as 2021) and the northern side has an occupancy level of 94.4% (184 out of 195 tenancies); and
- seventeen (17) vacant tenancies are located on the southern side of The Parade (9 more than at the same time in 2021) and the southern side has an occupancy level of 90.4% (161 out of 178 tenancies).

In an attempt to build on the data that is collected, staff have also commenced monitoring the tenancy mix within The Parade Precinct, as it is important to understand the diversity of businesses, as well as any trends that are becoming apparent. Too many of a particular type of business can impact on the Precinct's attractiveness as a destination. In contrast, the establishment of some types of business clusters can also create competition, which is a positive outcome for visitors. Table 2 below, showcases the tenancy mix within the Precinct:

TABLE 2: TENANCY MIX OF THE PARADE PRECINCT – 2022

Sector	Number	Percentage (%)
Retail	101	29.3%
Dining & Entertainment	70	20.3%
Professional	65	18.8%
Medical, Health & Wellbeing	55	16.2%
Hair/Beauty	35	10.1%
Training/Employment	9	2.6%
Community	5	1.4%
N/A (i.e. Leased signage but no business yet)	5	1.4%

Table 3 below, further segregates the 'Retail' and 'Professional' sectors into sub-sectors to enable a deeper understanding. Retail is segregated into 'Product', which is inclusive of businesses that specialise in homewares, furniture, grocery stores, toys etc and 'Clothing'. The Professional sector is segregated into three (3) categories 'Technical' which includes, architects, graphic design, IT, marketing agencies etc, 'Financial', which includes accountants, banks, brokers etc, and 'Real Estate'.

TABLE 3: RETAIL AND PROFESSIONAL SECTOR BREAKDOWN

Sector Breakdown	Number	Percentage (%)
Retail – Product	66	65.3%
Retail – Clothing	35	34.7%
Professional – Technical	35	53.8%
Professional – Financial	24	36.9%
Professional – Real Estate	6	9.2%

As illustrated by the data contained in Table 3, The Parade has a great diversity in its tenancy mix, and whilst 'Retail' is the dominant sector, when it is broken down further, there is a good spread between 'Retail – Product' and 'Retail – Clothing'. Given that this is the first-time that the tenancy mix has been assessed in detail, an analysis of the trends has not been possible. However, it will be very interesting to monitor how this may potentially change over the next twelve (12) months, particularly given the increase in interest rates and the general perception that the Precinct is increasing its offering in the areas of 'Dining & Entertainment' and 'Hair/Beauty', which reflect the highest and best use (i.e. higher rents) at this point in time. The more data that is collected over time, the greater the analysis and determinations that can be made, which will help to identify what level of intervention could potentially be implemented by the Council to sustain the Precinct.

There are many contributing factors associated with why The Parade has been able to sustain its vitality and vibrancy over the years, unlike many of the other main streets across Australia, which have seen a decline, or at the very least, fluctuations in their vacancy rates over time. Of all the contributing factors, the diversity of The Parade's offering is probably the single most important factor. It is therefore critical that the balance between the various uses be retained.

The changes experienced within the Precinct, include the introduction of a number of new businesses as well as a number of relocated businesses. The new and relocated businesses to date have contributed to the strong business mix within the Precinct, adding to the resilience of The Parade Precinct. The new and relocated businesses include:

- **Adelaide Reproductive Health Centre** (located at 1 The Parade);
- **Bartel & Hall Lawyers & Conveyancers (with Nicholls Gervasi Lawyers)** (located at 8 The Parade);
- **London Skin Clinic** (located at 15 The Parade);
- **Foliage Coffee/Prasad's Home & Garden** (located at 54 The Parade);
- **Northern Interests** (located at 62 The Parade);
- **My Money House** (located at Level 1/49 The Parade);
- **ORTC Clothing Co.** (located at 66 The Parade);
- **Mayhem Collectables** (located at 92 The Parade);
- **Prana Healing** (located at 106 The Parade);
- **Africola Canteen** (located at 1/89 The Parade);
- **Strength Lab** (located at 3/89 The Parade);
- **Men's Hairdresser** (relocated to 117 The Parade);
- **Koyla** (located at 121A The Parade);
- **Knightsman Bespoke Tailors** (located at 134A The Parade);
- **Share + Care Services** (located at 136 The Parade);
- **Tranquil Beauty** (relocated to 5/136 The Parade);
- **Bailey Nelson** (located at 152 The Parade);
- **National Pharmacies Optical** (relocated to 158 The Parade);
- **Gallery LeNuancier** (located at 166c The Parade);
- **Lovisa** (located at 161 The Parade);
- **Sanare Wellness** (located at 43 George Street); and
- **House of Health Collective** (located at 49 George Street).

Some of the businesses that have left The Parade Precinct since the previous assessment include:

- **Soal Sister** (moved to a fully online model);
- **Cono** (closed completely);
- **Di Nino** (moved to Kensington Road, Norwood);
- **Properte**;
- **Tollis & Co Lawyers** (moved to Mile End);
- **Paul's** (closed completely);
- **MIMCO** (closed Norwood store);
- **Ford Dry Cleaners** (closed completely);
- **Norwood Shoe Repairs** (closed completely);
- **Lukoumades** (closed Norwood store);
- **Vaporama** (closed completely);
- **Ricardo Di Fabio** (closed completely);
- **Yours + Mine** (closed completely);
- **Chinese Massage** (closed completely);
- **Eve Dry Cleaners** (closed completely);
- **Catania** (closed completely);
- **Eccola** (moved to King William Street, Kent Town);
- **Empress** (moved to Osmond Terrace, Norwood);
- **Norwood Auto Parts** (closed completely);
- **Tell Henry** (moved to Rundle Street, Kent Town);
- **Panacea Pilates** (moved to Magill Road, Norwood);
- **Purity Massage** (closed completely); and
- **Hoppen Homes** (moved to Fullarton).

One of the key changes from the previous assessments is that the southern side of the Precinct now has more vacant tenancies, with an occupancy level of 90.4%, in comparison to the northern side, which currently has an occupancy level of 94.4%. This is largely due to the change in the tenancies located between Osmond Terrace and Church Avenue, which have been vacated as a result of the new development which has been approved for this site. There are seven (7) vacant tenancies within this section of the Precinct. These vacancies, together with the vacancies at the former Beaurepaires/Tell Henry site and at the former Cono and Soal Sister sites, have resulted in a significant change to the appearance of the southern side of The Parade.

On the northern side, the property at 231 The Parade has recently been listed for sale and as a result has lost its three (3) previous tenants (Di Nino, Properte and Nicholls Gervasi Lawyers). The remainder of vacant tenancies on the northern side of the Precinct are scattered, with no obvious concentration in any particular section of The Parade.

The next assessment, which is scheduled to be undertaken in late 2023, will include all of the new tenancies that will form part of the COMO development. Discussions with the developer have indicated that the majority of these tenancies have been filled.

A more in-depth analysis of the spread of vacant tenancies can be achieved through segregating the Precinct into three (3) sections. The results are as follow:

- The Parade between Fullarton Road and Osmond Terrace = 91.3% (116 out of 127)
- The Parade between Osmond Terrace and George Street = 93.5% (130 out of 139)
- The Parade between George Street and Portrush Road = 92.5% (99 out of 107)

A snapshot of the information that has been discussed in this report is contained in **Attachment B**, the *Norwood Parade Precinct Occupancy Report 2022*. In order to maintain The Parade's vibrancy as Adelaide's Premier Mainstreet, and to continue to showcase The Parade's offering, the *Norwood Parade Precinct Occupancy Report*, contained in **Attachment B**, will be made available as a digital publication on both the Council's website and on The Parade's website.

In addition, staff are currently in the process of finalising a City-wide Occupancy Report, which will provide more detail on the importance of occupancy, tenancy mix, and turnover. The *Norwood Parade Precinct Occupancy Report* (contained in **Attachment B**), will form part of the City-wide publication. The intent is that this publication will be produced annually and will eventually include all major precincts within the City.

OPTIONS

Not Applicable.

CONCLUSION

The results of these investigations reflect the significant investment that both the Council and the Norwood Parade Precinct Committee have continued to make in supporting The Parade Precinct. Marketing and promotion of the mainstreet, competitions, events and activations have all been undertaken to benefit businesses within the Precinct and encourage new businesses to the Precinct to fill vacant tenancies.

Given the importance of monitoring the occupancy levels within The Parade Precinct, Council Staff will continue to conduct annual occupancy assessments and provide written reports to the *Norwood Parade Precinct Committee*, as well as the Council's *Business & Economic Development Advisory Committee* and the Council to ensure a healthy and vibrant Precinct is maintained.

COMMENTS

Whilst it is acknowledged that a high occupancy level is a positive representation of the health of the Precinct, research has shown that when occupancy levels go above 95%, the rental market is considered to be in a good state and landlords consequently tend to increase rents, which in turn can have a negative impact on tenancy mix. It also means that landlords can afford to be selective about the type of tenants that they place in the individual properties. Therefore, maintaining an occupancy level of between 91% - 95% appears to be the optimal level for a successful precinct.

RECOMMENDATION

That the report be received and noted.

Attachment A

The Parade Precinct Occupancy Levels Annual Assessment 2022

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

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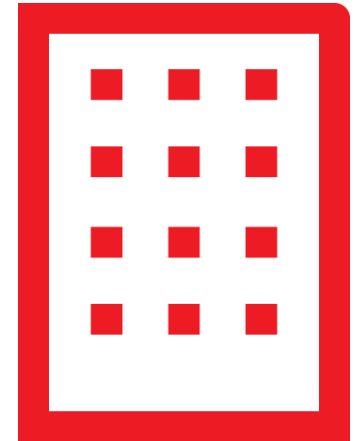


City of
**Norwood
Payneham
& St Peters**



Research Australia

Adelaide Retail High Street Overview



Rundle Street | Hindley Street | O'Connell Street | The Parade | Jetty Road
| King William Road | Prospect Road

Executive Summary

Retailer demand for space along Adelaide's high streets continued to improve as we move through 2022 with blended vacancy across all tracked high streets sitting at the tightest level since 2017. Hybrid working continues to rebalance with workers returning to the office more regularly. According to the latest Property Council of Australia's CBD Occupancy Survey, the proportion of workers returning to Adelaide CBD (78%) outpaced all other Australian capital city office markets. In our 3Q22 JLL Adelaide Retail High Street report, the CBD retail high streets have been clear beneficiaries of this rebalance, with vacancy levels along Rundle and Hindley Streets decreasing to pre-pandemic levels.

Retailer demand for inner suburban high street space remains very strong with the vacancy rate along King William Road falling to the lowest rate since JLL began tracking the market and vacancy along The Parade and Prospect Road sitting well below the overall blended vacancy rate of 8.0%.

Precinct	3Q22 Vacancy (%)	1Q22 Vacancy (%)	
Rundle Street, CBD	7.3	9.5	▼
Hindley Street, CBD	12.7	15.2	▼
O'Connell Street, North Adelaide	8.3	11.5	▼
The Parade, Norwood	6.0	4.6	▲
King William Road, Goodwood / Hyde Park	5.5	7.1	▼
Jetty Road, Glenelg	9.7	8.8	▲
Prospect Road, Prospect	4.1	4.5	▼
<i>Blended</i>	<i>8.0</i>	<i>9.0</i>	▼

Consumer Sentiment & Retail Turnover

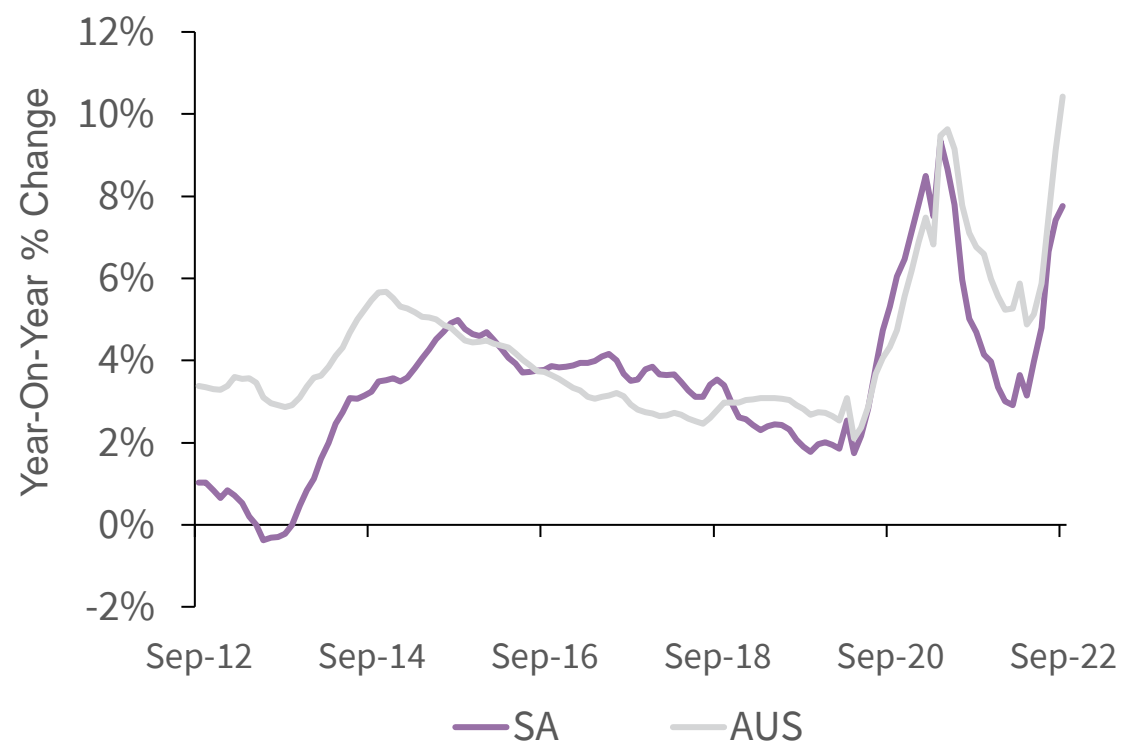
The economic headwinds of looming recessions in numerous global mature western economies, the highest inflation in Australia since 1990, and the sharp rise in the official Australian cash rate negatively impacting mortgage interest rates, has yet to dampen consumer retail spending. Rolling annual retail trade growth in South Australia (SA), reached 7.8% in September 2022 – rebounding strongly from the cyclical low of 2.9% recorded in February 2022.

Spending in discretionary retail categories continues to drive growth. As at September 2022, rolling annual retail trade growth in the fashion category reached 11.1%. Spending has been positive in the category since early 2021 with rolling annual growth remaining above 5.0% for 20 consecutive months.

Similarly, retail trade on household goods remains strong. As at September 2022, rolling annual retail trade growth in the category was 10.2%, driven largely by spending in the hardware, building and garden supplies (19.6% y-o-y) and the furniture, floor coverings, houseware and textile goods (15.8% y-o-y) categories.

Conversely, consumer spending growth in restaurants, cafés and takeaway food category is lower. As at September 2022, rolling annual retail trade growth in the category was 3.1%, slowing from a peak of 13.6% y-o-y in November 2021.

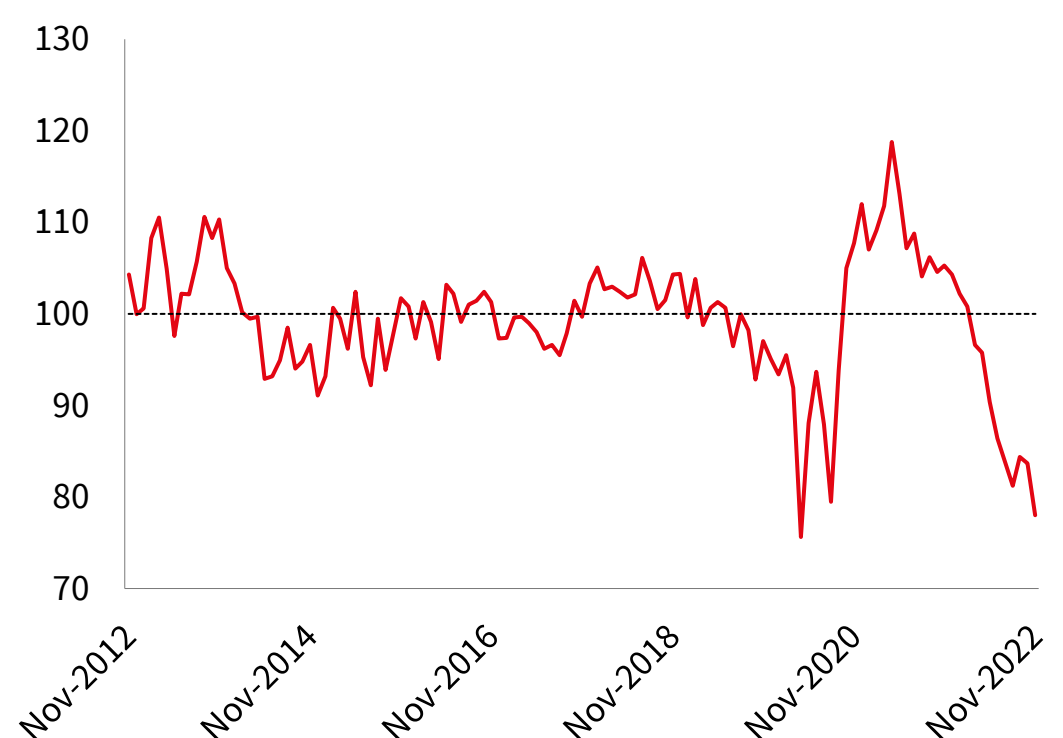
Retail Turnover (y-o-y): South Australia & Australia



Source: Australian Bureau of Statistics, JLL Research

There is a growing disconnect between retail trade and consumer confidence indices with robust spending levels juxtaposing plummeting confidence. According to the latest Westpac-Melbourne Institute Index of Consumer Sentiment, sentiment fell by 6.9% to 78.0 in November 2022 from 83.7 in October. This index figure of 78.0 now sits below the GFC low (79.0) and only slightly higher than when the COVID pandemic first hit in April 2020 (75.6).

Westpac-Melbourne Institute Index of Consumer Sentiment



Source: Westpac-Melbourne Institute, JLL Research

Rundle Street, CBD

Occupier demand along Rundle Street continues to improve. After two years of elevated vacancy which peaked at 13.7% in 3Q21, vacancy has now fallen for consecutive six monthly periods. As a result, vacancy has decreased by 6.4 percentage points over the last 12 months, reaching 7.3% in 3Q22.

The CBD retail high streets have benefitted from the ongoing rebalance of hybrid working. With more workers returning to the CBD more frequently through the working week, increased daily spending has improved the attractiveness of CBD retail space for occupiers.

In 3Q22, Rundle Street's position as Adelaide's premier fashion high street was consolidated with new store openings from Crumpler, which relocated from Gawler Place, US footwear retailer Florsheim which committed to its first SA flagship store, Carla Zampatti which opened its fourth SA store, and Viktoria & Woods opening its first SA store.

Additionally, national beauty retailer Jurlique relocated from Rundle Mall into the former Seafolly space at 259 Rundle Street.

To reiterate our forecast from previous reports, we maintain our view that the medium-term outlook for Rundle Street is positive. The precinct is expected to benefit from the strip's proximity to the rapidly growing employment zone Lot Fourteen. The recently completed Crowne Plaza hotel, as well as residential developments like The Adelaidean, Realm, and the East End Apartments have also supported increased foot traffic. While international student numbers are expected to increase moderately in 2023 and beyond, enrolments nationally are still below pre-COVID-19 levels.

Hindley Street, CBD

While Hindley Street remains the highest vacancy rate of all tracked Adelaide retail high streets, similarly to Rundle Street, retailer demand improved in 1Q22 as workers and students incrementally returned to the city. Vacancy tracked down again in 3Q22, falling 15.2% in 1Q22 – a 2.1 percentage point decrease which represented the second largest period-on-period decrease across all Adelaide's retail high streets.

Two new night-time economy openings highlighted the new offerings along Hindley Street over the last six months. The long awaited Hindley Street Music Hall opened at 149 Hindley Street. The new 1,800 seat live music venue opened in the former HQ Nightclub space and is a joint venture of Live Nation, Secret Sounds, Five Four Entertainment, and the team behind Fortitude Music Hall and The Triffid in Brisbane. Additionally, new nightclub Cherry Bar has occupied multiple retail tenancies at 83-87 Hindley Street.

The return of international university students to Adelaide will play an important role in daily day-time expenditure levels along Hindley Street over the medium-term. However, the recovery of international student enrolments has been slow. The latest Australian Government data (January-July 2022) indicates that current international student enrolments total 527,300 – 4% less than the corresponding period in 2021.

Over the medium term, the western end of Hindley Street is uniquely positioned to capture a large influx of daily pedestrian activity as a result of the ongoing health sector clustering within the Bio-Med City precinct, comprising the Royal Adelaide Hospital, SAHMRI and SAHMRI2, as well as two university research facilities. With the expectation that commercial office development will soon be underway in the precinct, the day-time economy along the western end of Hindley will increase significantly.

O'Connell Street, North Adelaide

Vacancy along O'Connell Street has decreased for consecutive six-monthly periods, reaching 8.3% in 3Q22. This represents a vacancy rate approaching pre-COVID-19 levels.

The vacancy rate decreased 3.1 percentage points over the last six months. Notable new retailers included new hospitality venue The Black Rhino Hotel at 7 O'Connell Street – the latest SA venture from national pub group Black Rhino Group, and expanding local specialty food operator St George's Bakehouse opening a new store in a street-facing tenancy at North Adelaide Village shopping centre.

O'Connell Street remains the high street with the largest proportion of restaurants and cafes, which accounts for 44% of the total tenancy mix. It is expected that the major mixed-use development at 88 O'Connell Street which commenced construction in April 2022, will provide a significant uplift in daily pedestrian footfalls along the strip. This, in turn, is likely to translate to a revitalisation of the precinct and increase occupancy levels over the medium term.

Jetty Road, Glenelg

Occupier demand along Adelaide's beachside retail high street Jetty Road continues to trend downwards. Vacancy increased 0.9 percentage points to 9.7% over the six months to 3Q22. This follows on from the vacancy rate almost doubling to 8.8% in 1Q22. Low tourist inflows into Adelaide over the COVID-19 period, coupled with a more recent rebalance of remote working by local residents has likely negatively impacted daily footfalls and spending rates along the strip.

More positively, a \$50.0 million 65-room hotel development on the corner of Jetty Road and Colley Terrace has commenced construction. This is expected to revitalise the ground floor retail offerings that span the development, as well as be a long-term tourism draw for the area. Already the churn from the development has materialised with Royal Copenhagen Ice Cream Cone Company and Sunglass Hut relocating to new tenancies along the strip – both retailers previously occupied space that has been withdrawn as a result of the new hotel development.





The Parade, Norwood

Retailer demand along The Parade remained positive in 3Q22 with vacancy increasing marginally to 6.0%. It must be noted that the increase in vacancy is partially a result of a street facing retail asset that was sold with vacant possession with future plans for the building currently unknown. More broadly, occupier demand for space along The Parade has been very strong with vacancy falling rapidly from a COVID-19 peak of 14.7% recorded in 3Q20.

The tenancy mix was broadly stable over the six months to 3Q22. Retailer activity included eyewear retailer Bailey Nelson opening a new store at 152 The Parade. This space was vacated by National Pharmacies Optical, which relocated to 158 The Parade.

Two high density residential projects on the strip in the form of Como (at the Coles Norwood site), currently under construction, and a DA approved complex at 120-128 The Parade, will increase the local resident population and daily retail spend along The Parade over the medium term.

King William Road, Goodwood / Hyde Park

Occupier demand along King William Road has been comparatively more resilient than other retail high streets over the COVID-19 period. The vacancy rate decreased over the early COVID period as a result of a higher proportion of workers staying closer to home. However, vacancy continues to trend downwards in 2022 reaching 5.5% in 3Q22 – the lowest vacancy rate recorded along the strip since JLL began tracking the market in 2015.

New entrants to the precinct over the last six months included national retail burger chain Betty's Burgers, which opened a new store in the former Food Works supermarket site at 181 King William Street, art gallery Ex Animo Art (134 King William Street), and Hong Kong dessert retailer Phoenix Sweets (113 King William Street).

Medium density residential development will increase the immediate retail catchment area of King William Road. Hyde Park Place at 248 Unley Road and Two Four Six at 246 Unley Road have recently completed construction.

Prospect Road, Prospect

Author

The vacancy rate along Prospect Road edged downwards 0.4 percentage points to 4.1% in 3Q22. Prospect Road remains the tightest retail high street tracked by JLL. However, it must be noted that it is also the smallest by tenancy count.

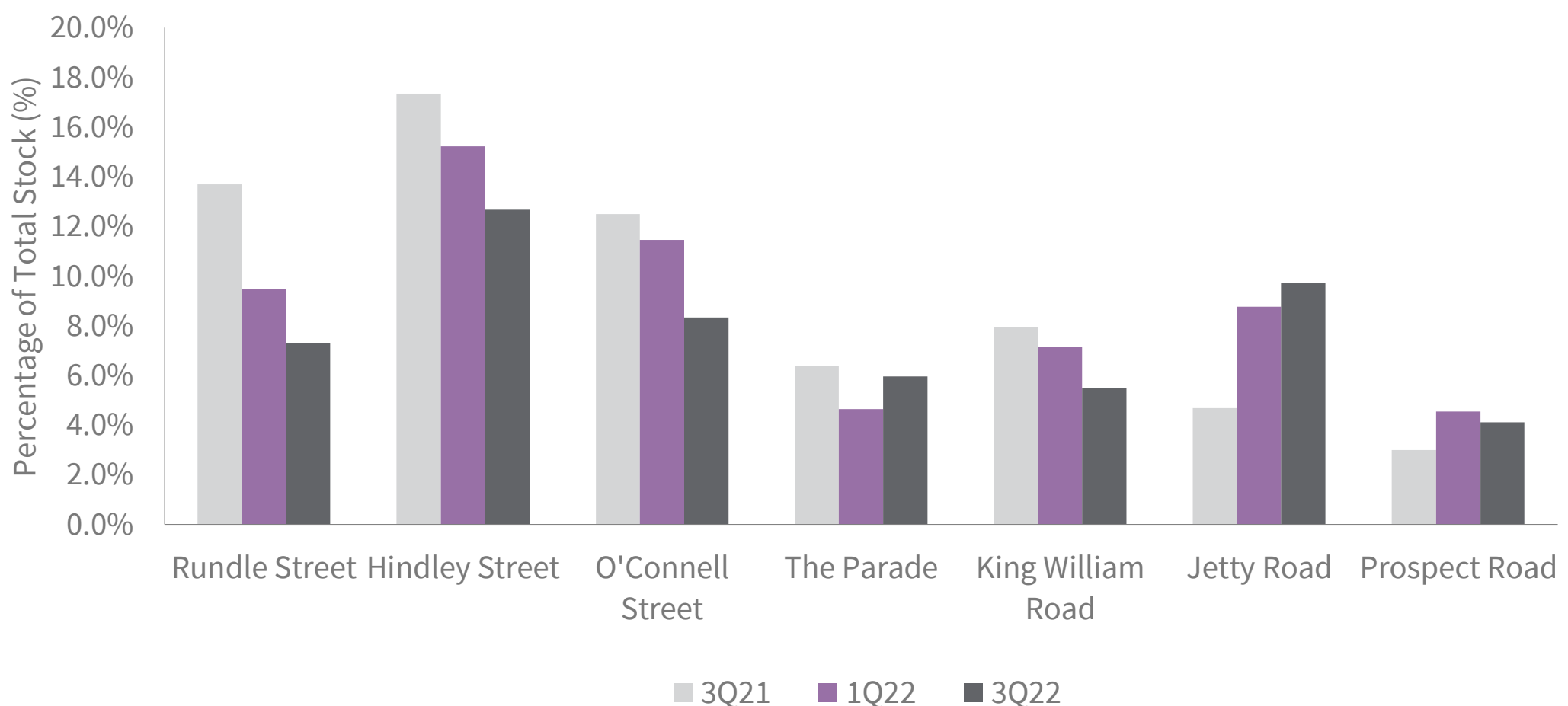
New retailers to the market included a new office for real estate agency Century 21 (90 Prospect Road), as well as national bubble tea chain Chatime opening a new store at 118 Prospect Road.

New supply over the short-term will result in additional retail space added to total stock. A new Foodland supermarket anchored complex at 85 Prospect Road is nearing construction commencement with site clearance already completed.



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Overall Vacancy: Adelaide Retail High Streets, 3Q21 to 3Q22



Source: JLL Research

jll.com.au

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Attachment B

The Parade Precinct Occupancy Levels Annual Assessment 2022

City of Norwood Payneham & St Peters
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City of
**Norwood
Payneham
& St Peters**

NORWOOD PARADE PRECINCT

OCCUPANCY REPORT 2022



THE PARADE
NORWOOD



City of
Norwood
Payneham
& St Peters

OCCUPANCY RATE

 **373** Total Tenancies
 Compared to **368** in 2021 and **381** in 2020

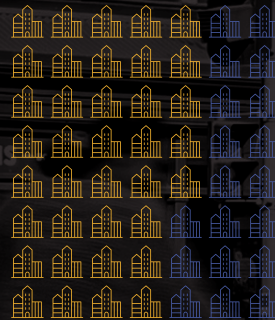
345
Total Businesses

Compared to **349** in 2021
 and **341** in 2020



19
New Businesses

Compared to **34** in
 2021 and **24** in 2020



28
Total Vacant Tenancies

Compared to **19** in
 2021 and **40** in 2020





13%

Turnover Rate

Compared to **14%** in 2021 and **23%** in 2020

3

Relocated Businesses

Compared to **8** in 2021 and **0** in 2020



91%

Occupancy rate compared to **94%** in 2021 and **91%** in 2020



Between Fullarton Rd & Osmond Tce

94%

Occupancy rate compared to **95%** in 2021 and **91%** in 2020



Between Osmond Tce & George St

93%

Occupancy rate compared to **95%** in 2021 and **87%** in 2020



Between George St & Portrush Rd

INDUSTRY MIX

The Norwood Parade Precinct consists of a variety of business industries as depicted below. This industry mix contributes to The Parade being Adelaide's premier mainstreet due to its unique and vibrant offering.

20%
Dining & Entertainment

19%
Professional
54% Technical
37% Financial
9% Real Estate

16%
Medical, Health & Wellbeing

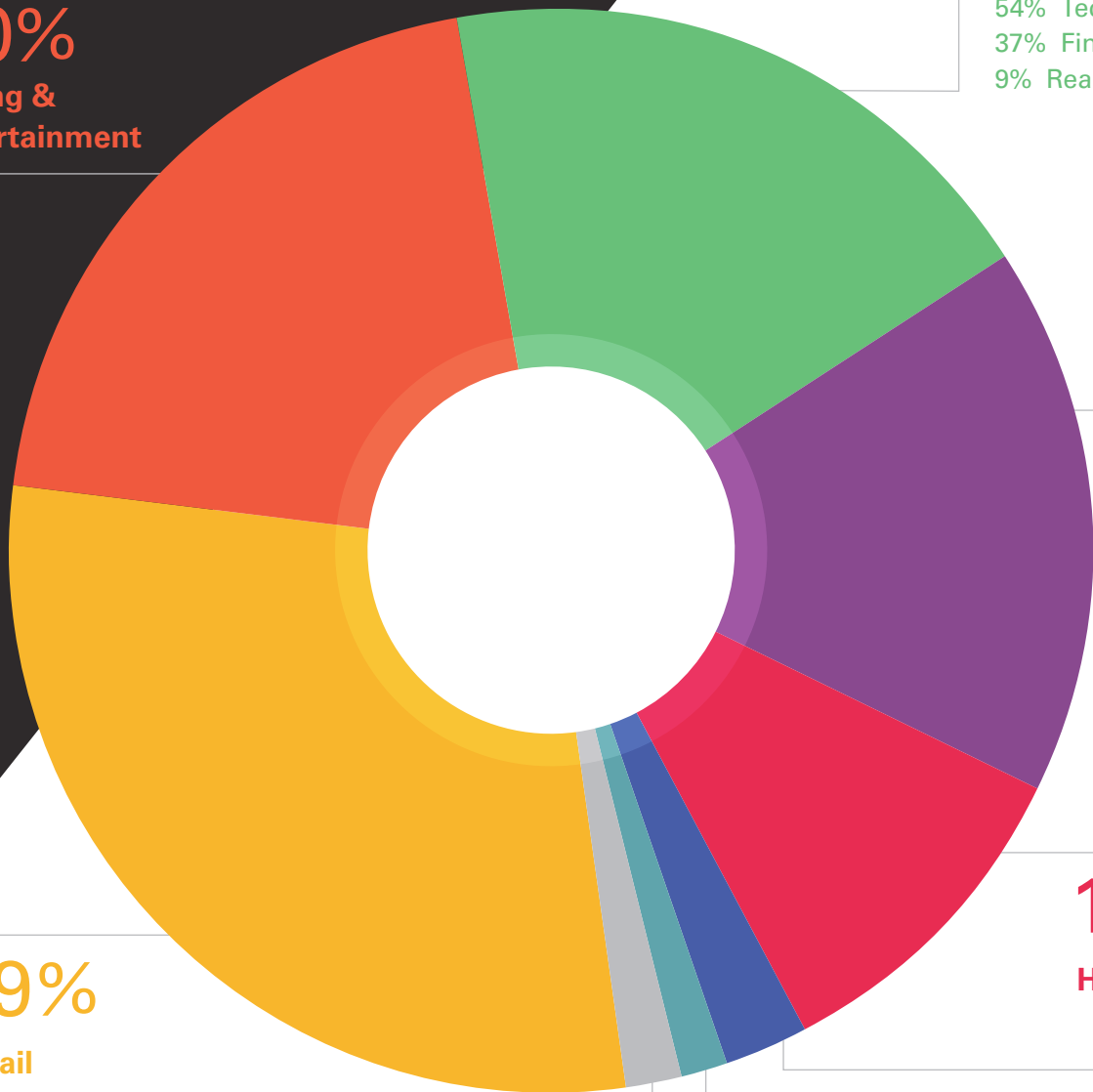
10%
Hair/Beauty

29%
Retail
65% Products
35% Clothing

1%
N/A

1%
Community

3%
Training/ Employment



EXPENDITURE



Norwood Total Yearly Expenditure

\$562.40m*

Compared to **\$603.97m** in 2021 and **\$540.64m** in 2020

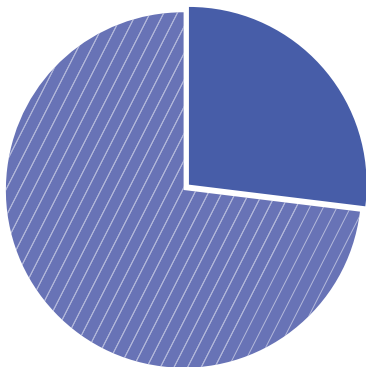


Norwood Average Daily Expenditure

\$1.541m*

Compared to **\$1.655m** in 2021 and **\$1.477m** in 2020

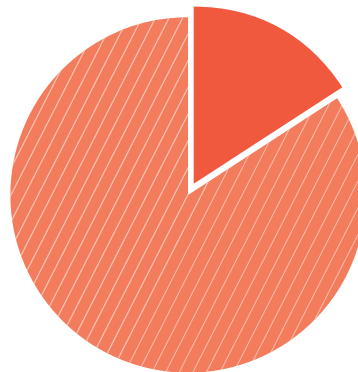
Top 3 Expenditure Categories



27%

Dining & Entertainment

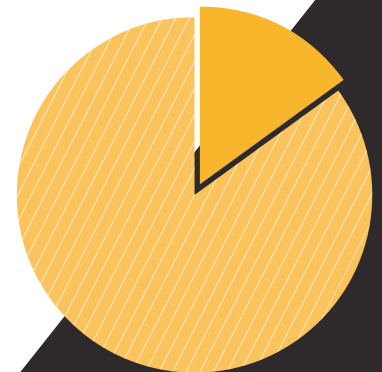
Compared to **27%** in 2021 and **23%** in 2020



16%

Grocery Stores & Supermarkets

Compared to **15%** in 2021 and **18%** in 2020



15%

Professional Services

Compared to **15%** in 2021.
In 2020 **Specialised & Luxury Goods** made up **14%**

* The data represents the activity in the entire suburb of Norwood.

DEFINITIONS

Average Expenditure

Taken from Spendmapp by Geografia and is an account of total expenditure within the suburb of Norwood (not just The Parade) during each calendar year. This expenditure is from both residents of the Council area and those from outside of it. Spendmapp data takes real banking transaction data (EFTPOS and credit/debit) and transforms it to create a comprehensive representation of the City's economy, taking into account a cash component which is informed by a survey conducted by the Reserve Bank of Australia (RBA). The process also ensures that outlier transactions do not skew the data, and seeks to maintain the privacy of merchants and cardholders by applying a degree of randomisation when there are small transaction volumes.

Industry Mix

Percentages may not add up to 100% due to rounding. Industry categorisation and inclusions are explained below.

Retail

Product: Includes businesses that retail in paint, alcohol (Parade Cellars, Dan Murphy's etc), homewares, furnishings, fuel, groceries, toys, equipment (bikes etc), jewellery, books, pet stores, dog day cares and cleaning services.

Clothing: Includes businesses that sell clothing (op shops included), footwear, lingerie as their main offering.

Dining & Entertainment

Includes cafes, restaurants, gelato/ice-cream, cinemas, theatres, pubs, bars, cellar doors, takeaway outlets and painting studios (i.e. Pinot & Picasso).

Medical, Health & Wellbeing

Includes general practitioners, dentists, supplement stores, pilates and yoga studios, gyms, physiotherapy clinics, care providers, psychologists, specialist health providers (i.e. SA Heart), health food providers, optometrists and Vet's.

Professional

Technical: Includes architects, graphic designers, IT support, engineers, business advisors, lawyers, builders, local Members of Parliament, phone providers, travel agencies, photographers, marketing agencies, taekwondo studios and car repairers.

Financial: Includes accountants, banks, mortgage brokers, financial advisers, conveyancers and tax agencies.

Real Estate: Includes real estate agencies.

Hair/Beauty

Includes women and men hairdressers, massage providers, day spas, hair removal, manicures and pedicures.

Training/Employment

Includes employment agencies, training centres and educational tutoring.

Community

Includes libraries, sporting ovals, parks, churches and community centres.

N/A

Includes tenancies that have a 'Leased' sign up, however no business has moved in, meaning no tenancy mix can be allocated. Also includes George House.

New Businesses

Businesses that have opened and were not previously within the precinct.

Occupancy Rate

Defined as a percentage of all available occupiable commercial properties (residential not included) in a particular area that have a business actively trading from the premises.

Relocated Businesses

The total number of businesses that were previously operating within the Precinct and have since moved to another tenancy within the Precinct.

Turnover Rate



The number of new businesses and vacant tenancies as a percentage of the total number of tenancies within the Precinct.

Vacant Tenancy

Tenancies are noted as being vacant if:

- there is signage indicating that the tenancy or part of multi-tenancy building was for lease;
- the tenancy had a 'leased' sign yet the premises was still vacant and the Council was not aware of a new business preparing to occupy the space; or
- the tenancy did not have any signage indicating it was for lease, however the space was vacant and the Council was not aware of a new business preparing to occupy the space.

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5.5 2023 SCHEDULE OF MEETINGS FOR THE NORWOOD PARADE PRECINCT COMMITTEE

REPORT AUTHOR: Economic Development Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: qA104342
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to advise the Norwood Parade Precinct Committee of the proposed Schedule of Meetings for 2023.

BACKGROUND

In respect to meetings, the Committee's Terms of Reference state that:

- 6.2 *The Committee shall meet at the Council's Principal Office, the Norwood Town Hall, 175 The Parade, Norwood, or as determined by the Chief Executive Officer.*
- 6.3 *The Committee shall meet a minimum of four (4) times in every calendar year.*

The purpose of this report is to present the proposed Schedule of Meetings for the 2023 calendar year to the Committee for its consideration and approval.

DISCUSSION

In accordance with the Terms of Reference, the Chief Executive Officer has determined that all of the Committee Meetings will be held in the Mayor's Parlour, located in the Norwood Town Hall at 175 The Parade, Norwood.

In respect to the time and date of the meetings, it is recommended that all of the meetings of the Committee in 2023 commence at 6.15pm on a Tuesday night and that the remainder of the 2023 meetings be held on the dates outlined in **Table 1** below. It is recommended that the Schedule of Meetings outlined in **Table 1** below, be approved by the Committee.

TABLE 1: NORWOOD PARADE PRECINCT COMMITTEE SCHEDULE OF MEETINGS 2023

Meeting	Date	Start Time
2	Tuesday 16 May 2023	6.15pm
3	Tuesday 1 August 2023	6.15pm
4	Tuesday 24 October 2023	6.15pm

RECOMMENDATION

That the Norwood Parade Precinct Committee's Schedule of Meetings for 2023, as set out below, be approved:

NORWOOD PARADE PRECINCT COMMITTEE SCHEDULE OF MEETINGS 2023

Meeting	Date	Start Time
2	Tuesday 16 May 2023	6.15pm
3	Tuesday 1 August 2023	6.15pm
4	Tuesday 24 October 2023	6.15pm

6. **OTHER BUSINESS**
(Of an urgent nature only)

7. **NEXT MEETING**
Tuesday 16 May 2023 (to be confirmed at this meeting)

8. **CLOSURE**