

# Norwood Parade Precinct Committee Minutes

**15 February 2022**

## **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.*

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City of  
Norwood  
Payneham  
& St Peters

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**VENUE** Mayors Parlour, Norwood Town Hall

**HOUR** 6.15pm

**PRESENT**

**Committee Members** Mayor Robert Bria (Presiding Member)  
Cr Sue Whittington  
Cr Fay Patterson  
Cr John Callisto  
Mr Joshua Baldwin  
Mr Ross Dillon  
Mr Rimu Good  
Mr Hao Wu

**Staff** Keke Michalos (Manager, Economic Development & Strategic Projects)  
Stacey Evreniadis (Economic Development Co-ordinator)  
Tyson McLean (Economic Development & Strategic Projects Officer)

**APOLOGIES** Cr Carlo Dottore, Ms Annie Lovejoy, Mr Terry Dalkos

**ABSENT** Nil

**TERMS OF REFERENCE:**

*The Norwood Parade Precinct Committee is established to fulfil the following functions:*

- *To develop and recommend to the Council in each financial year, an Annual Business Plan and Budget for The Parade Precinct.*
- *The Budget developed by the Norwood Parade Precinct Committee must be considered in conjunction with the Annual Business Plan. The amount recommended to the Council, to be approved by the Council, should meet the objectives set out in the Annual Business Plan.*
- *To oversee the implementation of the Annual Business Plan as approved.*
- *To oversee the implementation of the approved Marketing and Promotional Plan for The Parade.*
- *To assist in the development and promotion of a vibrant cultural and leisure tourism destination for businesses, residents and visitors.*
- *To facilitate and encourage networking and communication.*

**1. CONFIRMATION OF MINUTES OF THE SPECIAL MEETING OF THE NORWOOD PARADE PRECINCT COMMITTEE HELD ON 26 OCTOBER 2021**

*Cr Callisto moved that the minutes of the Special Meeting of the Norwood Parade Precinct Committee held on 26 October 2021 be taken as read and confirmed. Seconded by Cr Whittington and carried unanimously.*

**2. PRESIDING MEMBER'S COMMUNICATION**

Nil

**3. NORWOOD PARADE PRECINCT NEWS**

Nil

**4. STAFF REPORTS**

## 4.1 PROGRESS REPORT ON THE IMPLEMENTATION OF THE 2021-2022 ANNUAL BUSINESS PLAN

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**REPORT AUTHOR:** Economic Development Coordinator  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4616  
**FILE REFERENCE:** qA59232  
**ATTACHMENTS:** A - G

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### PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee (NPPC), with a progress report on the implementation of the 2021-2022 Annual Business Plan.

### BACKGROUND

At its meeting held on 4 May 2021, the Committee endorsed the *2021-2022 Annual Business Plan* and the *Continuation of The Parade Separate Rate* for the Parade Precinct and resolved to forward it to the Council for its endorsement. Subsequently, the Council endorsed the Annual Business Plan and the Continuation of the Separate Rate as being suitable at its meeting held on 7 June 2021.

For the 2021-2022 financial year, the value of the Separate Rate on the Parade Precinct is \$215,000. Investigations have progressed in respect to a number of the deliverables and a summary of the overall budget and expenditure to date is contained in **Attachment A**.

### DISCUSSION

#### 1. STRATEGY: EVENTS & ACTIVATIONS

##### 1.1 ART ON PARADE 2022

The *Art on Parade 2022* event will provide an opportunity to encourage creative expression and invite new audiences to The Parade whilst at the same time supporting local artists and promoting The Parade as an art-friendly precinct. All businesses within The Parade Precinct have been invited to express their interest in being a host venue for the *Art on Parade* event that will be held during the month of April.

The Council will engage an artist to curate the trail and will be the liaison between the businesses that have expressed their interest and the artists that are showcasing their work. Once the Council has received all expressions of interest, the curator will start the process of matching artworks to venue spaces that are appropriate logistically and are visually complementary.

The 2021 event showcased one-hundred and twenty-six (126) artworks including paintings, illustrations, photography and indoor sculptures by forty-seven (47) artists, which were featured in twenty-five (25) premises on The Parade.

To continue to support the arts sector, it is proposed that the Committee allocates \$5,000 from the Sponsorship Budget for the marketing and promotion of *Art on Parade 2022*.

##### 1.2 EASTSIDE BUSINESS AWARDS 2022

The *Eastside Business Awards* program is for businesses trading within the City of Norwood Payneham & St Peters. The aim 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 2022* is to achieve the following objectives:

- 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 have been amended slightly from the 2021 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 2022 Awards Program will launch on Thursday 10 February, with six (6) days of general marketing and promotion to generate awareness of the Awards, prior to the voting stage opening on Thursday 17 February 2022.

During this initial stage, the Council will focus on communicating with the business community via The Parade, Magill Road and Council’s websites, associated social media platforms and via electronic direct mail (EDM), to inform and prepare businesses for the voting stage. To support the initiative, the Council has made printed collateral available to all businesses, and has encouraged business owners and employees to collect and display the material within their business. To complement the printed collateral, digital assets are available to download and use online.

Whilst it is important to notify and educate the City’s businesses of the Awards Program, it is just as important to promote it to the community. The community is where the majority of the customers lie, and they have a significant influence and weight on a businesses’ success.

In addition, the Council, in conjunction with Solstice Media has designed an extensive 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](http://www.eastsidebusinessawards.com.au). To encourage public vote, a ‘Vote & Win’ competition will be run and the winner will receive a voucher to the value of \$300 to the business of their choice. The winner will be drawn at random.

Voting is open from Thursday 17 February – Thursday 17 March 2022. 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.

The winner of each category will be announced at an Awards Night on Tuesday 12 April 2022 at the St Peters Banquet Hall and each winner will win 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 2022 marketing collateral is contained in **Attachment B**.

## **2. STRATEGY: MARKETING & COMMUNICATIONS**

### **2.1 SATC – ADELAIDE VISITOR GUIDE**

HWR Media, in partnership with the South Australian Tourism Commission and Adelaide Economic Development Agency, produce the Official *2022 Adelaide Visitor Guide*.

Following what has been a challenging two (2) years in the tourism sector, the Official *2022 Adelaide Visitor Guide* has been designed to both inspire and encourage visitors to Adelaide and surrounding areas, stay longer and spend more with local businesses and importantly discover business and service offerings.

The 50,000+ printed visitor guide is promoted and distributed through an extensive network across South Australia and interstate:

- tourism hubs in South Australia, such as Adelaide Central Markets, Sealink terminals, etc;
- visitor Information Centres throughout South Australia and interstate;
- leading Hotels accommodation houses and caravan parks;
- RAA offices and interstate motoring clubs;
- car hire companies;
- participation retailers and wineries; and
- caravan and camping shows.

The digital Visitor Guide is also available at:

- southaustralia.com; and
- experienceadelaide.com.au.

Two (2) full page ads have been booked to promote the following Council initiatives, which include Parade businesses and precincts:

- Eastside Wine & Ale Trail;
- Food Secrets of Glynde & Stepney;
- The Parade, Norwood; and
- Magill Road.

The Visitor Guide has been released and is available through an extensive network, which has been outlined above.

A copy of the two (2) full page ads is contained in **Attachment C**.

### **2.2 2022 LUNAR NEW YEAR**

February 2021, was the first time that The Parade Precinct promoted Lunar New Year, by installing a series of footpath decals. In 2022, Lunar New Year falls on Tuesday 1 February and will mark the transition between zodiac signs, from the year of the Ox to the year of the Tiger.

In order to acknowledge Lunar New Year and The Parade businesses that take part in the festival, an article has been developed for The Parade blog and once again, decals have been installed along The Parade and will be removed at the end of the Lunar New Year celebrations, on Wednesday 16 February 2022.

### **2.3 EASTSIDE | DESIGN FOR LIVING PUBLICATION**

The City of Norwood Payneham & St Peters is recognised as a hub for creatives and is home to a vast amount of interior design, styling and homeware businesses. It is important, now more than ever to showcase this sector and its diverse offering. The Parade and Magill Road specifically, are known as destinations for homewares in the east. With a range of unique and quirky independent stores, the precincts attract those looking for something a little different for their home.

The *Eastside | Design for Living* publication is designed to promote the homeware and furniture businesses in the retail sector, with the aim to inspire customers to shop in the City. With many new housing developments in the Council area, including major projects such as Norwood Green and COMO on The Parade, there is a buyer's market and the opportunity to heavily promote 'shop local'.

This publication is in its final stages and will be completed by March 2022. The publication will be distributed to participating businesses, be on display and be available for pickup at Display Centres, local real estate companies and the Council's Customer Service Centres, with the opportunity for wider distribution.

### **3. STRATEGY: IDENTITY & BRAND**

#### **3.1 SPEND TO WIN CHRISTMAS COMPETITION**

At its meeting held on 26 October 2021, the Committee resolved the following in respect to the 'Spend to Win' Christmas competition:

1. *That the Norwood Parade Precinct Committee allocates \$15,000 towards a 2021 Christmas Shop on The Parade competition comprising of three (3) prizes, with an equal value of \$5,000. First prize is to be \$5,000 worth of vouchers to Parade Precinct businesses, second prize is to be a \$5,000 travel voucher to any of the four (4) Travel Agents located within The Parade Precinct, and the third prize is to be \$5,000 towards an e-Bike from one of The Parade Precinct Bike Shops.*
2. *That the Norwood Parade Precinct Committee allocates a maximum of \$15,000 for the promotion and marketing of the competition.*

The five (5) week competition was designed to encourage visitors to The Parade in the lead up to Christmas to shop for gifts, dine with friends and family, purchase local produce for Christmas lunches and dinners, and to experience the services offered by The Parade businesses.

To enter the competition, shoppers were required to spend \$25 or more in one (1) transaction at any Parade Precinct business, keep their receipt and enter their details online at [theparadenorwood.com](http://theparadenorwood.com).

The competition launched on Saturday 20 November and ran until Thursday 23 December. The winners were drawn on Friday 24 December 2021 by Mayor Robert Bria at the Norwood Town Hall Customer Centre in the presence of a Justice of the Peace.

The three (3) winners and their prizes are listed below:

- First prize: \$5,000 to spend at Parade Precinct Businesses (vouchers from 19 businesses)  
Gretta H of Norwood.
- Second prize: \$5,000 towards a holiday (Phil Hoffmann Travel Voucher)  
Mieke D of North Adelaide.
- Third prize: \$5,000 towards an e-Bike (e-Bike from Parade Cycles)  
Sarah B of Campbelltown.

The three (3) winners were contacted by telephone and email on Christmas Eve, making it a very memorable Christmas for them all.

The competition received a total of 2,049 entries, with Foodland (270), Dillon's Bookshop (181) and Yours + Mine Boutique (132), the top three (3) businesses with the greatest number of entries.

The top three (3) suburbs of the people that entered were Norwood (345), Beulah Park (63) and Kensington Park (63), two of which are located in the City of Burnside, and making a significant contribution to the City's visitor local spend.

Marketing of the competition commenced on Friday 19 November and included a range of on-street, print, digital advertising and radio promotions for the duration of the competition. The Parade website received over 9,000 views throughout the campaign period, with an additional 147,215 reach on social media. Disappointingly this extensive reach did not translate into a greater number of entrants.

### 3.2 AUGMENTED REALITY ACTIVITIES – ON STREET CHRISTMAS ACTIVATION & COLOURING IN PAGE 2021

For the second year in a row, the Council partnered with technology company *CreativiTek*, to deliver the on-street Christmas themed animations along The Parade. This initiative provided children and families with a unique way of interacting with Santa and his friends, especially given the constant presence of COVID-19. The initiative was designed to encourage visitation to The Parade during the festive period, whilst also providing a COVID safe way for people, especially young children, to engage with Santa.

Building on 2020's four (4) animations at four (4) locations, 2021 featured four (4) animations at eight (8) locations along The Parade. From the 3 to 24 December 2021, the community could visit the footpath decals and then using the free *CreativiTek* application, scan the decal and watch it come to life and complete a 20 second animation. The animations encouraged and allowed for photos and videos to be taken.

The animations were located as follows:

- **Santa and the Star (140 activations)**
  - The Parade main pedestrian crossing (south side)
  - Margaret Street Murals (Argo)
- **Santa and a reindeer (89 activations)**
  - Entrance to Parade Central
  - Nuova Apartments entry
- **Elf and Snowman (136 activations)**
  - Norwood Oval
  - Bendigo Bank Laneway entry
- **3 Dancing Snowmen (53 activations)**
  - Queen Street intersection (north east corner)
  - Parade Pavilion entry

In total, the animations were activated 418 times over the three (3) week period, which is similar to the number of activations in 2020.

In addition, using the same technology, the Council delivered an augmented reality Christmas themed colouring page which was active from Monday, 13 December 2021 through to Tuesday, 11 January 2022.

This new initiative has been a great source of school holiday fun with all Council libraries offering the page and also mobile devices to activate the animation should a child have needed it.

The colouring page featured Santa and a reindeer and could be coloured in, in whatever colour and style they wanted, then using the free *CreativiTek* application, the person could scan the image and Santa and the reindeer would come to life in 3D and complete an animation in the colours that were used.

The colouring page was also distributed to a number of eateries and cafes throughout the Council area as a promotional opportunity to encourage more families and children to visit. The page was also downloadable via the Council website. The colouring page was scanned a total of 306 times.

Images of the on-street activation and the colouring page are contained in **Attachment D**.



### 3.3 DIGITAL CHRISTMAS ADVENT CALENDAR 2021

In December 2020, the Council introduced a new initiative, which complements the existing Christmas activities and focused on promoting the businesses in the City. The idea has been drawn from a traditional advent calendar, which is a countdown of days in December leading up to Christmas Eve, with each day revealing the classic chocolate square similar to the traditional Advent Calendar. The *Christmas in NPSP Advent Calendar* has been designed to reveal several offers each day and has the flexibility to accommodate all businesses in the City that choose to be involved. This enables a variety of offers that fit within the categories of Shop, Eat & Drink, Experience and Live to be offered each day.

Council Staff promoted this initiative to business owners across a variety of touchpoints (email, phone, face to face, regular EDMs), but unfortunately received less interest and fewer offers this year compared to last year. The Council received thirty-five (35) deals from local businesses, down seventeen (17) from 2020.

The *Advent Calendar* was promoted in conjunction with the other Christmas initiatives and received a strong referral from The Parade website with 113 click-throughs to the interactive calendar.

Whilst the *Christmas in NPSP Advent Calendar* and the *Augmented Reality Activations* were an important part of the 2021 Christmas program as they provided alternative ways to interact and engage during COVID-19, Council Staff will explore new and fresh ideas to promote businesses and The Parade precinct as a destination for Christmas in 2022.

### 3.4 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 Coordinator, Youth Programs worked closely with fourteen (14) local childcare and education institutions to prepare for the delivery of this initiative. The Council installed thirty-six (36) decorated wooden Christmas trees, sixty-nine (69) decorated presents, as well as the 'Merry Christmas' signage to complement the outdoor gallery.

The Education institutes that were involved in this initiative include:

- Felixstow Community School;
- Felixstow World of Learning;
- Margaret Ives Community Children's Centre;
- Marryatville OSHC;
- McKellar Stewart Kindergarten;
- Norwood Primary School;
- Rosemont House Montessori Preschool;
- St Ignatius College Junior School;
- St Morris Community Child Care;
- Stepping Stone Marden Childcare & Early Learning;
- The Briars Special Early Learning Centre;
- The Learning Sanctuary Norwood Montessori;
- Treetops Early Learning Centre Stepney - Wattle House; and
- Trinity Gardens Primary School.

The *Festive Gallery on Osmond Terrace* was available for the public to enjoy between Monday 22 November 2021 and Tuesday 4 January 2022. 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 on The Council's Facebook page.

The winning tree received 82 likes and was decorated by Felixstow Community School and the winning present design was decorated by Stepping Stone Marden Childcare and Early Learning. Each winner received a \$250 voucher to Dillons Norwood Bookshop.

A copy of the tree with the most votes and winner of the People's Choice competition is contained in **Attachment E**.

### 3.5 CHRISTMAS DECORATIONS ALONG THE PARADE

As Committee Members are aware, on 3 September 2021, Parkade Pty Ltd, Australasian Property Developments and the Department for Transport (DIT), commenced work at The Parade and George Street, Norwood intersection. The works included alterations to the intersection, including dedicated right-hand turn lanes on The Parade to head north or south into George Street. As a result of these works, the three (3) large illuminated Christmas trees were not able to be installed in the median strip on The Parade, outside the Norwood Town Hall for the 2021 Christmas season.

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 from Tuesday 16 November 2021 – Wednesday 5 January 2022.

During the Christmas decoration dismantle process, Chas Clarkson assessed the decorations and marked any that were deemed faulty with a maintenance label, along with images and their recommendation for repair or replacement. All other items were packaged, labelled and placed in storage for the 2022 Christmas season.

In relation to the three (3) large illuminated Christmas trees, these have aged and have required minor works prior to their installation over the past two (2) years. Chas Clarkson has advised that without considerable repairs and outgoing costs, they will struggle to last another season and have a high possibility of failure. The bauble decorations on these trees are discoloured, fragile, with many cracked, broken or missing. The tree bases are still in good condition and could also be re-purposed to accommodate a new decoration to be installed on the top. If a decision is made to install the three (3) large Christmas trees in another location, maintenance will need to be undertaken.

A full decoration audit was conducted on dismantle and a report, including recommendations, will be prepared for the Council in early March 2022. The results of the recommendations will be presented to the Committee at its next meeting.

In the meantime, Council Staff have begun investigating new locations on The Parade for the three (3) large illuminated Christmas trees to be installed. The entire length of The Parade Precinct was scoped out with consideration to the below:

- ease of access to services;
- flat road surface;
- sufficient space for all three (3) large illuminated Christmas trees;
- minimal impact on median strip planting;
- high-traffic and high impact areas; and
- The Parade Masterplan.

Taking the above into consideration, Council Staff propose to further investigate the section of the median strip on The Parade, between Church Avenue and Osmond Terrace. The Parade and Osmond Terrace intersection is a significant intersection, with a significant number of cars travelling through, at all times of the day and night. It is also a more central location along The Parade.

Alternatively, Council Staff can investigate for the trees to be relocated to the grassed median strip on Osmond Terrace (either north or south of The Parade). Whilst the median strip is wide, with open space, the three (3) large illuminated Christmas trees along Osmond Terrace will mean that they are no longer a feature on The Parade and will no longer complement the 3-metre illuminated star, illuminated baubles in the live trees and street pole banners, which are all the same aesthetic.

Installing the three (3) large illuminated Christmas trees on Osmond Terrace will also compete with the other decorations that are installed there, which include the *Festive Tree Gallery*, Merry Christmas sign and Christmas floats.

### 3.6 WIN A FIAT 500 CAR COMPETITION 2022

At its meeting held on Tuesday 26 October 2021, the Committee endorsed the 'Win a FIAT 500 on The Parade' competition to encourage visitors to spend on The Parade.

The Council has partnered with Solitaire Automotive Group for the purchase of the car, which will be on display at Parade Central for the duration of the competition, thanks to Carbo Development & Management Pty Ltd.

The seven (7) week competition commences at 9.00am on Monday 21 February and closes at 11.59pm pm Wednesday 13 April. The competition aims to encourage customers to visit any business within The Parade Precinct, spend \$25 or more and enter online at [paradenorwood.com](http://paradenorwood.com) to win the sole prize – a FIAT 500.

The competition will be promoted across print, digital, on-street and PR, with strong encouragement for all businesses to promote the competition in conjunction with their business offering.

A copy of the promotional postcard is contained in **Attachment F**.

## 4. **STRATEGY: BUSINESS DEVELOPMENT**

### 4.1 END OF YEAR BUSINESS NETWORKING DRINKS

On Tuesday 30 November 2021, the Council hosted the End of Year Networking Event for the business community at Adelaide Appliance Gallery, located on Payneham Road, St Peters.

The event attracted 73 business owners and employees from 36 businesses located within the Council area. There were several new faces to the event, which is a great indication of new business engagement between the Council and the business community.

Business owners and employees thoroughly enjoy these networking events as it gives them the opportunity to meet other business owners in the Council area and to discuss future collaboration opportunities.

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

The *Mayor's Business Commendation Awards* were presented at the event, to the qualifying businesses who have reached the following milestones in the City of Norwood Payneham & St Peters:

- 10+ years Bronze Commendation;
- 25+ years Silver Commendation;
- 50+ years Gold Commendation; and
- 3+ generations Generational Family Business Commendation.

Of the ten (10) business that received an award, the following are located within The Parade Precinct:

- European Café – received 25+ Years;
- Well2 – 10+ Years; and
- Numberworks Norwood – 10+ Years.

All applications made from 1 July 2021 – 1 June 2022 will receive their award at the next Citywide Business Networking Event, which is scheduled for Tuesday 28 June 2022 at Fine & Fettle, located on Magill Road, Stepney.

### 4.2 PARADE PRECINCT COMMUNICATIONS 2021

The Parade Precinct database is one of the tools that the Council Staff use to inform, connect and communicate with Parade Precinct businesses. A monthly electronic direct email (EDM) is sent to The Parade database, which includes information on upcoming events, workshops, available grants through the State Government, COVID-19 related information, as well as any other information that is relevant and affects The Parade Precinct community.

As businesses on The Parade come and go, it is important that the Council Staff regularly clean the database list to ensure that business and employee details are correct as the electronic direct mail (EDMs) is one of the main form of communication to businesses within the Precinct.

In May 2021, the Council Staff performed a review of The Parade EDM and developed a new template and name for the email. The email is titled 'Business on Parade' and is delivered monthly, unless important updates arise, which require the email to be delivered more frequently.

From July – December 2021, the average open rate was 31.6% and average click-through rate was 4.95%.

Open rates are one of the best ways to tell whether an email strategy is working. This number shows what percentage of the targeted audience opens the email we send them, and click-through rates identifies whether the audience finds the emails and stories relevant enough to click through to find out more information.

For the period of July – December 2021, the open rates and click-through rates are well above the average industry rates of 21.33% and 2.62% respectively.

The Council Staff will continue to utilise The Parade list as one of the communication channels to deliver information to the precinct businesses.

#### **RECOMMENDATION**

1. That the report on the status of the 2021-2022 Annual Business Plan Budget contained in Attachment A, be received and noted.
  2. That the allocation of \$5,000 from the Sponsorship Budget to deliver *Art on Parade 2022*, be endorsed.
  3. That Council Staff investigate the section of the median strip on The Parade, between Church Avenue and Osmond Terrace to install the three (3) illuminated Christmas trees, be endorsed
- 

*Cr Patterson moved:*

1. *That the report on the status of the 2021-2022 Annual Business Plan Budget contained in Attachment A, be received and noted.*
2. *That the allocation of \$5,000 from the Sponsorship Budget to deliver Art on Parade 2022, be endorsed.*
3. *That Council Staff investigate the section of the median strip on The Parade, between Church Avenue and Osmond Terrace, to install the three (3) illuminated Christmas trees.*

*Seconded by Cr Callisto and carried unanimously.*

## 4.2 THE PARADE PRECINCT OCCUPANCY LEVELS ANNUAL ASSESSMENT

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**REPORT AUTHOR:** Economic Development & Strategic Projects Officer  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4512  
**FILE REFERENCE:** qA69610  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

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

### BACKGROUND

As part of the report to the *Norwood Parade Precinct Committee* in November 2019, it was recommended that an assessment of The Parade Precinct's occupancy level be conducted annually and the findings presented back to the Committee to be noted, as well as be presented to the Council's *Business & Economic Development Committee* and the Council.

The initial assessment was undertaken in response to a report published by JLL Australia relating to the occupancy rates of Adelaide's high streets. The high streets assessed by JLL Australia as part of the report 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 *3Q21 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.

The JLL Australia report depicts that the on-going impacts of COVID-19 and in particular the Omicron outbreak, are severely impacting the majority of high streets within South Australia. The Parade and Jetty Road are noted as the only two (2) high streets to register a decline in their vacancy rate from what was recorded in 1Q21, with the other five (5) high streets recording vacancy increases, with the majority of these high streets recording substantial increases. Interestingly, The Parade recorded a 1.1% decline in its vacancy rate from the first quarter of 2021. This reduction has resulted in The Parade (6.4%) being recognised as the third best performing high street behind Prospect Road (3%) and Jetty Road (4.7%). Furthermore, The Parade is 3% lower than the average of all seven (7) high streets.

Across the last twelve (12) months of JLL reporting, The Parade has significantly outperformed the other high streets within South Australia, registering a vacancy decline of 8.3% from the 3Q20 measurement through to 3Q21 measurement. The 1Q21 was extremely positive for all high streets, however consumer confidence, ever changing restrictions, border reopening's and substantial COVID positive case numbers have impacted upon the majority of the high streets in a negative way, in particular Hindley and Rundle Streets in the City. The return of 'work from home' arrangements has meant many City based offices are no longer being occupied or have reduced staff members, which has a flow on effect to shopping and spending at these high streets.

In October 2021, Council Staff undertook an assessment of The Parade Precinct (as defined by the *Norwood Parade Precinct Committee Terms of Reference*) occupancy levels to understand the ongoing impacts of the COVID-19 Pandemic and also to compare the research with the findings in the latest JLL Australia report.

South Australia had, prior to December 2021, handled the movement of the virus efficiently and effectively, allowing “brick and mortar” businesses to return to a level close to “normal”. As the South Australian borders with other States began to open, the Omicron variant of COVID-19 began to negatively impact on businesses and consumer behaviour. The assessment of The Parade Precinct occupancy level is therefore a critical task to determine how and what has changed in the Precinct in the twelve (12) months since the last assessment and to get a baseline for the next twelve (12) months, when the impacts of the Pandemic may again be very different.

## DISCUSSION

For the purpose of this report, vacancy rates are defined as a percentage of all available occupiable commercial properties (residential not included) in a particular area. In retail precincts such as The Parade, the vacancy rate 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 non-ground floor tenancies along The Parade, these have been included in the assessment. Generally the vacancy rate measures the health of the local property market by representing the level of activity and demand for property.

The assessment undertaken by Council Staff encompasses the entire Parade Precinct, which extends from Fullarton Road to Portrush Road. The assessment undertaken by Council Staff was conducted on Friday 1 October 2021 and all details from the research are correct as of that date.

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

- tenancies noted as being vacant were those that:
  - had signage indicating that the premises or part of the premises (i.e. one (1) of the two (2) buildings was partly vacant) was for lease;
  - tenancies that had a ‘Leased’ sign and were still vacant and 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.
- it is noted that there was one (1) site along Cairns Street, where it was unclear whether the tenancy was occupied or whether it was vacant and for this reason, this property has been excluded and does not form part of the vacancy figures.

The research conducted by Council Staff found the following:

- there is a total of 368 tenancies within The Parade Precinct;
- 349 tenancies were occupied by a business;
- there were nineteen (19) vacant tenancies (21 less than 2020) within The Parade Precinct, which equates to a vacancy rate of 5.16% (a decrease from 10.5% measured in 2020);
- eleven (11) vacant tenancies are located on the northern side of The Parade (17 less than 2020) and the northern side has a vacancy rate of 5.9% (11 out of the 188 tenancies are vacant); and
- eight (8) vacant tenancies are located on the southern side of The Parade (4 less than 2020) and the southern side has a vacancy rate of 4.4% (8 out of the 180 tenancies are vacant).

The decline in total number of tenancies within the Precinct is essentially due to the construction of the COMO development commencing, leading to the demolition of a number of tenancies within the Norwood Mall (these will again be included at the completion of the project) and businesses such as People’s Choice Credit Union and Cono, which have taken over multiple tenancies to operate their business, reducing the number of tenancies available.

In comparison to the occupancy levels in 2020, the 2021 rate represents a significant decrease in the number of vacant tenancies within The Parade Precinct. A decline of 21 tenancies in the period of a year reflects a positive period for the Precinct given the COVID-19 Pandemic has continued to impact businesses across the world. When comparing the vacancy rate ascertained by Council Staff with that prepared by JLL Australia, there is just over 1% difference between the two (2) investigations with the Council rate being lower and more representative of the entire Precinct. Previously, this disparity was approx. 4%. This discrepancy was mainly due to the lag time between the investigations and the release of the JLL Report. Prior to COVID-19 and the release of new tenancy stock, JLL Australia noted that The Parade averaged a vacancy rate of 5.3% between 2015-2018 and as can be seen, the vacancy numbers identified by both Council Staff and JLL Australia in 2021, are reflecting a rate similar to that which occurred during 2015-2018.

Again, in a positive outcome for The Parade Precinct, a large number of new businesses have chosen to establish themselves within the Precinct, however an even better endorsement for the Precinct and the Norwood area in general, is that a number of businesses previously located in the Precinct have chosen to relocate to a new tenancy within the Precinct. New and relocated businesses contribute to a strong business mix within The Parade Precinct, adding to the resilience of The Parade Precinct. The relocated, along with the new businesses include:

- **A Star is Worn** (relocated to Shop 2/45 The Parade);
- **Riccardo Di Fabio** (relocated to 65A The Parade);
- **APM** (relocated to Level 1/137 The Parade);
- **Beads on Parade** (relocated to 138A The Parade);
- **VDR** (relocated to 61A Edward Street);
- **Phil Hoffmann** (relocated to 151 The Parade);
- **People's Choice Credit Union** (relocated to 177/193 The Parade);
- **Fellow Barber** (relocated to 210C The Parade);
- **Professionals Real Estate Head Office** (located at 1 The Parade);
- **The Bod Squad** (located at 3 The Parade);
- **Black & Co Chartered Accountants & Business Advisers** (located at 4 The Parade);
- **The Usual Suspects Collective** (located at 28 The Parade);
- **Purity Massage** (located at 43-45 The Parade);
- **Evolve College** (located at 45 The Parade);
- **Only 1 Hair Salon** (located at 47 The Parade);
- **Monday Market** (47 The Parade);
- **Belroc Homes** (located at 53 The Parade);
- **The Light Impact** (located at 66 The Parade);
- **Heartland Wines** (located at 2/65A The Parade);
- **Eve Dry Cleaners** (located at 65A The Parade);
- **EFM Health Clubs** (located at 72 The Parade);
- **K-BabyQ** (located at 85 The Parade);
- **James Stevens MP** (located at 1/85 The Parade);
- **Exurbia – The Adventure Supply Company** (located at 134A The Parade);
- **Co.Lab** (located at 2/134A The Parade);
- **Australian Education Academy** (located at 136 The Parade);
- **OPSM** (located at Shop 5 Norwood Place, The Parade);
- **Yo-Chi** (located at 171A The Parade);
- **Betty's Burgers** (located at 194 The Parade);
- **Pretty Flamingo** (part of Helloworld and located at 3/198-200 The Parade);
- **Chicken n Burger** (located at 9/185 The Parade);
- **Tang Dessert** (located at 202 The Parade);
- **The Nail Bar Norwood** (located at 215D The Parade);
- **Prompt Care** (located at 215C The Parade);
- **All Around Massage** (located at 215A The Parade);
- **Foodie Asian Grocery** (located at 217A The Parade);
- **Tollis & Co Lawyers** (located at 223 The Parade);
- **Pinot & Picasso** (located at 223 The Parade);

- **SOHO Hair** (located at 248 The Parade);
- **Miss Pho** (located at 252 The Parade);
- **Johnny Slicks Barber Shop** (located at 254 The Parade); and
- **30 Acres** (located at 233 The Parade).

Some of the businesses that have left The Parade Precinct since the October 2020 assessment include:

- **Boral**;
- **Catania**;
- **Beaurepairs**;
- **Tonik**;
- **Joe Romeo Hairdressing**;
- **Miss Norwood**;
- **Sequel Hair**;
- **Karma East**;
- **Uncle Dong**;
- **Equinox** (impacted by the COMO development);
- **Dillon's Newsagency** (impacted by the COMO development); and
- **Captivated Soul**.

The northern side of the Precinct continues to have more vacant tenancies, however the northern side also has more tenancies in total. The northern side of the Precinct has 11 out of its 188 (5.9%) tenancies vacant, whilst the southern side has 8 out of its 180 (4.4%) vacant. Since 2020, the northern side has experienced a substantial decline in vacant tenancies with 17 fewer in 2021 and this is in comparison to the southern side which experienced a vacant tenancy decrease of just 4. The northern side, between Sydenham Road and Wood Street significantly improved with a number of new and relocating businesses occupying previously vacant tenancies. Similarly on the northern side between Queen Street and Portrush Road there were positive outcomes for the Precinct. On the southern side of the Precinct, the section between Cairns Street and Portrush Road had vacant tenancies filled, including more of the new stock created as part of the Nuova Development. Similarly between Church Avenue and Edward Street, a number of these tenancies have been filled.

The nineteen (19) vacant tenancies located within The Parade Precinct are spread out, with the only real cluster being between Norwood Oval and Church Avenue, where there are eight (8) vacancies, five (5) of which are very close together including the former sites of Riccardo Di Fabio, Joe Romeo Hairdressing and Miss Norwood. Another small cluster of four (4) vacancies is located on George Street and includes the former sites of Brick + Mortar, Paloma & Co, APM and the Fellow Barber. Parade Central Manager, Mario Boscaini has advised that a number of these tenancies have been difficult to promote to tenants due to the pending works on George Street. The remainder of the vacant tenancies are spread all throughout The Parade Precinct.

A more in depth look at 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 = 5.6% (7 out of 126)
- The Parade between Osmond Terrace and George Street = 5.1% (7 out of 136)
- The Parade between George Street and Portrush Road = 4.7% (5 out of 106)

Whilst, the definition of The Parade as deemed by the Council and JLL Australia may differ, overall, both reports highlight extremely positive results for the Precinct in 2021, especially in comparison to other Metropolitan Adelaide retail high streets. **In fact, the 1Q21 JLL Australia report makes reference to The Parade leading the retail resurgence here in South Australia.** Council's access to *Spendmapp* data further reinforces this claim with expenditure climbing to higher levels in general than before the Pandemic.

Other high street vacancy rates outlined in the JLL Australia report can be seen in Table 1 below:



**TABLE1: RETAIL HIGH STREETS VACANCY RATES (1Q21) – JLL AUSTRALIA**

Street	Vacancy Rate 3Q20	Vacancy Rate 1Q21	Vacancy Rate 3Q21	Change (3Q20-3Q21)
Prospect Road, Prospect	7.1%	2.9%	3.0%	-4.1%
Hindley Street, Adelaide	14%	13.8%	17.3%	+3.3%
Rundle Street, Adelaide	11.7%	11.5%	13.7%	+2%
King William Road, Goodwood	7.9%	6.3%	7.9%	0%
O'Connell Street, North Adelaide	8.2%	10.4%	12.5%	+4.3%
Jetty Road, Glenelg	6.6%	7.9%	4.7%	-1.9%
The Parade, Norwood	14.7%	7.5%	6.4%	-8.3%

Based on the results of the JLL Australia report, The Parade has transitioned from the worst performing high street to the third best performing high street in respect to vacancy rates. It is worth noting that both Prospect Road and Jetty Road have a much smaller section of high street and a much smaller number of businesses. On this basis, it can be concluded that The Parade continues to perform extremely well, particularly against the other high streets across the Adelaide Metropolitan area. More importantly, it appears that The Parade has managed to operate well and is continuing to overcome the economic impacts of the COVID-19 Pandemic and can confidently maintain its status as Adelaide's Premier Mainstreet.

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

#### **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 and promoting The Parade Precinct both during the COVID-19 Pandemic and prior to the Pandemic. 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.

#### **COMMENTS**

Whilst it is acknowledged that a low vacancy rate is a positive representation of the health of the Precinct, research has shown that when vacancy rates fall below 5%, 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 a vacancy rate of between 5% and 9% is the optimal level for a successful precinct.

#### **RECOMMENDATION**

That the report be received and noted.

*Mr Joshua Baldwin moved:*

*That the report be received and noted.*

*Seconded by Mr Hao Wu and carried.*

#### 4.3 DEVELOPMENT OF THE 2022-2023 NORWOOD PARADE PRECINCT ANNUAL BUSINESS PLAN

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

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##### **PURPOSE OF REPORT**

The purpose of this report is to present to the Norwood Parade Precinct Committee the *Draft 2022-2023 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 programmes 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 2022-2023 Norwood Parade Precinct Annual Business Plan*, for consideration and endorsement. Following the Committee's endorsement of the *Draft 2022-2023 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 2022-2023 financial year is \$215,000. This is the same amount that was collected in 2021-2022 to deliver the 2021-2022 Annual Business Plan and the amount that the Council set as the Separate Rate revenue for 2022-2023, when it endorsed the Separate Rate for The Parade Precinct in June 2021.

At its meeting held on Tuesday 16 February 2021, the Committee endorsed the Draft 2021-2022 Annual Business Plan for the Norwood Parade Precinct and resolved to forward it to the Council for its endorsement. Subsequently, at its meeting held Tuesday 1 March 2021 the Council endorsed the *Draft 2021-2022 Annual Business Plan*.

At the conclusion of the 2021-2022 financial year, the Committee and the Council will be provided with a report outlining any carry forward amounts and will be provided the opportunity to allocate these funds into the 2022-2023 Annual Business Plan.

As such, the Draft 2022-2023 Norwood Parade Precinct Committee Annual Business Plan is based on a total budget of \$215,000.

##### **RESOURCE ISSUES**

The implementation of the *2022-2023 Norwood Parade Precinct Annual Business Plan* will be undertaken by Council staff and managed by the Manager, Economic Development & Strategic Projects. Input and involvement from other Council staff and/or external contractors will be sought as required.

##### **CONSULTATION**

Once the Draft 2022-2023 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 has been identified as:

*A vibrant meeting place and business precinct where residents and visitors can experience and enjoy a place to eat, meet, shop and do business.*

Based on the Vision, staff have identified the following four (4) Objectives, which form the basis of the Draft 2022-2023 Annual Business Plan:

- Attract new customers.
- Promote the Precinct.
- Build on the Precinct's unique atmosphere, culture and 'sense of place'.
- Strengthen relationships amongst businesses and provide support.

It is proposed that supporting all of these Objectives will be a number of Strategies and Deliverables. Similar to the 2021-2022 Annual Business Plan, 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 these Objectives:

- **Events & Activations**  
Develop, support and implement events and activations on The Parade to attract customers, provide a unique experience and grow the Precinct's reputation as a leading cultural Precinct.
- **Marketing & Communication**  
Implement a range of marketing initiatives that communicate and promote the positive strengths of The Parade to all markets.
- **Identity & Brand**  
Further develop The Parade's brand and implement initiatives that define and communicate The Parade's identity and raise the community's appreciation of the Precinct.
- **Business Development**  
Foster improved business presentation, appearance and cooperation and support business capability and sustainability through education, training and networking.
- **Administration**  
Ensure the ongoing and effective administration of the Committee.

A copy of the *Draft 2022-2023 Norwood Parade Precinct Annual Business Plan*, which sets out the 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 2022-2023 financial year. The intent is not to include the specific projects and initiatives in the Annual Business Plan to allow flexibility, particularly as the State is still navigating the effects and restrictions imposed by the COVID-19 pandemic.

## OPTIONS

The Committee can endorse the recommended Strategies and Deliverables and associated funding presented in the *Draft 2022-2023 Norwood Parade Precinct Annual Business Plan* as being suitable. Alternatively, the Committee can amend, omit or propose new Objectives, Strategies, initiatives or programmes for inclusion in the Annual Business Plan.

## CONCLUSION

The Parade business community wants to see initiatives and programmes 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

That the *Draft 2022-2023 Norwood Parade Precinct Annual Business Plan* be endorsed as being suitable to present 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.

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*Cr Callisto moved:*

*That the Draft 2022-2023 Norwood Parade Precinct Annual Business Plan be endorsed as being suitable to present 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.*

*Seconded by Cr Whittington and carried unanimously.*

**5. OTHER BUSINESS**

**5.1 The Parade Hospitality Voucher Program**

*Cr Patterson moved:*

1. *That the Norwood Parade Precinct Committee endorses The Parade Hospitality Voucher Program and allocates a budget of \$12,500 (500 vouchers valued at \$25 each).*
2. *That Council Staff proceed with the development of all marketing and communications for The Parade Hospitality Voucher Program, including the administrative requirements and timeframes to implement the initiative.*
3. *That Council Staff report back to the Norwood Parade Precinct Committee regarding the implementation of The Parade Hospitality Voucher Program at the next meeting.*

*Seconded by Mr Ross Dillon and carried unanimously.*

**6. NEXT MEETING**

Tuesday 10 May 2022

**7. CLOSURE**

There being no further business, the Presiding Member declared the meeting closed at 7.33pm.

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**Mayor Robert Bria**  
**PRESIDING MEMBER**

**Minutes Confirmed on** \_\_\_\_\_  
(date)