

# Norwood Parade Precinct Committee Agenda & Reports

**30 April 2024**

## **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  
175 The Parade, Norwood SA 5067

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City of  
Norwood  
Payneham  
& St Peters

24 April 2024

## 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 Hannah Waterson
- Mr Joshua Baldwin
- Mr Mario Boscaini
- Mr Michael Zito
- Mr Rik Fisher
- Mr Tom McClure

### Staff

- Mario Barone (Chief Executive Officer)
- Keke Michalos (Manager, Strategy)
- Claire Betchley (Co-ordinator, Events & Marketing)

### 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 30 April 2024, commencing at 6.30pm**

Please advise Claire Betchley on 83664582 or email [cbetchley@npsp.sa.gov.au](mailto:cbetchley@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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**Norwood  
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## 5.1 ENDORSEMENT OF THE CONTINUATION OF THE NORWOOD PARADE PRECINCT SEPARATE RATE

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**REPORT AUTHOR:** Manager Strategy  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4509  
**FILE REFERENCE:** qA119911  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

The purpose of this report is to present to the Norwood Parade Precinct Committee (NPPC), the results of the consultation on the proposed extension of *The Norwood Parade Precinct Separate Rate* for one year (2024-2025).

### BACKGROUND

At its meeting held on 13 February 2024, the Committee resolved the following:

1. *That the Committee advises and recommends to the Council that it supports the continuation of the Separate Rate for The Parade for one (1) financial year.*
2. *That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$225,000 for the 2024-2025 financial year.*

The proposed extension of the Norwood Parade Precinct Separate Rate together with the Committee's recommendation, was subsequently presented to and endorsed by the Council at its meeting held on Tuesday 2 April 2024. At that meeting, the Council considered and endorsed *The Norwood Parade Precinct Separate Rate* being applied for the 2024-2025 financial year, for the purposes of consultation with The Parade business community. At that meeting, the Council also considered the Draft *Annual Business Plan for The Norwood Parade Precinct*, which is based on the proposed revenue that will be collected from the Separate Rate, should it be endorsed.

The current proposal is to apply the Separate Rate for one (1) year and that it be based on achieving a total revenue of \$225,000, during the 2024-2025 financial year.

An information package regarding the Norwood Parade Precinct Separate Rate was subsequently released for consultation for a period of twenty-one (21) days, from Thursday 14 March 2024 until Wednesday 10 April 2024. Letters, a Fact Sheet and Sample Effect Table, were distributed to all businesses and property owners within The Parade Precinct. Posters and postcards were placed at the Norwood Town Hall Citizen Services Centre. In addition to this, information was published on the Council and The Parade websites and an Electronic Direct Marketing (EDM) advising The Parade traders of the consultation was also distributed.

Consultation on the Norwood Parade Precinct Separate Rate was conducted in conjunction with consultation on the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* and comments were invited via email and in writing. In total seven (7) submissions have been received in respect to the consultation on the extension of the Separate Rate. A copy of the submissions received are contained in **Attachment A**.

### FINANCIAL AND BUDGET IMPLICATIONS

Should the Committee resolve to recommend to the Council to extend the Separate Rate for a further year, it is recommended that the total revenue collected through the Separate Rate be set at \$225,000, which is an increase of \$10,000 from the amount collected each financial year, over the previous three (3) years.

The proposed Separate Rate model for The Parade has been designed to ensure that the funds are used to ensure that The Parade remains viable in an increasingly competitive market, whilst bearing in mind the additional cost to the property owners and businesses. Larger centrally operated shopping centres (i.e. Burnside Village and Westfields) undertake marketing which is paid for by the individual shop tenants through the respective lease arrangements and this is possible because they all have a single landlord. The Parade has multiple landlords and therefore the Council acts as the landlord and undertakes the marketing and promotion for all of the businesses (i.e. tenants) on The Parade.

Reducing the Separate Rate would result in less revenue to implement initiatives and less capacity to market The Parade. In contrast, increasing The Separate Rate would place additional financial onus on property owners and subsequently business owners, in the instances where the additional Separate Rate is passed on. Given that the NPPC has been able to deliver a significant number of marketing and promotional initiatives with an annual budget of \$215,000 over the last three (3) years, it is considered that the proposed revenue of \$225,000 is sufficient.

The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* is based on a total budget of \$225,000 which is the amount that the Council will receive from *The Norwood Parade Precinct Separate Rate*.

## RESOURCE ISSUES

The collection of *The Norwood Parade Precinct Separate Rate* will occur as part of the distribution of Council Rates Notices, which is undertaken by the Council's administration. The Separate Rate is then allocated in alignment with the *2024-2025 Norwood Parade Precinct Annual Business Plan*, which is implemented by the Council's Economic Development Unit with the involvement from other Council staff and external contractors as required.

## CONSULTATION

The proposal to extend the *Norwood Parade Precinct Separate Rate* was released for consultation on Thursday 14 March, with comments sought in writing by no later than 5.00pm, Wednesday 10 April 2024.

A consultation package including letters, a Fact Sheet and Sample Effect Table were distributed to all businesses and property owners within The Parade Precinct. Posters and postcards were placed at the Norwood Town Hall Citizen Services Centre. In addition to this, information was published on the Council and The Parade websites and an Electronic Direct Marketing (EDM) advising The Parade traders of the consultation was also distributed.

Copies of the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* were also made available at the Norwood Town Hall Citizen Services Centre.

In total, seven (7) submissions were received during the consultation period in relation to the extension of *The Separate Rate* and the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*.

## DISCUSSION

Despite releasing the proposed extension to the Separate Rate and the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* for consultation at the same time, the seven (7) submissions that have been received during the consultation period related specifically to the Separate Rate. Six (6) of the submissions were opposed to the Separate Rate and one (1) was in support of the Separate Rate. The predominant focus of the submissions is on the concept of charging the Separate Rate and the value that is received from paying the Separate Rate. Some of the issues raised are set out below:

- businesses receive no benefit from the promotion and marketing of The Parade;
- rates are already high enough and with cost of living this additional cost cannot be sustained;
- the Separate Rate should not be based on the value of the property;
- individual business owners are best placed to decide how their money is spent; and
- should not have to pay a Separate Rate and the promotion and marketing of The Parade and the businesses should be done via a budget generated from standard Council rates.

A full copy of the submissions is contained in **Attachment A**.

As the Committee is aware, the allocation of the revenue from the Separate Rate on The Parade Precinct, is specifically for the marketing and promotion of The Parade. The revenue generated from the Separate Rate is not collected for the purposes of providing or maintaining any form of infrastructure, including car parking.

Clearly some businesses and property owners feel that they receive little direct benefit from the Separate Rate and that they cannot see the overall benefit that all businesses obtain from the holistic marketing approach that is implemented.

Pursuant to the Terms of Reference 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 Parade businesses and commercial property owners are consulted annually on the development of the Annual Business Plan. In order to help the businesses and property owners understand how the Separate Rate is allocated, the draft *2024-2025 Norwood Parade Precinct Annual Business Plan* was released at the same time as the Separate Rate proposal, to demonstrate what the Council was proposing to do with the revenue, which it proposes to collect through the Separate Rate.

For the purposes of comparison, the Separate Rate's that are applied to other main streets in metropolitan Adelaide are outlined in Table 1 below.

**TABLE 1: COMPARISON OF THE SEPARATE RATE COLLECTED FOR SIMILAR MAINSTREET PRECINCTS IN METROPOLITAN ADELAIDE**

Year	Mainstreet/Precinct	Separate Rate Revenue
2023-2024	Village Heart, Prospect Road	\$19,500
2023-2024	Goodwood Road, Goodwood	\$57,225
2023-2024	Unley Road, Unley	\$122,294
2023-2024	King William Road, Hyde Park	\$150,350
2023-2024	Fullarton Road	\$16,500
2023-2024	The Parade, Norwood	\$215,000
2023-2024	Jetty Road, Glenelg	\$660,245

### OPTIONS

There are a number of options available to the Committee, including recommending to the Council that a Separate Rate is no longer raised.

The Norwood Parade Precinct Committee can choose to recommend to the Council to **endorse and proceed with charging *The Norwood Parade Precinct Separate Rate* as it was presented for community consultation**. This would result in the collection of \$225,000 for the 2024-2025 financial year and would be used in accordance with the Terms of Reference of the Committee and as outlined in the *2024-2025 Norwood Parade Precinct Annual Business Plan*. This would also result in the Committee proceeding as normal. This is the recommended option.

The Norwood Parade Precinct Committee can choose to recommend to the Council to **reduce the total of *The Norwood Parade Precinct Separate Rate* as it was presented for community consultation**, which was stated as being \$225,000 for the 2024-2025 financial year. This would then result in the need to amend the budget allocations outlined in the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*. This is not the preferred option.

The Norwood Parade Precinct Committee can choose to recommend to the Council that ***The Norwood Parade Precinct Separate Rate* be discontinued entirely**. However, proceeding with this option would result in the termination of the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* and the Norwood Parade Precinct Committee. This is not the preferred option as the long-term viability and survival of The Parade would be compromised.

## CONCLUSION

The Separate Rate model for The Parade has been designed to ensure that The Parade remains viable in Metropolitan Adelaide's increasing competitive market.

## COMMENTS

By extending the Separate Rate for only one (1) year, it enables the Council to once again review and evaluate the Separate Rate and the benefits that it delivers in twelve (12) months time. It also provides the Council with the opportunity to consult once again with the businesses and property owners and identify areas for improvement.

## RECOMMENDATION

1. That the Committee recommends to the Council that it endorses *The Norwood Parade Precinct Separate Rate* for The Parade Precinct for twelve (12) months commencing on 1 July 2024.
2. That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$225,000 for the 2024-2025 financial year, having considered all submissions received during the consultation period.



# Attachment A

## Endorsement of the Continuation of the Norwood Parade Precinct Separate Rate

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

Telephone 8366 4555  
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Website [www.npsp.sa.gov.au](http://www.npsp.sa.gov.au)



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

**Keke Michalos**

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**From:** Sonia Milani [REDACTED]  
**Sent:** Monday, 18 March 2024 8:43 PM  
**To:** Townhall  
**Subject:** Seperate Rate for the parade

Dear councillor

I received your letter today and would like to express my vote against this new proposal.

My reason for this is that our rates are high enough as it is and with the cost of living not sure us business owners can sustain this much more. I would hate for the parade to have empty shops along the strip as is in Rundle street as people just can't sustain this price hike. Business owners will walk away.

Thank you

Sonia Milani

[Sent from Yahoo Mail for iPhone](#)

**Keke Michalos**

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**From:** Colin Burgin [Art Images Gallery] [REDACTED]  
**Sent:** Tuesday, 19 March 2024 12:27 PM  
**To:** Keke Michalos  
**Subject:** Parade Plan

Hello Keke

I own a property at 32 The Parade, where my business is operating from.

I received a letter re the Parade Separate Rate.

I've objected to it previously and see little point in doing it again. I'm against it for many reasons but in particular my building is not part of the what is the precinct.

When the Norwood Parade is blocked off (except for the pageant) the road remains open west of Osmand Tce. This is surely sufficient proof.

Secondly I believe individual business are best in deciding how their my money is best spent for their business.

This past month we would have brought more than a thousand people to Norwood Parade with our Michael Leunig exhibition which was a Fringe event and partly supported by NPSP.....Thankyou!

We advertise in many publications online and receive no kudos from NPSPC. My point being we promote our business and target our market we believe better than anyone.

However although I'm against it I'm aware I will have to live with it.

The other issue I need assistance with, could you please point me in the direction of the Master Plan or similar which shows the street scape etc for this end of the Parade planned in the future. At one point there were plans to create lanes and plant islands similar to Frome Road.....

Where can I see a plan and some timing?

Regards,

Colin Burgin



Art Images Gallery 32 The Parade, Norwood SA 5067 p 08 8363 0806  
e [info@artimagesgallery.com.au](mailto:info@artimagesgallery.com.au) w [www.artimagesgallery.com.au](http://www.artimagesgallery.com.au)

**Keke Michalos**

---

**From:** Aqua <[REDACTED]>  
**Sent:** Sunday, 24 March 2024 2:59 PM  
**To:** Townhall  
**Subject:** Separate Rate Tax

Hello,

As a small business an extra tax on top of rates already paid would not be viable.

It would only add to the many outgoings, therefore reducing profits.

It is completely different for national brand names and chain stores

but for sole traders it is too difficult.

With the growing number of apartments in Norwood, therefore an increase in rates,

the council would already be receiving extra income, without having small business to pay have another tax.

Regards

Patricia Huppatz

Aqua Boutique

**Keke Michalos**

---

**From:** Wright, Monique @ Adelaide [REDACTED]  
**Sent:** Monday, 25 March 2024 11:44 AM  
**To:** Tyson McLean  
**Subject:** RE: Separate Rate Proposal - 166 The Parade

Hi Tyson,

Thanks for your below email.

We will not be agreeing to the proposed new additional rate of \$8,800 for 166 The Parade Pty Ltd.

Kind Regards

**Monique Wright**  
Property Manager  
**CBRE** | Property Management  
151 Pirie Street | Adelaide, SA 5000  
[REDACTED]

---

**From:** Tyson McLean <TMcLean@npsp.sa.gov.au>  
**Sent:** Monday, March 25, 2024 11:26 AM  
**To:** Wright, Monique @ Adelaide [REDACTED]  
**Subject:** RE: Separate Rate Proposal - 166 The Parade

**External**

Hi Monique,

I hope you had a nice weekend.

The approx. Separate Rate levy on a \$20 million valued property would be \$8,800. I take it this would be the total for all Norwood Mall tenancies which would then be divided amongst the businesses.

Let me know if there is anything else I can assist with.

Regards,

Tyson McLean  
**ECONOMIC DEVELOPMENT OFFICER**

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

Economic Prosperity

Cultural Vitality

Environmental Sustainability



City of  
Norwood  
Payneham  
& St Peters

Think before you print.

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**From:** Wright, Monique @ Adelaide [REDACTED]  
**Sent:** Friday, March 22, 2024 12:12 PM  
**To:** Townhall <[townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)>  
**Subject:** Separate Rate Proposal - 166 The Parade

Good Afternoon,

We have recently received the attached notice regarding the proposal of separate rates for The Parade.

As the capital value on the last rates notice for 166 The Parade was sitting at \$20,000,000 – Could you please advise what the additional separate rate charge would be for a property of this value at your value chart attached finishes at \$10,000,000.

Kind Regards

**Monique Wright**  
 Property Manager  
**CBRE** | Property Management  
 151 Pirie Street | Adelaide, SA 5000  
 [REDACTED]

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 (1300 2 PULSE)

**Contractors contact the PULSE Helpdesk Mon-Fri: 8.30am to 5pm**

General Enquiries email  
[pulseconnect@cbre.com.au](mailto:pulseconnect@cbre.com.au)

Urgent Enquiries call 1300 033 987

**Keke Michalos**

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**From:** karmen.wakelin [REDACTED]  
**Sent:** Wednesday, 27 March 2024 3:58 PM  
**To:** Townhall  
**Cc:** Kylie Roberts  
**Subject:** Separate Rate feedback

To whom it may concern,

I am the Co-owner of endota spa Norwood (2/185 The Parade, Norwood). We have owned and operated this business in this location for the past 7 years.

The cost of running our business (and all businesses) has increased exponentially. We are finding our profit margin continually being eroded by increasing rents, wages and supplier costs to the point where the viability of our business in this location is at risk.

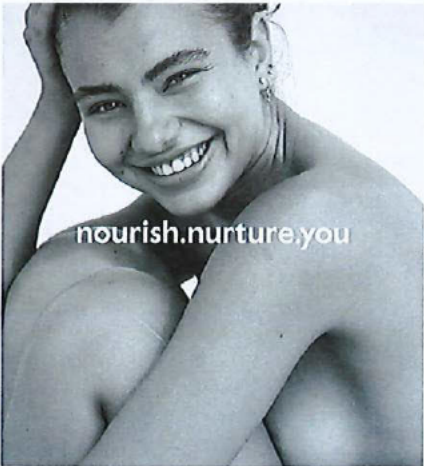
We are located within the Hoyts Cinema Complex. The Capital Value of this asset is very high and as such the Separate Rate that is passed on to us by the Landlord is also very high. We have seen no/limited value in the programs supplied by Norwood Parade Precinct Committee and as such we are vehemently **opposed** to the Separate Rate for the Parade Precinct.

Warm regards,

KARMEN WAKELIN



**endota**



**Keke Michalos**

---

**From:** Bath Hotel Admin [REDACTED]  
**Sent:** Wednesday, 10 April 2024 2:54 PM  
**To:** Townhall  
**Subject:** Parade Precinct Levy

To Whom it may concern,

We think the Parade Precinct Levy is a superfluous Levy. We believe this for several reasons.

Council rates continually increase and although it is true properties values have significantly risen this does not mean our business turnover has increased at the same rate if at all. Norwood Council has also link the parade precinct levy to the capital values of properties which seems grossly unfair.

We also believe that although council rates are continually increasing, we have received no additional services or amenities. Even as one of the major shareholders on the Parade we do not even have bins that we can put out for street collection.

I would love to know what services you provide for the rates and taxes we pay?

Since the Parade Precinct Levy was introduced in 2008, infrastructure development on the Parade has been minimal. Secondly, as for promotion and marketing you do not provide any targeted marketing that applies to our business, rather we instigate our own advertising at significant cost to ourselves.

Our opinion is that the Parade Precinct Levy should be abolished, it makes it unattractive for businesses to operate in the Norwood council area.

Kind Regards,

Tony Franzon  
**DIRECTOR**



**BATH HOTEL**  
232 The Parade,  
Norwood SA 5067

[REDACTED]

[REDACTED]



**Keke Michalos**

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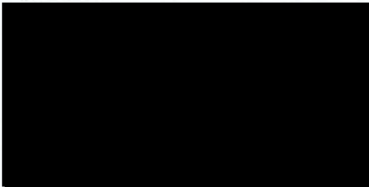
**From:** [REDACTED]  
**Sent:** Wednesday, 17 April 2024 2:22 PM  
**To:** Townhall; Keke Michalos  
**Subject:** Separate rate for the Parade

Dear Keke,

Apologies for the late reply but we are happy to have the Separate rate for the Parade continue for all the reasons which have already been discussed.

Best Regards,  
Dimitra and Chris Giannakis

Owners fo 15 The Parade Norwood



## 5.2 ENDORSEMENT OF THE DRAFT 2024-2025 NORWOOD PARADE PRECINCT ANNUAL BUSINESS PLAN

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**REPORT AUTHOR:** Manager Strategy  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4509  
**FILE REFERENCE:** qA119911  
**ATTACHMENTS:** A

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### PURPOSE OF REPORT

The purpose of this report is to present to the Norwood Parade Precinct Committee (NPPC), the final *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, for final review and endorsement prior to the Council's consideration and approval at its meeting to be held on 6 May 2024.

### BACKGROUND

At its meeting held on 13 February 2024, the Committee resolved the following:

1. *That the Draft 2024-2025 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.*

The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* was presented to the Council at its meeting held on 4 March 2024 and was endorsed and subsequently released for consultation for a period of twenty-eight (28) days.

The draft Plan is based on collecting \$225,000 in revenue through The Parade Separate Rate, which is applied by the Council. This is an increase from \$215,000, which has been collected over the last three (3) financial years to deliver the Annual Business Plan. This amount is subject to The Parade Separate Rate also being endorsed as recommended, which is the subject of another report within this agenda.

The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* was released for consultation with The Parade Precinct business community from Thursday 14 March 2024 until Wednesday 10 April 2024 and comments were invited via email and in writing. The Council did not receive any submissions in relation to the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, however it did receive seven (7) submissions in relation to the extension of the Separate Rate. Of the seven (7) submissions received, one (1) submission was in favour and six (6) submissions were against the extension of the Separate Rate.

A copy of the final *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* is contained in **Attachment A**.

### FINANCIAL AND BUDGET IMPLICATIONS

The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* is based on a total budget of \$225,000 which is the total amount that the Council will receive from The Separate Rate, should its extension be endorsed.

### RESOURCE ISSUES

The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* is reliant upon the collection of The Parade Separate Rate, and its implementation will be undertaken by the Council's Economic Development Unit with input and involvement from other Council staff, external contractors and the Norwood Parade Precinct Committee.

## CONSULTATION

The *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* was released for consultation on Thursday 14 March 2024, with comments sought in writing by no later than 5.00pm, Wednesday 10 April 2024.

A letter was sent to all business and property owners within The Parade Precinct advising them of the Draft Plan and the consultation process. A poster was placed in The Parade lightbox in front of Nordburger. In addition to this, information was published on the Council and The Parade websites and an Electronic Direct Marketing (EDM) advising The Parade traders of the consultation was also distributed to all businesses. Copies of the Draft Plan were also made available at the Norwood Town Hall.

In response, the Council did not receive any submissions directly related to the *Draft 2024-2025 Annual Business Plan*.

## DISCUSSION

Given that the Council did not receive any submissions in relation to the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, it is recommended that no changes be made to the draft Annual Business Plan and on the allocation of funds.

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.

A summary of how the Committee proposes to allocate the revenue received from The Separate Rate is outlined in **Table 1** below.

**TABLE 1: NORWOOD PARADE PRECINCT COMMITTEE 2024-2025 ANNUAL BUSINESS PLAN**

<b>Strategy</b>	<b>Budget</b>
Events & Placemaking	\$35,000
Marketing & Communications	\$70,000
Identity & Brand	\$110,000
Business Support & Development	\$5,000
Administration	\$5,000
<b>TOTAL</b>	<b>\$225,000</b>

## OPTIONS

The Committee can endorse the draft Annual Business Plan contained in **Attachment A** and recommend to the Council that it be adopted. Alternatively, the Committee can amend or delete strategies and budget allocations and recommend the amended version to the Council for its approval.

## CONCLUSION

Assuming that the Separate Rate for the 2024-2025 financial year is supported and set at \$225,000, then the Draft 2024-2025 Norwood Parade Precinct Annual Business Plan should be endorsed unchanged.

## COMMENTS

Nil.

## RECOMMENDATION

That the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, as contained in **Attachment A**, be endorsed and recommended to the Council for approval.

# Attachment A

## Endorsement of the Draft 2024-2025 Norwood Parade Precinct Annual Business Plan

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

Telephone 8366 4555  
Facsimile 8332 6338  
Email [townhall@npsp.sa.gov.au](mailto:townhall@npsp.sa.gov.au)  
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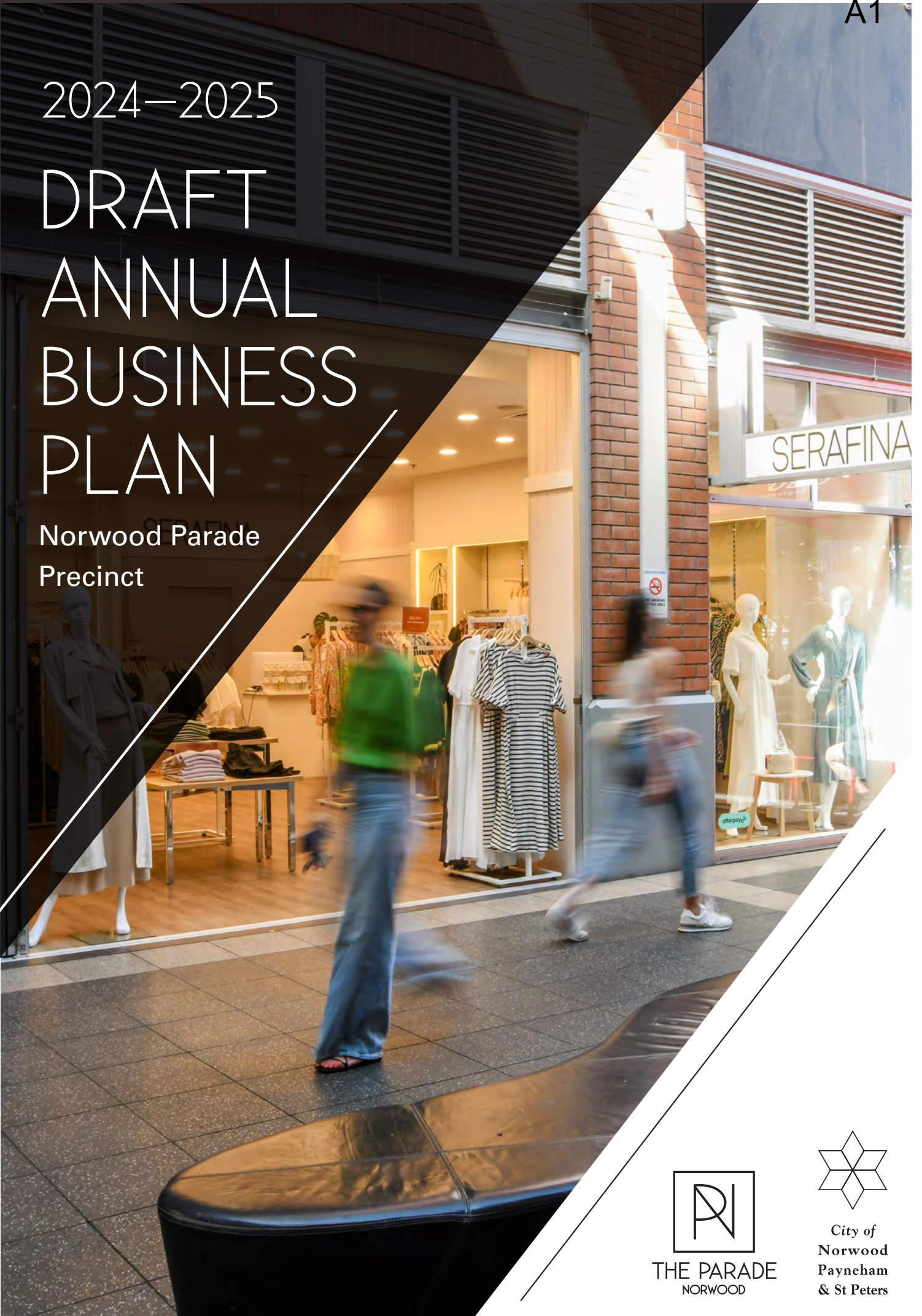


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Payneham  
& St Peters

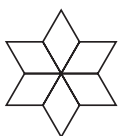
2024–2025

# DRAFT ANNUAL BUSINESS PLAN

Norwood Parade  
Precinct



THE PARADE  
NORWOOD



City of  
Norwood  
Payneham  
& St Peters



## 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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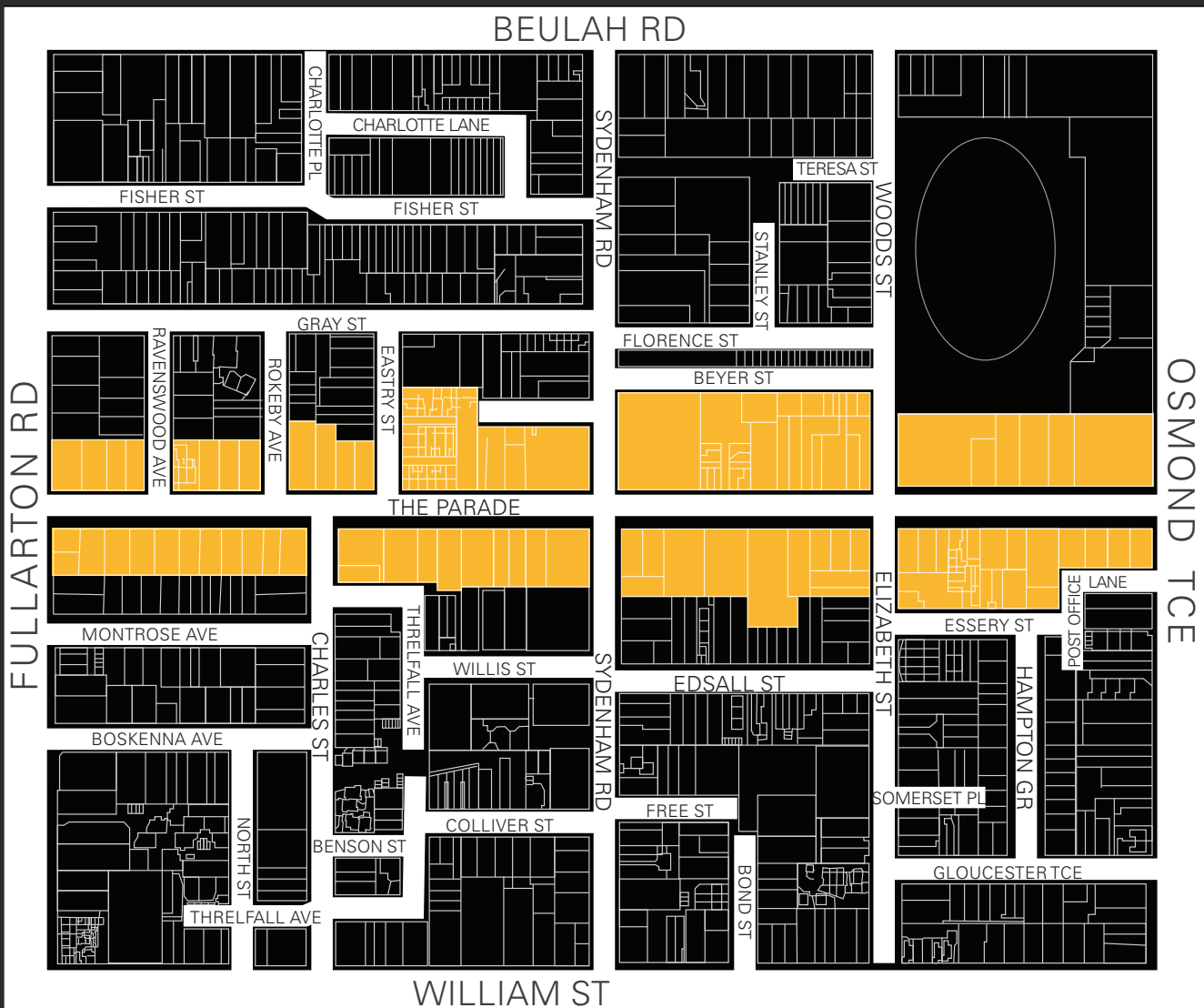
Monitoring  
& Reporting



# OVERVIEW

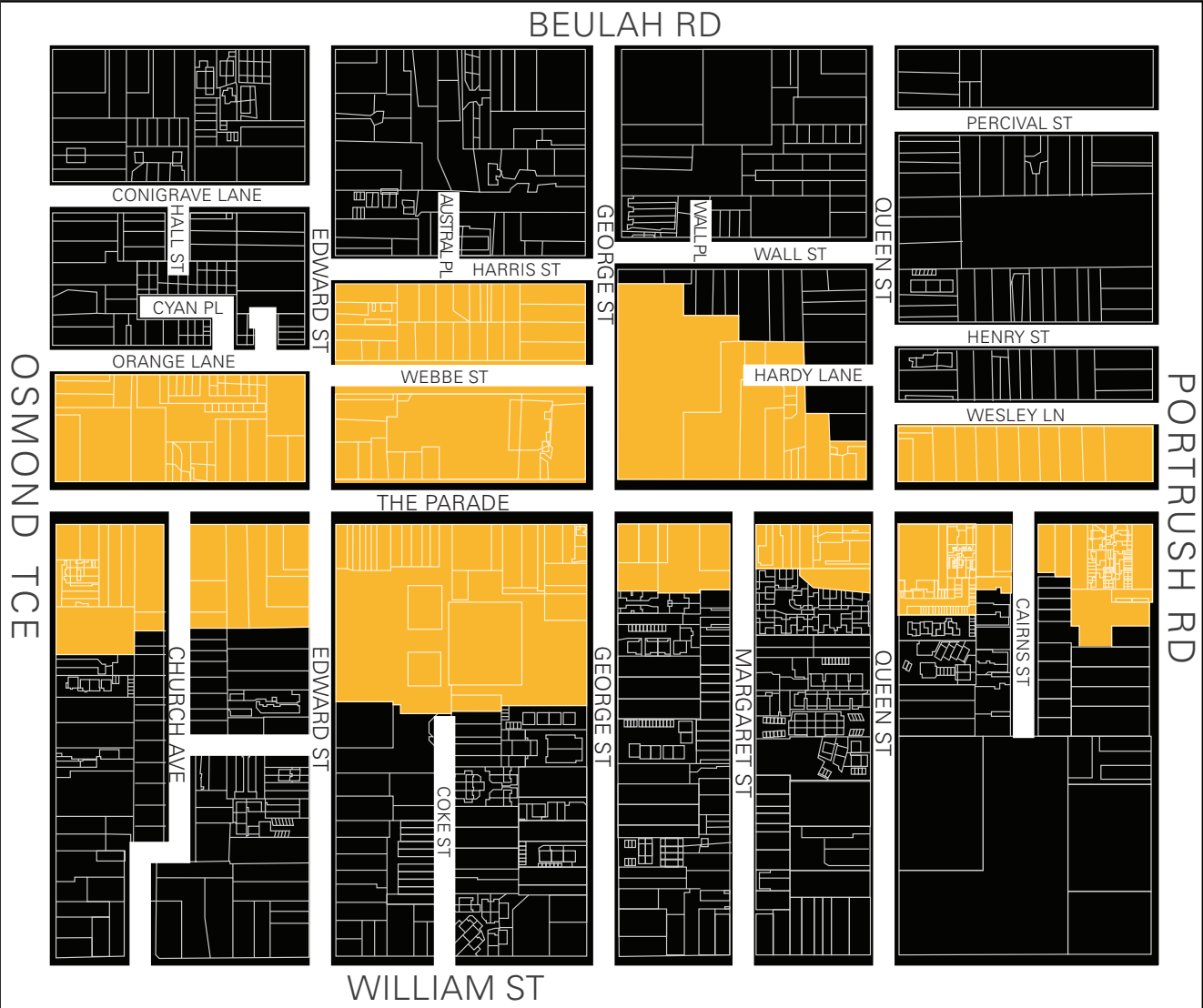
The City of Norwood Payneham & St Peters established the Norwood Parade Precinct Committee pursuant to Section 41 of the *Local Government Act 1999*. The Norwood Parade Precinct Committee is governed by Terms of Reference, which were adopted by the Council on 5 December 2022.

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 2024–2025 Annual Business Plan outlines a series of objectives and strategies that will achieve The Parade’s overall vision.

# OBJECTIVES

The objectives of the 2024–2025 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 2024–2025 Parade Precinct Annual Business Plan is \$225,000 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

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<b>STRATEGY 01 - EVENTS &amp; PLACEMAKING</b>	<b>\$35,000</b>
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<b>STRATEGY 02 - MARKETING &amp; COMMUNICATIONS</b>	<b>\$70,000</b>
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Website	\$2,500
Social Media	\$20,000
Advertising	\$47,500

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<b>STRATEGY 03 - IDENTITY &amp; BRAND</b>	<b>\$110,000</b>
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Signage & Street Decorations	\$45,000
Merchandise	\$5,000
Competitions	\$60,000

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<b>STRATEGY 04 - BUSINESS SUPPORT &amp; DEVELOPMENT</b>	<b>\$5,000</b>
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Training & Workshops	\$3,000
Other	\$2,000

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<b>STRATEGY 05 - ADMINISTRATION</b>	<b>\$5,000</b>
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<b>TOTAL</b>	<b>\$225,000</b>
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# STRATEGIES

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## STRATEGY 01

## EVENTS &amp; PLACEMAKING



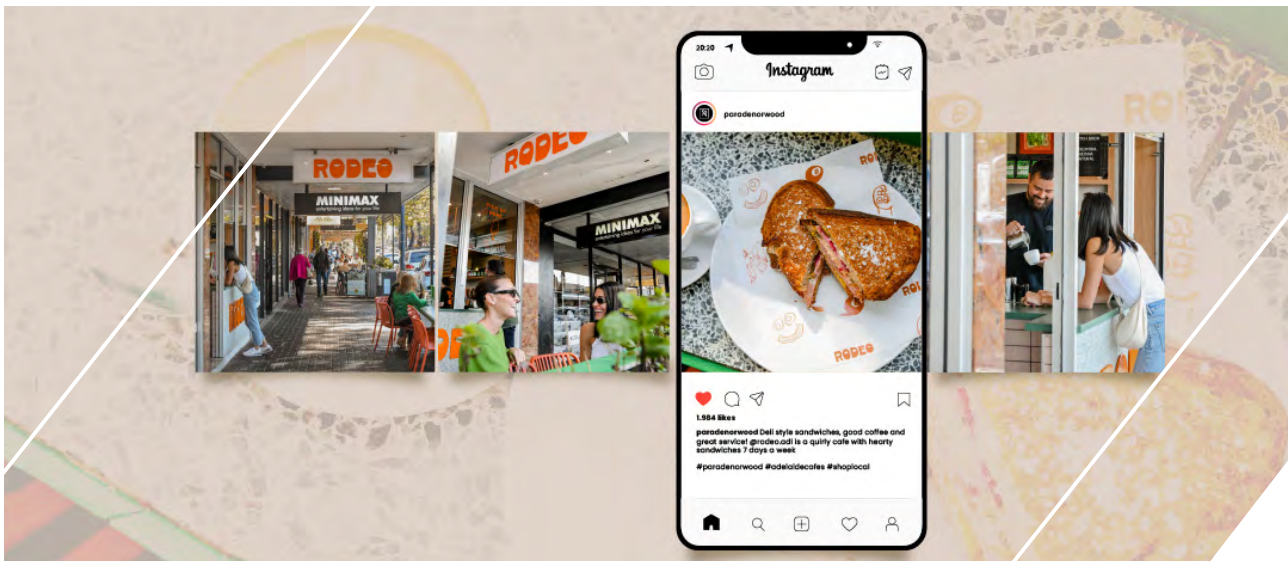
DEVELOP, DELIVER AND  
SUPPORT MEANINGFUL  
EXPERIENCES THAT CREATE  
REMARKABLE MEMORIES  
ON THE PARADE.

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 A Day of Fashion.

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

## STRATEGY 02

## MARKETING &amp; 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 &amp; 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 Signage & Street Decorations**

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

**3.2 Merchandise**

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

**3.3 Competitions**

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

## STRATEGY 04

## BUSINESS SUPPORT &amp; DEVELOPMENT



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

**4.1 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.

**4.2 Other**

Provide additional support to businesses within the Precinct as necessary.

## STRATEGY 05

## ADMINISTRATION



ENSURE THE ONGOING  
AND EFFECTIVE  
ADMINISTRATION OF  
THE COMMITTEE.

5.1 Catering for Committee Meetings.

5.2 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**

**City of Norwood Payneham & St Peters**  
Economic Development & Strategy  
175 The Parade, Norwood  
[theparadenorwood.com](http://theparadenorwood.com)

### **Contact Us**



**Tyson McLean**  
Economic Development Officer  
[tmclean@npsp.sa.gov.au](mailto:tmclean@npsp.sa.gov.au)  
08 8366 4512

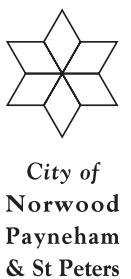
### **Get Social With Us**

#ParadeNorwood  
@ParadeNorwood  
/TheParadeNorwood



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Socials  /cityofnpsp  @cityofnpsp



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

7. **NEXT MEETING**  
Tuesday 23 July 2024

8. **CLOSURE**