

Norwood Parade Precinct Committee Agenda & Reports

16 February 2021

Our Vision

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

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

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

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City of
Norwood
Payneham
& St Peters

12 February 2021

To all Members of the Norwood Parade Precinct Committee

Committee Members

- Mayor Robert Bria (Presiding Member)
- Cr Sue Whittington
- Cr Fay Patterson
- Cr John Callisto
- Cr Carlo Dottore
- Ms Annie Lovejoy
- Mr Terry Dalkos
- Mr Joshua Baldwin
- Mr Ross Dillon
- Mr Sebastian Joseph
- Mr Rimu Good
- Mr Hao Wu
- Mr Phillip Rollas

Staff

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

NOTICE OF MEETING

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

Tuesday 16 February 2021, commencing at 6.15pm

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

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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City of
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VENUE Mayors Parlour, Norwood Town Hall

HOUR

PRESENT

Committee Members

Staff

APOLOGIES Mr Hao Wu

ABSENT

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 NORWOOD PARADE PRECINCT COMMITTEE MEETING HELD ON 1 DECEMBER 2020

2. PRESIDING MEMBER'S COMMUNICATION

3. NORWOOD PARADE PRECINCT NEWS

Committee Members to report on news from the Precinct.

4. STAFF REPORTS

4.1 PROGRESS REPORT ON THE IMPLEMENTATION OF THE 2020-2021 ANNUAL BUSINESS PLAN

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

PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee, with a progress report on the implementation of the 2020-2021 Annual Business Plan.

BACKGROUND

At its meeting held on Tuesday 17 March 2020, the Committee endorsed the Draft 2020-2021 Annual Business Plan for the Norwood Parade Precinct and resolved to forward it to the Council for its endorsement. Subsequently, at its meeting held Monday 6 April 2020 the Council endorsed the Draft 2020-2021 Annual Business Plan 'in principle' for the purposes of consultation with The Parade business community, which was temporarily suspended in light of the COVID-19 Pandemic.

At its meeting held Monday 6 July 2020, the Council adopted the Annual Business Plan, Budget and Declaration of Rates for 2020-2021, which includes the following in respect to The Parade Separate Rate:

Waiving of The Parade Development Separate Rate for businesses within the Norwood Parade Business Precinct.

As a result of the Council waiving The Parade Separate Rate, the Draft 2020-2021 Annual Business Plan was not released for consultation with The Parade business community. For the 2020-2021 financial year, the Council has allocated an amount of \$215,000, which is equivalent to the Separate Rate amount raised in the 2019-2020 financial year.

This report provides an update of the key strategies and deliverables that have been progressed by staff. A summary of the overall budget and expenditure to date is contained in **Attachment A**.

DISCUSSION

1. STRATEGY: EVENTS & ACTIVATIONS

1.1 EASTSIDE HAPPY HOUR LIVE & LOCAL SESSIONS

During the COVID-19 Pandemic, *BIEcreative* launched the 'Happy Hour Live' Series, which aims to bring live music into the homes of many across the State through a live stream on YouTube. Building on this concept, the Council in partnership with *BIEcreative*, took the initiative "on the road" in the City of Norwood Payneham & St Peters. During August and September, the Council sponsored four (4) events in an attempt to breathe life back into local venues in the Council area and provide musicians with the opportunity to perform again.

Due to the overwhelming success, the Council continued this initiative on the first Friday night of the month from October 2020, and will run it through to June 2021. The performances are still available to be viewed on Facebook and on the Happy Hour Live website www.happyhourlive.com.au

1.2 2021 EASTSIDE BUSINESS AWARDS

The *Eastside Business Awards* is in its fourth consecutive year and this year, the City of Norwood Payneham & St Peters has partnered with Solstice Media to deliver the program. This decision was determined as a result of the Messenger print publication ceasing operation in mid-2020, which largely affected the ability to promote the program in the same way and to the same extent that it had in previous years.

The 2021 *Eastside Business Awards* continues to aim 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 twelve (12) categories which remain unchanged from the 2020 program.

- Hall of Fame (20+ years)
- Best Café
- Best Restaurant
- Best Coffee
- Best Pub/Bar
- Best Hair/Beauty Salon
- Best Customer Experience
- Best Fashion Retailer
- Best Entertainment Venue
- Best Emerging/Startup Business
- Best Food/Beverage Manufacturer

The 2021 Awards Program was launched on Friday 5 February, with one and a half weeks of general marketing and promotion to generate awareness of the Awards, prior to the voting stage opening. During this initial stage, the Council focusses on communicating to 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.

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.solsticemedia.com.au/eastsidebusinessawards. To encourage public vote, a 'Vote & Win' competition will be run and the winner will receive a voucher to the value of \$250 to the business of their choice. The winner will be drawn at random.

Voting is open from Thursday 18 February – Thursday 18 March 2021. 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 are 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 13 April 2021 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 (business planning, budget and forecasting or bookkeeping training) to the value of \$1,000 (excl GST) to be spent on with BIAS.

A copy of the 2021 Eastside Business Awards marketing collateral and the launch editorial article that was published in InDaily on Tuesday 9 February is contained in **Attachment B**.

1.3 2021 FOOD SECRETS AT THE GREEN

At its meeting held on 20 January 2020, the Council endorsed to register the *Food Secrets at the Green* event, as part of the inaugural Adelaide Food Fringe (AFF) Festival that was scheduled to be held in April 2020. Unfortunately due to the COVID-19 Pandemic, the festival and program of events was cancelled only a few weeks before the event was to take place.

A year later, on Wednesday 20 January 2021, the AFF announced that the Festival will return with an expanded festival program of nine (9) days, from Friday 7 May – Sunday 16 May 2021. The vision of the event organisers is to build the AFF festival to become a fixture on the Adelaide Festival's calendar, which establishes a food cluster event in April each year, similar to the arts cluster of events that run in March, which includes the Adelaide Fringe, Adelaide Festival, WOMAD and Writers Week. For this reason the organisers have scheduled the event to cross over with the *2021 Tasting Australia* event, which will run from 30 April – 9 May 2021.

The AFF is South Australia's newest open-access food festival – "created by the people, for the people". The Festival is intended to be an inclusive and family-friendly festival celebrating the diverse and vibrant food cultures that all South Australians feel a connection to. The festival is about family, community and sharing food in South Australia.

Given the strong history and long standing food manufacturers located in the City of Norwood Payneham & St Peters, combined with the opportunity to reinvigorate a food event in the area, the Council, together with Norwood Green will run an event in this year's AFF. This year's *2021 Food Secrets at the Green* event will be held on Sunday 16 May 2021 and will closely replicate what the Council had planned in 2020, but was unfortunately unable to deliver.

As a part of the 2021 AFF Festival, organisers are running the world's first *International Pub Week*, proudly supported by the festival's major partner Pirate Life. The AFF *International Pub Week* initiative is all about celebrating the culinary, cultural, social and economic impact of pubs to life in South Australia through a program that will drive activity and support pubs through the continued challenging environment, as a result of the COVID-19 Pandemic. The event's media partner will share stories, events and shine a spotlight on the pubs, publicans, patrons and people behind some of the great local pubs during the week.

Registrations for *International Pub Week* are now open and the program will run from Sunday 9 May – Sunday 16 May 2021, aligning with the Council's *Food Secrets at the Green* event that will be held on the final day of the festival – Sunday 16 May 2021. The Parade, Norwood and the City generally is home to several well-known and long standing pubs. The Council will encourage all businesses in this sector to consider registering for an event as a part of this Festival. Information on this festival has been shared via The Parade's monthly newsletter, which is sent to business owners and operators. Further information on *International Pub Week* can be accessed at www.adelaidefoodfringe.com.au.

A copy of the *Adelaide Food Fringe Festival* poster is contained in **Attachment C**.

It is proposed that the Committee allocates \$500 to the marketing and promotion of The Parade pubs that register for *International Pub Week*.

1.4 2021 ART ON PARADE

Due to the COVID-19 Pandemic, the *2020 Art on Parade* event was cancelled. Fortunately, restrictions have eased and the Council has decided to proceed to host the much-loved event again this year.

The *2021 Art on Parade* 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 arts-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 for the month of April.

This year the Council has engaged Evy Moschakis 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, Evy will start the process of matching artworks to venue spaces that are appropriate logistically and are visually complementary.

Past events have showcased up to ninety (90) artworks by over twenty (20) artists, which will be the aim for this year's event, keeping in mind that the industry has been affected significantly due to the COVID-19 Pandemic.

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*.

1.5 NEW YEAR'S RESOLUTION WALL

At its meeting held on Tuesday 1 December 2020, the Committee reflected on the year that was, the unexpected events that occurred and the challenges that were faced by all. As a result of this conversation, the Committee discussed the opportunity to install a 'resolution wall' and to encourage visitors to The Parade to write down positive messages to display and share with the community. The idea was supported in principle, therefore the Council Staff went on to investigate the logistics and pricing to execute this initiative.

There were several locations on The Parade that were considered to install the 'resolution wall' and the safest and most prominent location was at the entrance to the Parade Central Complex on the western side. The Council worked with The Parade Central Complex Manager to ensure that the wall was installed safely and to the aesthetic standard required. The 'resolution wall' was installed on Tuesday 22 December 2020 and dismantled on Wednesday 6 January 2021.

Council Staff visited the wall on a regular basis to assess the messages and to remove any resolutions that were deemed inappropriate, which unfortunately was significantly more than what was anticipated. The amount of negative messaging was disappointing and unfortunately, took away from the positive intent of the initiative. If this initiative is undertaken in 2021, it is suggested that the 'resolution wall' is installed in an alternative location that is under supervision, alternatively the wall can be used for other purposes such as public consultation or to display work in events such as *Art on Parade*.

The cost of the 'resolution wall' to be custom built, installed and dismantled cost \$1,200 exl GST. This amount was charged to the Signage and Street Decorations budget.

An image of the '*New Year's Resolution Wall*' is contained in **Attachment D**.

2. STRATEGY: IDENTITY & BRAND

2.1 CHRISTMAS DECORATIONS ALONG THE PARADE

On Tuesday 17 November 2020, the three (3) large illuminated Christmas trees, in addition to the twenty (20) light pole decorations and twenty-eight (28) Christmas branded banners were installed along The Parade, Norwood. The decorations remained in place for a period of seven (7) weeks over the Christmas period and were removed on Wednesday 6 January 2021.

To complement the decorations along The Parade, the Council also installed decorations along the windows of the Town Hall and in the three (3) street trees that surround the Norwood Town Hall. One (1) on George Street and the other two (2) located on The Parade. The three (3) metre illuminated 3D Silver LED Star, which forms part of the Council's Christmas decoration package was also installed.

In addition to the Christmas decorations that were installed along The Parade, the much-loved *Festive Gallery on Osmond Terrace* initiative was executed again. The Council's Coordinator Youth Program worked closely with local education institutions to deliver this initiative, with forty-two (42) decorated wooden Christmas trees on display, from thirteen (13) schools and kindergartens.

Education institutes that were involved in this initiative include:

- Agnes Goode Kindergarten;
- Felixstow Community School;
- Margaret Ives Community Children's Centre;
- McKellar Stewart Kindergarten;
- Norwood Primary School;
- Precious Cargo Education Montessori Early Learning;
- Rosemont House Montessori Preschool;
- St Ignatius College Junior School;
- St Joseph's Memorial School;
- St Morris Community Child Care;
- St Peter's Childcare Centre;
- Treetops Early Learning Centre Stepney - Banksia House; and
- Trinity Gardens Primary School.

The *Festive Gallery on Osmond Terrace* was available for the public to enjoy between Monday 23 November 2020 and Monday 4 January 2021. As part of this initiative, the community was invited to visit and walk through the display on Osmond Terrace taking in the creative sights before voting for their favourite Christmas tree in the People's Choice competition on the Council's Facebook page. The photo of the tree with the most 'likes' was Agnes Goode Kindergarten, receiving 260 likes and 37 comments. Agnes Goode Kindergarten won a \$500 voucher to Dillons Norwood Bookshop and decided to nominate Mumkind as their charity of choice for the \$1,000 donated by the Norwood Parade Precinct Committee.

Mumkind's mission is to work collaboratively and thoughtfully to positively impact the lives of as many women, girls and children across South Australia who have faced, or are facing adversity – be it homelessness, domestic violence, food insecurity or poverty. To do this, Mumkind form partnerships with social service agencies and not-for-profit groups across South Australia to better understand what practical items will offer the most impact to the families who receive them. For more information on Mumkind, visit www.mumkind.com.au.

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

2.2 2020 AUGMENTED REALITY (AR) CHRISTMAS ACTIVATION

In August 2020, Council Staff commenced discussions with Queensland based business CreativiTek to determine the potential use of Christmas themed augmented reality for The Parade. Augmented reality is a touch-free way for parents, children and the community to interact with Santa and his friends, with superimposed animated imagery placed into the real world setting via a smart device such as a phone or tablet. By simply using one of these devices to scan a footpath decal via a downloadable application, the characters are brought to life for fun to be had and pictures or videos to be taken.

The Christmas themed augmented reality was the only known use of this technology during the festive period in South Australia and was a great experience for all of those who took advantage of it. With majority of other shopping precincts and shopping centres cancelling physical Santa visits or forcing children to socially distance for photos, augmented reality eliminated any concerns associated with COVID requirements.

The Committee endorsed the purchase of three (3) different animations and received a fourth (4th) for free from CreativiTek, with the main animation being custom designed and the other three (3) being generic Christmas animations that the business offers. The generic animations helped keep the cost down. The four (4) animations were strategically located along The Parade at four (4) different locations and were accessible from Monday 7 December through until Wednesday 23 December 2020. The animations and their locations were as follows:

- Santa and The Parade Christmas Star (southern side of pedestrian crossing between Norwood Place and the Norwood Mall);
- Santa and a Reindeer (adjacent Myabi Sushi and Parade Central entrance and positioned to encourage users to include the Norwood Town Hall in the background);
- Elf and Snowman (outside of Norwood Oval and positioned to encourage users to include the grandstand and/or rotunda in the background); and
- Dancing Snowmen (north eastern corner of the intersection of The Parade and Queen Street and positioned to encourage users to include The Bath Hotel or Odeon Theatre in the background).

All locations were identifiable by a large (1m diameter) footpath decal which signified the animation at that location and included instructions on how to make the animation 'come to life'. Examples of the footpath decals can be seen below.

Upon conclusion of the initiative, a report was provided to the Council from CreativiTek and contained a breakdown of the number of times each animation was activated and on what days between Monday 7 and Wednesday 23 December 2020. Table 1 outlines these statistics.

TABLE 1: CREATIVETEK REPORT – AUGMENTED REALITY SCANS PER ANIMATION

Date	Santa and Star	Santa and Reindeer	Elf and Snowmen	Dancing Snowmen
Monday 7 December	2	2	1	2
Tuesday 8 December	1	0	2	0
Wednesday 9 December	1	3	2	2
Thursday 10 December	4	2	10	0
Friday 11 December	4	0	6	1
Saturday 12 December	23	14	11	16
Sunday 13 December	2	1	3	2
Monday 14 December	17	20	2	9
Tuesday 15 December	9	9	2	3
Wednesday 16 December	22	17	16	12
Thursday 17 December	5	3	0	4
Friday 18 December	11	7	3	0
Saturday 19 December	0	0	0	0
Sunday 20 December	13	14	1	5
Monday 21 December	12	14	2	8
Tuesday 22 December	20	18	27	15
Wednesday 22 December	20	18	27	15
Thursday 23 December	0	3	0	0
TOTAL	146	127	88	19

In total, the animations were activated 440 times. The application needed to scan the footpath decal and activate the animations was downloaded 345 times. As can be seen in Table 1 above, there were a number of days that performed better than the rest, possibly corresponding with the release of promotional material. It is also recognised that as a new initiative, it does take time for people to become aware of it. It is expected that if these animations were to be used again the numbers would be significantly higher.

The Council promoted this activation in a number of different ways including on-street signage, Facebook and Instagram posts, Adelady social media posts, listing with Kids in Adelaide and Kiddo Mag, as well as on the Council and The Parade websites and EDM's.

Given the uniqueness of this initiative, it is recommended that the Norwood Parade Precinct Committee consider installing it again in 2021, this could be in the same format for Christmas or used for other events or holidays throughout the year as the online and digital nature of augmented reality means animations can be designed for individual circumstances.

2.3 2020 DIGITAL CHRISTMAS ADVENT CALENDAR

The Council introduced a new initiative for Christmas in 2020, which complemented the existing Christmas activities and focused on promoting businesses in the City. The idea was drawn from a traditional advent calendar, which is a countdown of days in December leading up to Christmas Day. The *Christmas in NPSP Advent Calendar* was designed to reveal several offers each day, and with the flexibility to accommodate all businesses in the City that wish to participate. In order to accommodate this, the calendar included the categories of Shop, Eat & Drink, Experience and Live.

The *Christmas in NPSP Advent Calendar* design, featured iconic and longstanding buildings and recreational spaces across the City. Included on the webpage was a series of doors with a number on each. The number on each door correlated to the date in December. Behind each door hid a special product or experience from businesses in the Council area.

Once opened, by being clicked on, a pop-up with that day's business offer was revealed. Once the offer was opened in the pop-up, users had the ability to read the full description of the offer and choose to email themselves the deal, if they wished to redeem the offer.

The Council received fifty-two (52) deals from local businesses and assigned each offer to a date, with consideration to the preferred dates submitted by the business, while taking into account the type of offer, location of the business and flexibility in the offering.

The top five (5) businesses that received the most offer downloads were:

- SILK Laser Clinics – 34;
- Little Bang Brewing Company – 34;
- Grill'd Norwood – 27;
- Bamboo Day Spa – 27; and
- The Nourish'd Kitchen Café – 20.

The initiative was promoted via The Parade, Magill Road, City of Norwood Payneham & St Peters websites and social media platforms, as well as outdoor and digital advertising. In addition, a partnership piece with CityMag was published on the CityMag website on Thursday 10 December 2020. This article, along with paid advertising units were included in the InDaily, Best Life, The Forager and CityMag EDMs (a combined total of 77,000 unique subscribers) to further promote the initiative.

A copy of the article published on the CityMag website is contained in **Attachment F**.

In December 2020, the *Christmas in NPSP Advent Calendar* webpage was the most visited webpage on the Council's website. The webpage had a total of 5,052 page views during the month of December, with 561 views on Tuesday 1 December (launch date), followed by 401 views on Friday 11 December (the day that the article was included in a CityMag EDM). It is worth noting that 56% of the total 5,052 page views were direct, meaning that users arrived at the webpage via an ad, link in an EDM, search engine or by directly entering the URL into the web browser. This proves the importance of developing a diverse and well-rounded marketing campaign to promote Council initiatives.

The businesses that participated in the advent calendar were complimentary of the initiative, and the majority of the businesses that provided feedback post event, found it beneficial.

Overall, the Council Staff were pleased with the number of businesses that participated in the inaugural *Christmas in NPSP Advent Calendar* and the response that was received by users of the calendar was positive. Due to this, the Council Staff will look to deliver this initiative again this year.

2.4 2021 LUNAR NEW YEAR

At its Council meeting held on 18 January 2021, the Council allocated \$500 from the Norwood Parade Precinct budget to install footpath decals on The Parade to highlight the 2021 Lunar New Year.

Following the meeting, the Council Staff proceeded to design and print eight (8) footpath decals, which have been installed along The Parade and will be removed at the end of the Lunar New Year celebration, on Monday 1 March 2021.

A copy of the Lunar New Year decal is contained in **Attachment G**.

3 STRATEGY: BUSINESS DEVELOPMENT

NETWORKING

3.1 2020 BUSINESS NETWORKING & CHRISTMAS DRINKS

After what was an interesting and challenging year, the Council was pleased to have been able to schedule and hold a networking event and Christmas celebration for the business community on Friday 4 December 2020. Due to the COVID-19 Pandemic and the restrictions at the time, the event was held at Linde Reserve. This allowed the Council to accommodate a larger number of patrons of the event.

The weather was perfect and a number of local businesses took advantage of this and came along to the event. Sixty-four (64) people from thirty-seven (37) local businesses, together with Elected Members and Council Staff, attended on the night. The event attracted a number of 'regulars' but also a number of new businesses, with Mark Ralph from Brownsburg Pty Ltd, located in Stepney, and the team at Physio Smart, located in Payneham, respectively providing this feedback to Council Staff:

Just a quick note to express our thanks for the kind invitation to the networking event on Friday evening last week. We enjoyed the couple of hours very much and were impressed with the way the event was managed – plenty of room, excellent food and drinks, great staff looking after us – all in all a pleasure to be there.

Just wanted to say a huge thanks for the Xmas Drinks. We all had such a great time, and was very well organised and put together. Great stuff guys, certainly leading the way.

The Mayor spoke to those in attendance and congratulated them for making it through an extremely difficult year and wished them all the best moving forward, which was well received by the businesses.

At the conclusion of the Mayor's speech, prizes were raffled off to those in attendance. Normally, the prizes are donated by businesses, however due to the COVID-19 Pandemic and in an attempt to support businesses, this year the prizes were purchased from businesses located in various precincts within the Council area.

The prizes included:

- \$20 gift voucher for Bos Taurus Butchery (located in Norwood Place, The Parade);
- \$20 gift voucher for The Nourish'd Kitchen (located in Stepney);
- Bottle of Director's Cut Shiraz from Heartland Wines (a part of the Eastside Wine & Ale Trail);
- 500g bag of espresso 1645 Coffee Beans (located in Glynde);
- 375ml bottle of award winning Signore Rio Vista Olive Oil and Olives (located in Glynde);
- \$20 gift voucher for Everflower Collective (located on Magill Road, Norwood); and
- \$20 gift voucher for Wholly Belly Woodfired Kitchen (located on Magill Road, Norwood).

The *Business Networking & Christmas Drinks* event forms a part of the Council's Citywide Economic Development Program, and therefore no funds from the 2020 – 2021 Norwood Parade Precinct Annual Budget was allocated or required.

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

TRAINING & DEVELOPMENT

3.2 BUSINESS EVENTS & WORKSHOPS

The Committee together with the Council has historically run two (2) separate training and development series for the City's business community – the *Growth Workshops* and the *Eastside Startup Series*. The *Growth Workshops* program was designed to provide existing businesses with advice and training through interactive workshops on social media, marketing, content planning, as well as topics around business and the COVID-19 Pandemic.

The *Eastside Startup Series* is a program that the Council developed and delivered in conjunction with Adelaide based company LeapSheep in 2018 and 2019. The series of events were designed to help local startups and entrepreneurs with high-level strategic education to aid future growth. Whilst this program did not attract a large amount of attendees, it did attract the appropriate target audience, which was the objective for this program. A 2020 program for the *Eastside Startup Series* was not curated due to the COVID-19 Pandemic.

In November 2020, Council Staff undertook a review of the event content, format, engagement and attendance of the *Growth Workshops* and the *Eastside Startup Series*, and took into consideration the feedback received from business owners, employees and other Council Staff. The findings from the review showed that there was a desire for a more comprehensive program, a mix of event formats (in person and online) as well as for the events to be held at a variety of times to accommodate all industries.

The 2021 program has been carefully curated, guided by the feedback received and the desire from the Council Staff to develop a new and exciting program for the business community. The branding for the 2021 program is: 'Reflect. Refuel. Restart. *Learn how to adapt, grow and help your business thrive.*' The series includes eleven (11) events across ten (10) months, which is the most comprehensive and varied program that the Council's through the Economic Development Unit has developed.

The '*Reflect. Refuel. Restart.*' series of events and workshops has been tailored to retailers, hospitality owners, fitness and wellness centres, startup entrepreneurs, creatives and professional service businesses. The majority of the events will be free of charge for business owners and employees operating within the City.

Table 2 below lists the confirmed speakers and their topics that form the '*Reflect. Refuel. Restart.*' series. Additional topics will be added as they are finalised.

TABLE 2: REFLECT. REFUEL. RESTART. PROGRAM

Topic	Date	Location	Facilitators
Better pics for business	Tuesday 9 February 2021 (past event)	Outdoors on Parade, Norwood	Heidi Lewis, Heidi Who Photos
Instagram: create/connect/collaborate – for fitness and wellness professionals	Friday 26 February 2021 11am-1pm	V2 Fit, Kent Town	Elena Franco, Social Punch
How to harness the power of the Facebook algorithm guaranteeing you results	Wednesday 28 April 2021 6pm-8pm	Bendigo Bank, Norwood	Sarah-Jane Picton-King, King Pixel Marketing
How to present yourself to absolutely anyone in under 60 seconds	Tuesday 9 March 2021 6pm-8pm	Identity Marketing, St Morris	Steve Osborne, Identity Marketing
Social media: times are a-changin’	Tuesday 11 May 2021 6pm-8pm	Identity Marketing, St Morris	Steve Osborne, Identity Marketing
Creating a world class business (startup)	Tuesday 8 June 11am-12.30pm	Online event	Kirk Drage, LeapSheep
From unknown to unforgettable: the brand journey	Tuesday 10 August 2021 6pm-8pm	Identity Marketing, St Morris	Steve Osborne, Identity Marketing
How to stay in business: exploring better business models	Tuesday 8 June 11am-12.30pm	Online event	Kirk Drage, LeapSheep

The ‘*Reflect. Refuel. Restart.*’ series of events has and will continue to be promoted to all businesses within the Council area via targeted social and digital channels including electronic newsletters and printed collateral delivered to their door.

For more information on the ‘*Reflect. Refuel. Restart.*’ series and to book, visit www.npsp.sa.gov.au/workshops. The events are free and bookings are essential.

A copy of the postcard is contained in **Attachment I**.

RECOMMENDATION

1. That the Committee notes the status of the 2020-2021 Annual Business Plan Budget contained in Attachment A, be noted.
2. That the allocation of \$500 from the Advertising budget to support The Parade pubs that register for *International Pub Week* as a part of *Adelaide Food Fringe*, be endorsed.
3. That the allocation of \$5,000 from the Sponsorship budget to support the *Art on Parade* event, be endorsed.

Attachment A

Progress Report on the Implementation of the 2020-2021 Annual Business Plan

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

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City of
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Payneham
& St Peters

2020 -2021 NPPC Annual Business Plan and Budget

All expenditure is exclusive of GST

Highlight indicates that it has not yet been processed	\$	20/21 Budget 239,921.20	\$	Assigned 184,359.40	\$	Remaining 55,561.80
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Strategy 01 - Events and Activation

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.

1.1 Events and Activation		Budget	Difference
11044.38.xxx		\$ 35,000.00	\$ (9,879.00)
SPRING BACK TO THE PARADE (INCLUDING SHOPPING DAY)			
Motiv Creative Development & Asset Rollout	11044.38.301	\$ 16,980.00	
Rawsons Electrical Equipment Hire for Shopping Day	11044.38.308	\$ 80.00	
Solstice Media (CityMag, InDaily)	11044.38.500	\$ 2,860.00	
Solstice Media (CityMag, InDaily)	11044.38.500	\$ 990.00	
Solstice Media (CityMag, InDaily)	11044.38.500	\$ 150.00	
SA Life Full Page Advertorial	11044.38.500	\$ 2,100.00	
City Brief Spring 2020 Edition (print and digital)	11044.38.500	\$ 1,600.00	
Clockworks Bollard Wraps	11044.38.512	\$ 850.00	
HIT 107 Radio Live Reads	11044.38.500	\$ 1,550.00	
Adshel Bus Shelters (2 sites)	11044.38.500	\$ 3,168.10	
Adshel Bus Shelters (5 sites)	11044.38.500	\$ 831.90	
SA Style Instagram Promotion	11044.38.380	\$ 1,000.00	
Arte Grafica Shopping Day Map	11044.38.512	\$ 1,040.00	
Arte Grafica A4 Posters	11044.38.512	\$ 60.00	
Arte Grafica A6 Postcards	11044.38.512	\$ 539.00	
Clockworks Rediscover The Parade A1 Posters	11044.38.512	\$ 230.00	
CreativiTek Christmas Augmented Reality Activation x 1 (50% deposit)	11044.38.301	\$ 2,225.00	
CreativiTek Christmas Augmented Reality Activation x 2 (50% deposit)	11044.38.301	\$ 3,200.00	
CreativiTek Christmas Augmented Reality Activation x 1 (remainder)	11044.38.301	\$ 2,225.00	
CreativiTek Christmas Augmented Reality Activation x 2 (remainder)	11044.38.301	\$ 3,200.00	
TOTAL		\$ 44,879.00	

Strategy 02 - Marketing and Communications

Implement a range of marketing initiatives that communicate and promote the positive strengths of The Parade to all markets

2.1 Website		Budget	Difference
		\$ 5,000.00	\$ 5,000.00
TOTAL		\$ -	
2.2 Social Media		Budget	Difference
11044.285.380		\$ 20,000.00	\$ 6,070.00
Internal Resource		\$ 13,680.00	
Planoly Instagram Scheduling Subscription		\$ 250.00	
TOTAL		\$ 13,930.00	
2.3 Advertising		Budget	Difference
11044.285.500		\$ 50,000.00	\$ 10,944.00
Alexis Buxton-Collins Monthly Blog Content Creation	11044.285.304	\$ 10,500.00	
Photography (endorsed at July meeting)	waiting	\$ 10,000.00	
APN Bus Backs	11044.285.500	\$ 13,856.00	
Ochre Bin Wraps	11044.285.512	\$ 4,700.00	
TOTAL		\$ 39,056.00	

Strategy 03 - Identity and 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.

3.1 Sponsorship		Budget	Difference
11044.286		\$ 10,000.00	\$ 4,000.00
Festive Gallery on Osmond Terrace - Sponsor Winner (endorsed at July meeting)	11044.286.503	\$ 1,000.00	
Art on Parade		\$ 5,000.00	
TOTAL		\$ 6,000.00	
3.2 Signage and Street Decorations		Budget	Difference
11044.286		\$ 55,000.00	\$ 6,727.91
Chas Clarkson 2020 Installation & Dismantle Christmas Decorations (remainder owing)	11044.286.301	\$ 18,034.09	
Clockworks NP Banner Installation	11044.286.512	\$ 3,890.00	
Clockworks Christmas Banners (installation)	11044.286.301	\$ 3,210.00	
Clockworks Christmas Banners (dismantle)	11044.286.301	\$ 3,210.00	
Rawsons Christmas Decorations (dismantle)	11044.286.301	\$ 268.00	
Arte Grafica Christmas on Parade Poster	11044.286.512	\$ 40.00	
White Marquee New Year's Resolution Wall (Build & Install)	11044.286.301	\$ 1,200.00	
Clockworks Happy Lunar New Year Decals (8)	11044.286.301	\$ 420.00	
Chas Clarkson 2021 Installation & Dismantle Christmas Decorations (deposit)		\$ 18,000.00	
TOTAL		\$ 48,272.09	
3.3 Merchandise		Budget	Difference
11044.286		\$ 5,000.00	\$ 5,000.00
TOTAL		\$ -	
3.4 Competitions and Promotions		Budget	Difference
11044.286		\$ 25,000.00	\$ (562.60)
REDISCOVER THE PARADE - SHOP TO WIN COMPETITION 2020			
NPPC Winner Investment - (\$5k, \$3k, \$2k, \$1.5k, \$1k)	11044.286.376	\$ 12,500.00	
NPPC x5 Vouchers for Influencers	11044.286.376	\$ 250.60	
Solstice Media (CityMag, InDaily) - July & August 56 touchpoints	11044.286.500	\$ 5,200.00	
City Brief Winter 2020 Edition (print and digital)	11044.286.500	\$ 800.00	
Girl About Town Influencer Engagement	11044.286.500	\$ 1,250.00	
SA Style Instagram Promotion	11044.286.500	\$ 750.00	

Hit 107 Radio Live Reads	11044.286.500	\$	1,425.00	
Arte Grafica Rediscover The Parade A6 Postcards	11044.286.512	\$	1,270.00	
Clockworks Rediscover The Parade A1 Posters	11044.286.512	\$	160.00	
Clockworks Rediscover The Parade Roadside Corflutes	11044.286.512	\$	473.00	
Clockworks Rediscover The Parade Footpath Stickers	11044.286.512	\$	686.00	
Clockworks Rediscover The Parade Window Decals	11044.286.512	\$	713.00	
Clockworks Rediscover The Parade Decal Removal	11044.286.512	\$	85.00	
TOTAL		\$	25,562.60	
Strategy 04 - Business Development				
<i>Foster improved business presentation, appearance and cooperation and support business capability and sustainability through education, training and networking.</i>				
4.2 Business Training & Networking				
			Budget	Difference
11044.99.xxx		\$	9,000.00	\$ 4,750.00
Allocated for training and development workshops to date		\$	4,250.00	
TOTAL		\$	4,250.00	
Strategy 05 - Administration				
<i>Ensure the ongoing and effective administration of the Committee.</i>				
5.1 Catering				
			Budget	Difference
11044.110.xxx		\$	800.00	\$ 118.18
July (Special) Committee Meeting	11044.110.401	\$	162.73	
August Committee Meeting	11044.110.401	\$	154.91	
September (Special) Committee Meeting	11044.110.401	\$	146.00	
November Committee Meeting	11044.110.401	\$	218.18	
TOTAL		\$	681.82	
5.2 Print, Post and Distribution				
			Budget	Difference
11044.110.xxx		\$	200.00	\$ (1,527.89)
BlueTongue NPPC Nomination Letter Distribution	11044.110.511	\$	184.25	
Arte Grafica Committee Member Name Plates	11044.110.512	\$	60.00	
Newscorp NPPC Nominations	11044.110.500	\$	1,223.64	
Design Lab Draft 2021-2022 ABP	11044.110.301	\$	260.00	
TOTAL		\$	1,727.89	
GRAND TOTAL		\$	184,359.40	

Attachment B

Progress Report on the Implementation of the 2020-2021 Annual Business Plan

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City of
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B1

2021 EASTSIDE BUSINESS AWARDS



#bestintheeast | #eastsidebusinessawards

2021 EASTSIDE BUSINESS AWARDS



Who will be the best in the East?

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

Vote for your favourite business in Adelaide's east in one or all 12 categories.

Voting opens 18 February – 18 March 2021.



2021 EASTSIDE BUSINESS AWARDS

Who will be the best in the East?

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

Voting open from 18 February – 18 March 2021.
#bestintheeast #eastsidebusinessawards



Attachment C

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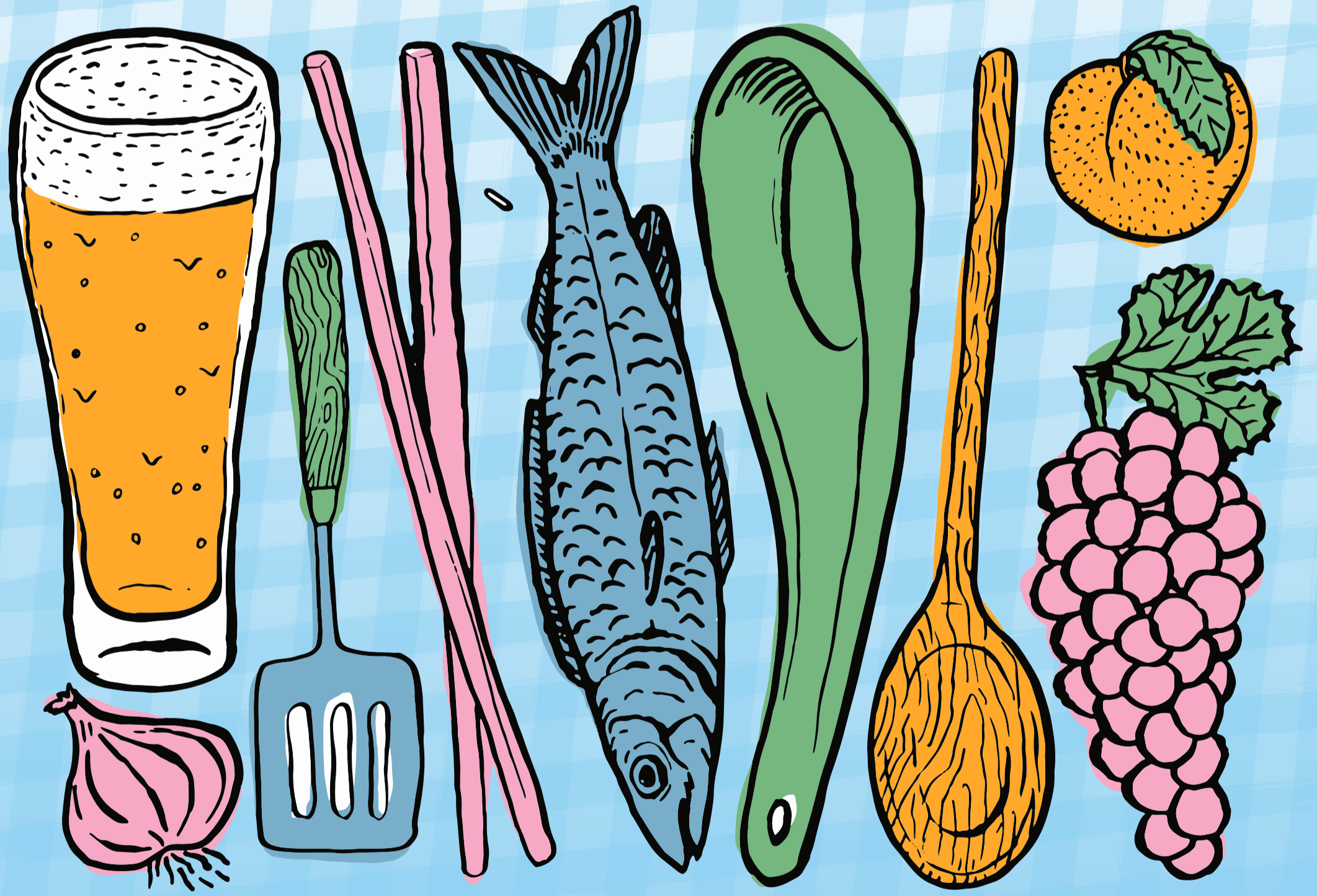


City of
Norwood
Payneham
& St Peters

Adelaide Food Fringe

7-16 MAY
2021

adelaidefoodfringe.com.au



MAJOR PARTNERS



INSURANCE PARTNER



DESIGN PARTNER



CHARITY PARTNER



MEDIA PARTNER



SUPPORTING PARTNER



Attachment D

Progress Report on the Implementation of the 2020-2021 Annual Business Plan

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City of
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Attachment E

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City of
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& St Peters



Attachment F

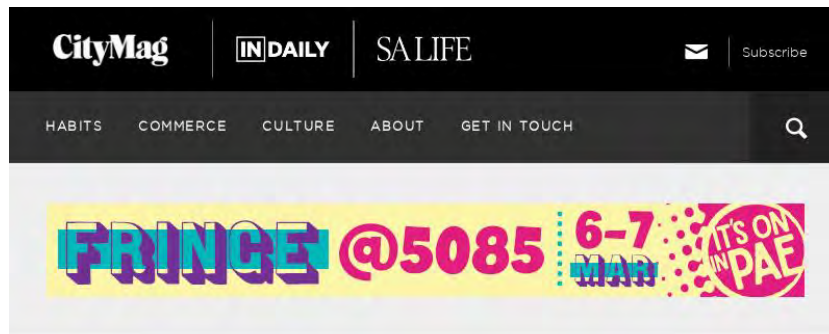
Progress Report on the Implementation of the 2020-2021 Annual Business Plan

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City of
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Payneham
& St Peters



DECEMBER 10, 2020

COMMERCE

- PARTNERSHIP

Adelaide's biggest advent calendar is in Norwood Payneham & St Peters

Every day in the lead up to Christmas, local businesses within the City of Norwood Payneham & St Peters are unlocking festive discounts, via an interactive website, in what must be the city's biggest advent calendar.



Given the year we've had, you could be forgiven for powering through the chocolate advent calendar you bought for yourself at the beginning of the month. You're only human.

But that doesn't mean you need to forgo the entire experience of day-by-day December delights, as the City of Norwood Payneham & St Peters has organised a rolling series of discounts, revealed every day via a cute illustrated, interactive collage of the city.

Given we're already a week and a bit into December, the NPSP 2020 Christmas Advent Calendar already has quite the largesse from which to select your festive bounty.

More than fifty businesses within the Norwood Payneham & St Peters council area have signed up to take part in the [2020 Christmas Advent Calendar](#) and take the guilt out of the festive tradition.

Each day up until 24 December, a new door will unlock, granting you access to a bunch of special deals from local businesses.

And if you're the forgetful sort, the website also allows users to subscribe to the advent calendar and receive the deals straight to your inbox.

Image 2: Lambrook Wines
Image 3: Scoffed Cooking School
Image 4: Heidelberg Cakes
Image 5: Bos Taurus Butchery

REMARKS

Browse through the [Norwood, Payneham and St Peters 2020 Christmas Advent Calendar here](#).

This article was produced in collaboration with the City of Norwood Payneham & St Peters.

Some of the already unlocked deals include:

- **Grill'd Norwood** is offering a free snack chips with the purchase of any burger, salad or super fries.
- Relieve some of that pre-Christmas stress at **Bamboo Day Spa** in Kent Town, which is offering a one-hour Balinese massage for just \$65.
- **Scoffed Cooking School** at St Morris is giving everyone who spends more than \$100 10 per cent off any gift voucher.
- **Yogafusion** at Norwood is offering 14-day unlimited classes for just \$25.
- **1645 Coffee** at Glynde is giving caffeine-lovers 15 per cent off coffee bean blends.
- Let **Heidelberg Cakes** at Stepney organise your Christmas cake, with 10 per cent off the price of all ordered cakes.
- Adelaide Hills winery **Lambrook** is offering festive revellers a generous tippie: 15 per cent off storewide at their [online store](#).
- If you're after a new Christmas Day outfit, or still eyeing off those accessories you saw in the window a few weeks ago, **Sooki Boutique** at Norwood is offering shoppers 10 per cent off storewide.
- **Everflowers Collective**, at Norwood, sells fresh flowers, indoor plants and locally designed art. They are offering complimentary gift wrapping with any purchase.

As part of the advent calendar initiative, Norwood's Bos Taurus Butchery is offering Christmas ham on the bone for \$16.99kg.

John O'Connor, who opened the butcher about 18 months ago, says he's seen a surge in Christmas ham orders on the back of the advent calendar.

"The feedback has been really good and a lot of people have been in placing their Christmas orders," John says.

"A few people have come in and specifically mentioned the promotion and we've even had some people that aren't regular customers come in because they saw it advertised online.

"Also, the vibe around Norwood leading up to Christmas is really, really positive and the shops are really busy. It definitely feels like Christmas, and there are heaps of people around."

Everflower Collective owner Sarom Mom opened her Norwood store just six weeks ago. Sarom signed up to offer customers who bought from her store gift wrapping on one item.

"On the day our promotion was released, there were a lot more customers coming through the doors," Sarom says.

"I thought this was a great way to tell local customers that we were now in the area, being a brand new business.

"Also, any sort of promotion to draw more people to the street, particularly at this time of the year, does help."

Norwood Payneham & St Peters' Mayor Robert Bria says the advent calendar will help boost business among retailers doing it tough this year due to the pandemic.

"Since the start of the COVID-19 pandemic, the Council has been committed to supporting our business community — and we're implementing a range of initiatives to achieve this," Mayor Bria says.

"We've been working closely with local traders to give people every reason to shop local and support small businesses this Christmas — having more than 50 businesses involved in this initiative is a great response."

The offers are redeemable from the day the door opens until Christmas Eve. People only have to visit the store and show the email to make use of the deals.



Bos Taurus Butchery



Everflowers Collective

SHARE —



Attachment G

Progress Report on the Implementation of the 2020-2021 Annual Business Plan

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City of
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& St Peters**



Happy Lunar New Year



THE PARADE
NORWOOD



City of
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Attachment H

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City of
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Attachment I

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City of
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A vibrant graphic with the text "Business Workshops" in white. The word "Business" is on the top line and "Workshops" is on the bottom line. The text is surrounded by various colorful icons: a percentage sign, a dollar sign in a circle, an upward arrow, a plant with a dollar sign, a percentage sign in a circle, a dollar sign in a circle, a plant with a percentage sign, and a dollar sign in a circle. There are also several smaller icons like plus signs, minus signs, and diamonds scattered around the text.

Business Workshops

Reflect. Refuel. Restart.

**Learn how to adapt, grow and
help your business thrive in 2021.**



Learn how to adapt, grow and help your business thrive in 2021.

The Reflect. Refuel. Restart. workshops have been designed for business owners and employees operating within the City of Norwood Payneham & St Peters. The workshops are tailored to retailers, hospitality owners, fitness and wellness professionals, start-up entrepreneurs, creatives and professional service businesses.

For more information and to book, visit npsp.sa.gov.au/workshops

Places are limited. Bookings are essential.

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THE PARADE
NORWOOD



City of
Norwood
Payneham
& St Peters

4.2 THE NORWOOD PARADE PRECINCT SEPARATE RATE

REPORT AUTHOR: Economic Development Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: qA69610
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to seek the Norwood Parade Precinct Committee's endorsement to continue to levy a Separate Rate on The Parade Precinct for the next three (3) financial years. The Committee's recommendations will then be presented to the Council for its endorsement to be released for consultation with the key stakeholders (The Parade businesses and property owners).

BACKGROUND

At its meeting held on 17 March 2020, the Norwood Parade Precinct Committee considered a report regarding the extension of the Separate Rate for The Parade Precinct and 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 a further three (3) year period.*
2. *That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$215,000 for the 2020-2021, 2021-2022 and 2022-2023 financial years.*

At the same meeting, the Committee highlighted the importance of continuing the marketing and promotion of The Parade, particularly given these unprecedented times with the economic impacts of the COVID-19 Pandemic. It should be noted, that at the time that the Committee considered this matter, all businesses were still open and operating, albeit with a reduced number of customers. The Federal Government's Level 1 and Level 2 restrictions in response to the COVID -19 Pandemic, had not yet been implemented. Notwithstanding this, the clear message from the Committee was that post the Pandemic, the business and economic sector and in this case, the businesses within The Parade Precinct, will need significant support to help these sectors rejuvenate and progress to normal conditions.

At its meeting held on 6 April 2020, the Council considered a report regarding the extension of the Separate Rate for The Parade Precinct, which highlighted the importance of continued support for The Parade businesses during and post the COVID-19 Pandemic. The Council resolved the following:

1. *That the Separate Rate for The Parade Precinct, (as shown on the Norwood Parade Precinct Committee Map in Attachment B), be endorsed 'in principle'.*
2. *That consultation and implementation of the Separate Rate for The Parade Precinct be temporarily held in abeyance as result of the financial and community impacts of the COVID-19 Pandemic.*
3. *That the Council notes that a COVID-19 Pandemic Financial Package, which will include the promotion and marketing of The Parade Precinct (and other business precincts in the City) will be considered as part of the Draft 2020-2021 Budget.*

Subsequently, at its meeting held on Monday 6 July 2020, the Council adopted the 2020-2021 Budget and Declaration of Rates, which included the following in respect to The Parade Separate Rate:

Waiving of The Parade Development Separate Rate for businesses within the Norwood Parade Business Precinct.

As a result of the Council waiving The Parade Separate Rate for the 2020-2021 financial year, the proposal to extend the Separate Rate for a further three (3) years was not released for consultation with The Parade business community. For the 2020-2021 financial year, the Council allocated \$215,000, which was equivalent to the Separate Rate amount raised in the 2019-2020 financial year and the amount that the Council anticipated that it would collect in the 2020-2021 financial year.

FINANCIAL AND BUDGET IMPLICATIONS

Previously, the revenue collected from the Separate Rate on The Parade Precinct was based on raising \$205,000 in its base year (2017-2018) which has been increased in line with the Consumer Price Index (CPI) annually, resulting in total amount of revenue of \$209,715 collected in 2018-2019 and \$215,000 in 2019-2020. As outlined in the Background section of this report, the Council allocated the same amount of \$215,000 in 2020-2021.

To assist the Committee, Table 1 shows a comparison of the Separate Rate for similar mainstreet precincts within metropolitan Adelaide.

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

<i>Year</i>	<i>Mainstreet / Precinct</i>	<i>Separate Rate Revenue</i>
2019-2020	Village Heart, Prospect Road	\$19,500
2019-2020	Goodwood Road, Goodwood	\$57,225
2019-2020	Unley Road, Unley	\$113,395
2019-2020	King William Road, Hyde Park	\$147,400
2019-2020	The Parade, Norwood	\$215,000
2019-2020	Jetty Road, Glenelg	\$578,088

The comparison demonstrates that the quantum of rates collected from The Parade Precinct is commensurate for the size of the Precinct and the number of businesses that fall within the Precinct.

Should the Separate Rate be extended for a further three (3) years, it is recommended that the Separate Rate be set at \$215,000 for the 2021-2022, 2022-2023 and 2023-2024 financial years. This proposal would ultimately result in a zero revenue increase for the next three (3) consecutive years, which is a change from the current model, which would reset the base year and then apply a CPI increase over the following two (2) years. Given the economic impacts of the COVID-19 Pandemic and to assist in the recovery efforts for local businesses, this is considered to be an appropriate and reputable approach. The proposed amount will still enable the Committee to deliver The Parade Precinct’s Annual Business Plan.

This Separate Rate model for The Parade has been designed to ensure that the Precinct remains viable in metropolitan Adelaide’s increasingly competitive market, whilst bearing in mind the additional cost to the property owners and businesses.

Reducing the rate would result in less revenue to implement initiatives and less capacity to market The Parade. In contrast however, increasing the Separate Rate would add additional financial burden to property owners and subsequently business owners, in the instances where the additional levy is passed on. Given a significant number of marketing and promotional initiatives have been delivered with an annual budget of between \$205,000 and \$215,000 over the last four (4) years, it is considered that the proposed total revenue of \$215,000 annually over the next three (3) years is considered sufficient.

On this basis, it is recommended that retaining the Separate Rate at the current level would ensure that the Committee is still able to deliver significant initiatives for the size and diversity of the businesses and properties within the Precinct.

RESOURCE ISSUES

The full Separate Rate revenue is used to deliver the various initiatives and programs outlined in the Annual Business Plan. The Council provides all of the required staffing to meet the needs of the Committee and to deliver various initiatives and programs that the Committee has approved within its funding from the Separate Rate levy of the Norwood Parade businesses. The resourcing provided by the Council includes Economic Development Staff, Communications Staff (including Social Media, Website, and Graphic Design) and Event Management Staff.

CONSULTATION

It is anticipated that should the Council resolve to continue to collect a Separate Rate, the Council will consult with the key stakeholders (The Parade businesses and property owners) in accordance with the provisions outlined under the *Local Government Act 1999*.

To ensure that all affected stakeholders are well informed of the Council's intentions, a variety of different platforms will be used to communicate with the key stakeholders, including written information packs sent to all business and commercial property owners located in the affected area and information posted on both The Parade and the Council's websites. In addition, the monthly Electronic Direct Marketing (EDM) newsletter, "*News on Parade*", will also be used to inform The Parade Businesses of the Council's intentions.

It should be noted that in addition to the consultation regarding the Separate Rate, The Parade business and commercial property owners are consulted annually on the development of each Business Plan.

DISCUSSION

In accordance with the provisions of the *Local Government Act 1999*, the revenue collected by the Council as part of the Separate Rate, has been and will continue to be used expressly for the benefit of the area from which it is raised and for the property owners who pay the Separate Rate.

More specifically, the revenue raised by the Separate Rate is allocated by the Council to the Norwood Parade Precinct Committee, which was established to perform the following functions.

- To develop and recommend to the Council in each financial year, an Annual Business Plan and Budget for The Parade Precinct.
- To develop a budget in conjunction with the Annual Business Plan that meets the objectives set out in the Annual Business Plan, for the Council's approval.
- 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 between the businesses.

As Committee Members are aware, each financial year, the Committee is required to present an Annual Business Plan to the Council for its approval, outlining how the Committee intends to use the Separate Rate revenue to market and promote The Parade Precinct. An overview of the key programmes and initiatives that were delivered by the Norwood Parade Precinct Committee using the Separate Rate, over the past four (4) years, is contained in **Attachment A**.

In general, each of the NPPC Annual Business Plans contain strategies to promote and market The Parade with the overarching objective of attracting more people to The Parade, which will ultimately enhance the prosperity and sustainability of The Parade. This in turn is likely to attract additional business opportunities, which contributes to the diversity of the businesses and services available and has the spinoff effect of increasing local employment opportunities.

Through the establishment of the Norwood Parade Precinct Committee and the revenue collected from the Separate Rate, the Council is ensuring that The Parade continues to maintain its status as one of Adelaide's Premier Mainstreets as well as enhance The Parade as "the CBD of Adelaide's east" - which provides a single precinct where residents and visitors can access a variety of services and entertainment options. Achieving a dynamic and thriving commercial centre in turn creates a community hub and a sense of pride for residents.

In considering whether to recommend the extension, the Council must consider why both it and the NPPC, supported the proposal of a Separate Rate for The Parade in the first instance. A summary of these reasons is set out below.

- The Parade is constantly facing increased competition from master planned, off-street shopping centres such as the Westfields (Marion and Tea Tree Plaza), Burnside Village, Unley Shopping Centre and Mitcham Shopping Centre, as well as Rundle Mall. These centres and Rundle Mall enjoy co-ordinated management, which includes a compulsory marketing levy along with maintenance of centre infrastructure and management of retail mix. While the charm and unique character of mainstreets like The Parade act as a significant drawcard, they simply cannot continue to compete in this increasingly competitive retail environment without a more coordinated marketing approach.
- In addition to this, the proposed major Coles Redevelopment will affect the number of visitors to The Parade, pedestrian activity moving through the 'heart' and in turn place increased pressure on retailers.
- The unique charm, character and '*sense of place*' has been recognised for a long time by Adelaide's other major mainstreet precincts including Unley Road, King William Road, Prospect Road, Jetty Road Glenelg and Rundle Mall, which are considered to be The Parade's principle competitors and are themselves undertaking major marketing, promotion and development programmes in order to stay competitive in metropolitan Adelaide's retail environment.
- Historically, the Council has supported The Parade through funding over a number of years, however it is clear that The Parade must contribute to its own marketing, promotion and development, in order to stay competitive today and into the future, particularly in light of the fact that the Council has an obligation to consider how it can also support other significant business precincts in the City such as Magill Road, Payneham Road and the suburbs of Kent Town, Glynde and Stepney, which have high concentrations of key priority sectors identified in the *Economic Development Strategy 2021-2026*.

OPTIONS

The Committee has a number of options available to it in terms of the recommendations that it makes to Council, including recommending that a Separate Rate no longer be collected. However, given that a Separate Rate has now been applied for three (3), three (3) year periods (i.e. nine (9) years) each time following comprehensive consultation with The Parade business community, and the Council waiving the Separate Rate for businesses in the 2020-2021 financial year, the option of no longer collecting the Separate Rate is not recommended, particularly given that the previous consultation experiences have been quite positive, with business owners generally appreciating the direct benefit to their business of paying the Separate Rate to fund the initiatives of the NPPC, which focus strongly on promoting the Precinct as a whole.

Recommending to eliminate the Separate Rate would be detrimental to the long term survival and sustainability of The Parade particularly given that nearby centres (which contain both retail and office uses) are undergoing, or have recently undergone, major redevelopments and The Parade's mainstreet peers have all implemented a Separate Rate for many years.

As such, it is recommended that the Committee recommend to the Council that it support the proposal to extend the Separate Rate for a further three (3) years and that The Parade business community again be consulted with regard to again declaring a Separate Rate on the precinct for a further three (3) year period.

CONCLUSION

The Separate Rate enables the Council to raise sufficient revenue to ensure high impact marketing and promotion programmes for The Parade, whilst minimising the impact on individual ratepayers who will experience the benefits of these programmes through increased patronage. A safeguard has been built in with the three (3) year timeframe, at which time the Separate Rate will be evaluated for effectiveness and business and property owners themselves can determine its value to their businesses.

RECOMMENDATION

1. That the Committee advises and recommends to the Council that it supports the continuation of the Separate Rate for The Parade for a three (3) year period.
2. That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$215,000 for the 2021-2022, 2022-2023 and 2023-2024 financial years.

Attachment A

The Norwood Parade Precinct Separate Rate

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City of
**Norwood
Payneham
& St Peters**

NORWOOD PARADE PRECINCT COMMITTEE KEY ACHIEVEMENTS

July 2017 – December 2020

July 2017 – June 2018

New Initiatives

- Sponsored the *Slowdown* in September 2017.
- Delivered the *Summer Sundaes* campaign.
- Assisted in the delivery of the *Eastside Startup Series*.
- Delivered the *Keep Cup* initiative and distributed Parade branded coffee cups to businesses within the Precinct.
- Installed new Parade branded stickers to the bins located on the footpaths along the street.

Monthly Activity

- Electronic Direct Mail (EDM) delivered to The Parade business database.
- Funded social media presence.

Ongoing Annual Activity

- Hosted the *2018 Tour Down Under Street Party* together with the Council.
- Hosted Fashion on Parade event as a part of the *2017 Adelaide Fashion Festival*.
- Sponsored the *Festive Gallery on Osmond Terrace* initiative.
- Installed the '*Christmas on Parade*' decorations suite on The Parade.
- Advertised in a number of publications and online platforms including SA Life, SA Style Magazine, City Brief, City Mag, Clique Mag, The Advertiser and Destination Australia.
- Sponsored *Art on Parade* that took place in April 2018.
- Delivered The Parade's annual competition.
- Delivered four (4) business training growth workshops.

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City of
Norwood
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& St Peters

July 2018 – June 2019

New Initiatives

- Delivered the *Christmas Gift Wrapping Station* in Norwood Place from Monday 17 – Monday 24 December 2018 and raised over \$900, with all of the proceeds contributing to the Salvation Army Christmas Day Lunch.
- Introduced a blog function on the website and engaged a copywriter to deliver three (3) articles per month.
- Designed and introduced a subscriber pop-up function on the website so that customers receive updates on offers and events on The Parade.
- Hosted a networking breakfast in September 2018 for The Parade traders and property owners, with guest speaker and author Richard DeCrespigny.
- Sponsored the Adelaide International Film Festival (AIYFF) in August 2018.

Monthly Activity

- Electronic Direct Mail (EDM) delivered to The Parade business database.
- Funded social media presence.

Ongoing Annual Activity

- Hosted the *2019 Tour Down Under Street Party* together with the Council.
- Hosted Fashion on Parade event as a part of the *2018 Adelaide Fashion Festival*.
- Sponsored the *Festive Gallery on Osmond Terrace* initiative.
- Installed the '*Christmas on Parade*' decorations suite on The Parade.
- Advertised in a number of publications and online platforms including SA Life, SA Style Magazine, City Brief, City Mag, Clique Mag, The Advertiser and Destination Australia.
- Sponsored *Art on Parade* that took place in April 2019.
- Delivered The Parade's annual competition to win a holiday 'Win a Caroma Bathroom'.
- Delivered four (4) business training growth workshops.
- Assisted in the delivery of the *Eastside Startup Series*.

July 2019 – June 2020

New Initiatives

- Hosted *A Day of Fashion* event in October 2019.
- Installed the final decoration, a 3m x 3m illuminated 3D star as a part of the *Christmas on Parade* decorations suite.
- Launched The Parade as Plastic Free Precinct as a part of the State's *Plastic Free SA* initiative.

Monthly Activity

- Electronic Direct Mail (EDM) delivered to The Parade business database.
- Funded social media presence.
- Produced and delivered three (3) articles per month for The Parade blog.

Annual Activity

- Delivered The Parade's annual competition '*Summer in Sorrento*'.
- Advertised in a number of publications and online platforms including SA Life, SA Style, City Brief, City Mag, The Adelaide Review and The Advertiser.
- Designed the business training growth workshop series that includes five (5) events with topics including digital marketing, social media and business development.
- Hosted the *2020 Tour Down Under Street Party* together with the Council.
- Hosted *A Day of Fashion* event in October 2020.
- Assisted in the delivery of the *Raising the Bar Adelaide* and *Raising the Bar Entrepreneurship* events in 2019.
- Installed the *Christmas on Parade* decorations suite on The Parade.
- Sponsored the *Festive Gallery on Osmond Terrace* initiative.
- Host the Business Networking & Christmas Drinks in December 2019 for business and property owners.
- Continued to support the *2020 Eastside Business Awards* program.

July - December 2020

New Initiatives

- Supported the *Eastside Happy Hour Live & Local Sessions*.
- Supported the *Business Podcast Series*.
- Delivered the *Spring Back to The Parade* campaign.
- Supported the *2020 Digital Christmas Advent Calendar*.
- Delivered the *Christmas Augmented Reality Activation on The Parade*.
- Installed *2021 Lunar New Year* footpath decals.

Monthly Activity

- Electronic Direct Mail (EDM) delivered to The Parade business database.
- Funded social media presence.
- Produced and delivered three (3) articles per month for The Parade blog.

Annual Activity

- Delivered The Parade's annual competition *Rediscover the Parade*. The five (5) winners selected vouchers from businesses on The Parade, up to the value of \$5,000, \$3,000, \$2,000, \$1,500 and \$1,000 respectively.
- Advertised in a number of publications and online platforms including SA Life, SA Style, City Brief, City Mag, The Adelaide Review and The Advertiser.
- Designed the business training growth workshop series that includes five (5) events with topics including digital marketing, social media and business development.
- Hosted *A Day of Fashion* event in October 2020.
- Assisted in the delivery of the *Raising the Bar Adelaide* event hosted in October 2020.
- Installed the *Christmas on Parade* decorations suite on The Parade.
- Sponsored the *Festive Gallery on Osmond Terrace* initiative.
- Host the Business Networking & Christmas Drinks in December 2020 for business and property owners.
- Continued to support the *2021 Eastside Business Awards* program.

4.3 DEVELOPMENT OF THE 2021-2022 NORWOOD PARADE PRECINCT ANNUAL BUSINESS PLAN

REPORT AUTHOR: Economic Development Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: qA69610
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present to the Norwood Parade Precinct Committee the *Draft 2021-2022 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 2021-2022 Norwood Parade Precinct Annual Business Plan*, for consideration and endorsement. Following the Committee's endorsement of the *Draft 2021-2022 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 2021-2022 financial year is \$215,000. This figure reflects the amount which is proposed to be collected by the Council through The Parade Separate Rate in 2021-2022.

The 2020-2021 Norwood Parade Precinct Committee Annual Business Plan was also based on a budget of \$215,000, which was the amount that the Council intended to be collected through The Parade Separate Rate.

At its meeting held on Tuesday 17 March 2020, the Committee endorsed the Draft 2020-2021 Annual Business Plan for the Norwood Parade Precinct and resolved to forward it to the Council for its endorsement. Subsequently, at its meeting held Monday 6 April 2020 the Council endorsed the *Draft 2020-2021 Annual Business Plan* 'in principle' for the purposes of consultation with The Parade business community. However, in light of the COVID-19 Pandemic and the uncertainty surrounding the economy, consultation on the *Draft 2020-2021 Norwood Parade Precinct Annual Business Plan*, was temporarily suspended.

At its meeting held on Monday 6 July 2020, the Council adopted the Annual Business Plan, Budget and Declaration of Rates for 2020-2021, which included the following in respect to The Parade Separate Rate:

Waiving of The Parade Development Separate Rate for businesses within the Norwood Parade Business Precinct.

As a result of the Council waiving The Parade Separate Rate, the *Draft 2020-2021 Annual Business Plan* was not released for consultation with The Parade business community. For the 2020-2021 financial year, the Council allocated an amount of \$215,000, which was equivalent to the Separate Rate amount raised in the 2019-2020 financial year and the amount that the Council anticipated that it would collect in the 2020-2021 financial year.

RESOURCE ISSUES

The implementation of the *2021-2022 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 2021-2022 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 2021-2022 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 2020-2021 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 2021-2022 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 at the meeting. The intent is not to include the specific projects and initiatives in the Annual Business Plan.

OPTIONS

The Committee can endorse the recommended Strategies and Deliverables and associated funding presented in the *Draft 2021-2022 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 2021-2022 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.

Attachment A

Development of the 2021-2022 Norwood Parade Precinct Annual Business Plan

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City of
**Norwood
Payneham
& St Peters**

DRAFT 2021-2022 ANNUAL BUSINESS PLAN

NORWOOD PARADE PRECINCT COMMITTEE



TASTE
STYLE
SHOP
LIVE
PLAY
VISIT





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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 the 2 November 2020.

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

The 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 key role 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.

The Committee also facilitates networking and communication between The Parade business community and the Council.

PURPOSE

The purpose of the 2021-2022 Annual Business Plan is to promote and capitalise on the current retail and commercial activity generated within The Parade Precinct to ensure future growth and the potential of the Precinct.

This Business Plan focuses on developing marketing and promotional activities to stimulate visitation, activate the area and encourage retail, services, leisure and dining patronage to The Parade.

The Business Plan outlines a series of objectives and strategies that will achieve The Parade's overall vision.



A VIBRANT MEETING
PLACE AND BUSINESS
PRECINCT WHERE RESIDENTS
AND VISITORS CAN
EXPERIENCE AND ENJOY
A PLACE TO EAT, MEET,
SHOP AND DO BUSINESS.

OBJECTIVES

The objectives of the 2021-2022 Annual Business Plan are to:

- 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.

BUDGET

The total budget for the 2021-2022 Annual Business Plan is **\$215,000** which is the amount the Council will collect through the Separate Rate.







ALLOCATED SPEND



ITEM NUMBER	STRATEGY	ALLOCATED FUNDS
1.1	Events & Activations	\$40,000
2.1	Website	\$4,000
2.2	Social Media	\$20,000
2.3	Advertising	\$50,000
3.1	Sponsorship	\$7,500
3.2	Signage & Street Decorations	\$50,000
3.3	Merchandise	\$1,000
3.4	Competitions & Promotions	\$35,000
4.1	Networking	\$3,000
4.2	Business Training	\$3,000
5.1	Catering	\$1,000
5.2	Print, Post & Distribution	\$500
	TOTAL	\$215,000



EVENTS & ACTIVATIONS

01



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.

1.1 EVENTS & ACTIVATIONS

Support the Council's current major events held on The Parade including; Tour Down Under, Norwood Christmas Pageant and an annual fashion event and investigate options to host smaller events and activations throughout the year.

BUDGET — \$40,000

MARKETING & COMMUNICATION



Implement a range of marketing initiatives that communicate and promote the positive strengths of The Parade to all markets.

2.1 WEBSITE

Regularly maintain and promote The Parade's website and improve functionality. Ensure that all businesses within the Precinct have a presence on the website and continue to update their information and utilise the 'offers' page to advise customers of any special promotions in store.

BUDGET — \$4,000

2.2 SOCIAL MEDIA

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

BUDGET — \$20,000

2.3 ADVERTISING

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

BUDGET — \$50,000

IDENTITY & BRAND

03



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.

3.1 SPONSORSHIP

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

BUDGET — \$7,500

3.2 SIGNAGE & STREET DECORATIONS

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

BUDGET — \$50,000

3.4 COMPETITIONS & PROMOTIONS

Coordinate a major competition for The Parade that engages businesses and encourages community participation.

BUDGET — \$35,000

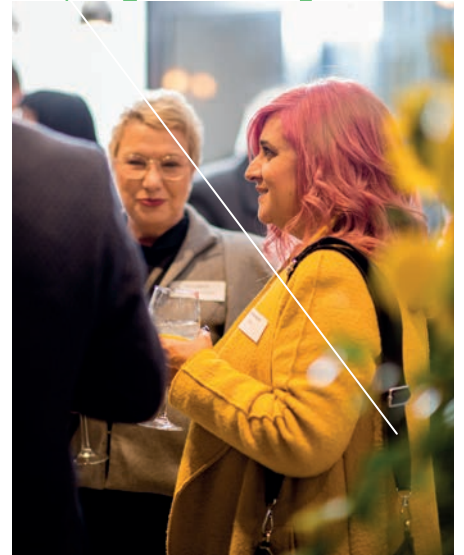
3.3 MERCHANDISE

Investigate options and purchase appropriate branded merchandise and distribute to businesses.

BUDGET — \$1,000

BUSINESS DEVELOPMENT

04



Foster improved business presentation, appearance and cooperation and support business capability and sustainability through education, training and networking.

4.1 NETWORKING

Host networking forums for Parade businesses and property owners to build and strengthen relationships. Focus on increasing numbers through the use of informative speakers, topics and venues.

BUDGET — \$3,000

4.2 BUSINESS TRAINING

Develop a business training and workshop program for businesses to educate traders on a range of topics such as marketing, social media and customer service.

BUDGET — \$3,000

ADMINISTRATION

05



Ensure the ongoing and effective administration of the Committee.

5.1 CATERING

Catering for Committee and special meetings.

TIMELINE — ONGOING

BUDGET — \$1,000

5.2 PRINT, POST & DISTRIBUTION

BUDGET — \$500





MEASUREMENT

In order to assess the success of the 2021-2022 Annual Business Plan, the various Strategies need to be measured. Methods of measurement may include:

- Recording attendance numbers at events.
- Analysing data from competition entries.
- Conducting feedback surveys.
- Evaluating the performance of businesses after a major activity or event.
- Website and social media reports.

City of Norwood Payneham & St Peters

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

6. **NEXT MEETING**
Tuesday 4 May 2021

7. **CLOSURE**