

# Norwood Parade Precinct Committee Agenda & Reports

**4 May 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.*

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

30 April 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 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 4 May 2021, commencing at 6.15pm**

Please advise Keke Michalos on 83664509 or email [kmichalos@npsp.sa.gov.au](mailto: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  
**Norwood  
Payneham  
& St Peters**

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**VENUE**                      Mayors Parlour, Norwood Town Hall

**HOUR**

**PRESENT**

**Committee Members**

**Staff**

**APOLOGIES**              Mr Ross Dillon

**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 SPECIAL MEETING OF THE NORWOOD PARADE  
PRECINCT COMMITTEE HELD ON 23 MARCH 2021**

**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

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

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### 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 success of the series, 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 event which was held on Friday 16 April 2021 at the Bath Hotel has been the most successful event to date. All outdoor seating was occupied with patrons having to stand to enjoy the performance. The performance was live streamed on The Parade Facebook page and received over 1,000 views, 43 comments, plus several shares and likes and attracted listeners from the United States, Canada and the United Kingdom.

This performance together with all of the performances in the series are still available to be viewed on Facebook and on the Happy Hour Live website [www.happyhourlive.com.au](http://www.happyhourlive.com.au)

The 'Happy Hour Live' Series will be reviewed by the Council Staff, host venues and *BIEcreative* at the end of the 2020-2021 financial year, at which time a decision on the continuation of the program will be made.

## 1.2 2021 EASTSIDE BUSINESS AWARDS

For the first time this year, the Council partnered with Solstice Media to deliver these Awards and the outcome was positive. The Awards proved more popular than ever with 9584 public votes being cast, up from 6877 last year. The public voted for 311 businesses in eleven (11) different categories, with 26 business being shortlisted as finalists in eleven (11) categories. These businesses are recognised for providing an outstanding experience, product or service to their customers and community. It is pleasing to note that six (6) of the twelve (12) categories went to businesses within The Parade Precinct.

To encourage public vote, a 'Vote & Win' competition was run concurrently and the winner that was drawn at random, chose to receive a \$250 voucher to OV Hair on The Parade.

The eleven (11) winners across the twelve (12) categories are listed below in Table 1:

**TABLE 1: EASTSIDE BUSINESS AWARDS WINNERS**

<b>Hall of Fame (20+ years)</b> The Parade Veterinary Clinic	<b>Best Hair/Beauty Salon</b> Johnny Slicks Barber Shop
<b>Best Café</b> The Lab Food + Coffee	<b>Best Customer Experience</b> GR Phones Norwood
<b>Best Fashion Retailer</b> Shouz Boutique	<b>Best Independent Retailer</b> GR Phones Norwood
<b>Best Restaurant</b> Taste of Nepal	<b>Best Entertainment Venue</b> Little Bang Brewery
<b>Best Coffee</b> Pave Café	<b>Best Emerging/Startup Business</b> Cheeky Grin Coffee
<b>Best Pub/Bar</b> The Colonist	<b>Best Food/Beverage Manufacturer</b> Chefs of Wheels

The winner of each category received a digital advertising package 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) with BIAS to the value of \$1,000 (excl GST).

For more information about the Program, to view the winners and six (6) articles relating to the awards, visit: [www.solsticemedia.com.au/eastsidebusinessawards/](http://www.solsticemedia.com.au/eastsidebusinessawards/)

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

## 1.3 2021 FOOD SECRETS AT THE GREEN – ADELAIDE FOOD FRINGE

The Adelaide Food Fringe (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 within 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 due to the COVID-19 Pandemic.

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.

At its meeting held on 16 February 2021, the Committee resolved to allocate \$500 to the marketing and promotion of The Parade businesses that register for *International Pub Week*. Unfortunately, the pubs located on The Parade have decided not to participate in the *Adelaide Food Fringe*, specifically *International Pub Week*, therefore the allocated funds has not been spent.

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

### **2.1 UPDATE ON COMO NORWOOD DEVELOPMENT**

On 1 March 2021, the redevelopment of the former Coles property commenced and the Coles carpark was fenced off. As a result, amongst other things, this has affected foot traffic through Norwood Mall, which in turn has affected consumer spending within the retail businesses located in Norwood Mall, which do not form part of the redevelopment.

Council Staff are working in partnership with the property owners, business owners and the Australasian Property Development & Rocca Property Group on a range of activities to support the businesses affected, and to make it easier for visitors to traverse through to The Parade.

To date, the Council has removed parking signs on The Parade that direct patrons to the former Coles carpark, has designed and will soon install a large parking map at the site, on both the George Street and Edward Street entrances, which identifies alternate parking locations. A copy of the map will be distributed to all businesses and will be placed at both the Council's website and The Parade website. The Council has also purchased a portable flag for the ten (10) businesses located in Norwood Mall.

The roll out of the 'Meet the Traders of Norwood Mall' Series has commenced, which includes ten (10) articles, with accompanying photos of each of the following businesses:

- Pasta Chef;
- OptoMED Norwood;
- Hanger Lane;
- Uncle Albert's Café;
- One Systems;
- J'adore Lingerie;
- Norwood Shoe Repairs;
- Ford Dry Cleaners;
- Norwood Health Foods; and
- Diamond Nails & Beauty.

The articles will be published on The Parade website, and shared across The Parade's social media accounts to remind people of the variety of businesses within the Norwood Mall and encourage people to continue to support these businesses.

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

### **3.1 MERCHANDISE**

A budget of \$5,000 has been allocated in the *2020–2021 Norwood Parade Annual Business Plan* for merchandise. At its meeting held on 23 March 2021, the Committee brainstormed a list of merchandise items for Council Staff to investigate. A list of ten (10) items were presented to the Committee for a vote, and the two (2) most popular merchandise items were the double wine cooler bag and the environmentally friendly cutlery set.

An image of the merchandise items that have been selected are in **Attachment C**.

The Parade, Norwood branded merchandise items will be distributed to The Parade retailers and used at various Council events all-year round. The next event where merchandise will be distributed is the *Food Secrets at the Green* event, which will be held on Sunday 16 May 2021 at Norwood Green.

### **3.2 BOOK A HOLIDAY – WIN A HOLIDAY COMPETITION**

At its meeting held on 23 March 2021, the Committee endorsed the “mini-competition – massive prizes” initiative to support the travel agencies on The Parade.

The four (4) week competition, aims to encourage customers to visit any of the four (4) travel agencies along The Parade to book a trip, to then go in the running to win a voucher with that business to spend at a later date.

The four (4) travel agencies are:

- Helloworld - (3/198-200 The Parade Norwood);
- Phil Hoffmann Travel - (151 The Parade Norwood);
- Top Deck Travel - (260 The Parade Norwood – Entry via rear of building); and
- Travel Associates - (Shop 9/10 161 The Parade Norwood – Norwood Place).

To enter the competition, customers will be required to spend a minimum of \$200 or more in one transaction, keep their receipt as proof of payment and enter online via The Parade website. In doing so they will go in the draw to win one (1) of four (4) weekly vouchers valued at \$1,000 each. Therefore each week there will be a \$1,000 voucher winner for HelloWorld, Top Deck Travel, Travel Associates Norwood and Phil Hoffmann Travel Norwood. The total prize pool for this competition will equate to \$16,000. This excludes creative development, printing and the marketing and promotions of the competition.

The four (4) week competition will run from Monday 10 May – Monday 7 June 2021 and the winners will be drawn at the end of each week.

- Week 1: Monday 10 – Sunday 16 May. Winner Draws: Monday 17 May
- Week 2: Monday 17 – Sunday 23 May. Winner Draws: Monday 24 May
- Week 3: Monday 24 – Sunday 30 May. Winner Draws: Monday 31 May
- Week 4: Monday 31 May – Monday 8 June. Winner Draws: Monday 8 June

There will be a week of marketing and promotion of the competition before the competition starts. This marketing and promotion will run until the end of the competition period.

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

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

### **4.1 MID-YEAR BUSINESS NETWORKING DRINKS**

The Council-run business networking events continue to be popular and well attended by business and property owners across the Council area. For each event, the Council staff aim to host the event at a different business, in a different location, and utilise different local suppliers, where possible.

The details of the Mid-Year Business Networking Drinks event are as follows:

Date: Wednesday 21 July 2021

Time: 6.00pm – 8.00pm

Venue: Adelaide Appliance Gallery, 155 Payneham Road, St Peters.

The invitations to the event will be distributed in June 2021.

At its meeting held on 2 September 2019, the Council endorsed the Mayor’s Business Commendations Awards as a part of the Civic Recognition Policy. The commendation awards is a new awards program that recognise small businesses that contribute to the City’s unique cosmopolitan lifestyle and sense-of-place, which makes the City so liveable.



Applications are now open for small businesses who have reached the following milestones in the City of Norwood Payneham & St Peters:

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

Businesses can self-nominate at: [www.npsp.sa.gov.au/mbca](http://www.npsp.sa.gov.au/mbca)

The Mayor's Business Commendation Awards will be announced at the Mid-Year Networking Event on Wednesday 21 July 2021.

## 4.2 BUSINESS EVENTS & WORKSHOPS

The '*Reflect. Refuel. Restart.*' series of events and workshops has been tailored to retailers, hospitality owners, fitness and wellness centres, start-up 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**

<b>Topic</b>	<b>Date</b>	<b>Location</b>	<b>Facilitators</b>
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 (past event)	V2 Fit, Kent Town	Elena Franco, Social Punch
How to harness the power of the Facebook algorithm guaranteeing you results	Wednesday 28 April 2021 (past event)	Bendigo Bank, Norwood	Sarah-Jane Picton-King, King Pixel 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 (start-up)	Tuesday 8 June 2021 11am-12.30pm	Online event	Kirk Drage, LeapSheep
How to present yourself to absolutely anyone in under 60 seconds	Wednesday 23 June 2021 6pm-8pm	Identity Marketing, St Morris	Steve Osborne, Identity Marketing
Practical solutions for improving workplace wellbeing	Friday 30 July 2021 7am-8.30am	Sfizio, Norwood	Rebecca Weatherill, The Wellbeing Workshop
From unknown to unforgettable: the brand journey	Tuesday 10 August 2021 6pm-8pm	Identity Marketing, St Morris	Steve Osborne, Identity Marketing
Ready, set, grow	Tuesday 7 September 2021 6pm-8pm	BIAS Australia, Norwood	John Zerella, AFM Services
How to stay in business: exploring better business models	Tuesday 26 October 2021 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](http://www.npsp.sa.gov.au/workshops). The events are free and bookings are essential.

## **RECOMMENDATION**

That the report be received and noted.

# Attachment A

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

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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**

## 2020 -2021 NPPC Annual Business Plan and Budget

All expenditure is exclusive of GST

	20/21 Budget	Assigned	Remaining
\$	239,921.20	\$ 223,700.80	\$ 16,220.40

Highlight indicates that it has not yet been processed

### 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
<b>11044.38.xxx</b>	\$ 35,000.00	\$ (10,358.00)
<b>SPRING BACK TO THE PARADE (INCLUDING SHOPPING DAY)</b>		
Motiv   Creative Development & Asset Rollout	\$ 16,980.00	
Rawsons   Electrical Equipment Hire for Shopping Day	\$ 80.00	
Solstice Media   (CityMag, InDaily)	\$ 2,860.00	
Solstice Media   (CityMag, InDaily)	\$ 990.00	
Solstice Media   (CityMag, InDaily)	\$ 150.00	
SA Life   Full Page Advertorial	\$ 2,100.00	
City Brief   Spring 2020 Edition (print and digital)	\$ 1,600.00	
Clockworks   Bollard Wraps	\$ 850.00	
Hit 107   Radio Live Reads	\$ 1,550.00	
Adshel   Bus Shelters (2 sites)	\$ 3,168.10	
Adshel   Bus Shelters (5 sites)	\$ 831.90	
SA Style   Instagram Promotion	\$ 1,000.00	
Arte Grafica   Shopping Day Map	\$ 1,040.00	
Arte Grafica   A4 Posters	\$ 60.00	
Arte Grafica   A6 Postcards	\$ 539.00	
Clockworks   Rediscover The Parade A1 Posters	\$ 230.00	
Clockworks   Rediscover The Parade Roadside Corflutes	\$ 479.00	
CreativiTek   Christmas Augmented Reality Activation x 1 (50% deposit)	\$ 2,225.00	
CreativiTek   Christmas Augmented Reality Activation x 2 (50% deposit)	\$ 3,200.00	
CreativiTek   Christmas Augmented Reality Activation x 1 (remainder)	\$ 2,225.00	
CreativiTek   Christmas Augmented Reality Activation x 2 (remainder)	\$ 3,200.00	
<b>TOTAL</b>	\$ 45,358.00	

### 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	\$ 4,000.00
Website & Platform Updates	\$ 1,000.00	
<b>TOTAL</b>	\$ 1,000.00	
2.2 Social Media	Budget	Difference
<b>11044.285.380</b>	\$ 20,000.00	\$ 6,070.00
Internal Resource	\$ 13,680.00	
Planoly   Instagram Scheduling Subscription	\$ 250.00	
<b>TOTAL</b>	\$ 13,930.00	
2.3 Advertising	Budget	Difference
<b>11044.285.500</b>	\$ 50,000.00	\$ 5,729.00
Alexis Buxton-Collins   Monthly Blog Content Creation	\$ 10,500.00	
Alexis Buxton-Collins   Norwood Mall Aricles (10)	\$ 4,000.00	
Photography Credits	\$ 2,608.00	
APN   Bus Backs	\$ 13,856.00	
Ochre   Bin Wraps	\$ 4,700.00	
CBS Lottery Licence   Travel Sector Competition (Book a Holiday - Win a Holiday)	\$ 1,607.00	
Sarah Cain   Artwork & Digital Assets for Travel Sector Competition	\$ 4,000.00	
Post a Pic & Win	\$ 3,000.00	
<b>TOTAL</b>	\$ 44,271.00	

### 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
<b>11044.286.</b>	\$ 10,000.00	\$ 4,000.00
Festive Gallery on Osmond Terrace - Sponsor Winner - Donated to Mumkind	\$ 1,000.00	
Art on Parade 2021	\$ 5,000.00	
<b>TOTAL</b>	\$ 6,000.00	
3.2 Signage and Street Decorations	Budget	Difference
<b>11044.286.</b>	\$ 55,000.00	\$ 4,000.43
Chas Clarkson   2020 Installation & Dismantle Christmas Decorations (remainder owing)	\$ 18,034.09	
Clockworks   NP Banner Installation	\$ 3,890.00	
Clockworks   Christmas Banners (installation)	\$ 3,210.00	
Clockworks   Christmas Banners (dismantle)	\$ 3,210.00	

Rawsons   Christmas Decorations (dismantle)	\$	268.00	
Arte Grafica   Christmas on Parade Poster	\$	40.00	
Chas Clarkson   2021 Installation & Dismantle Christmas Decorations (deposit)	\$	18,000.00	
White Marquee   New Year's Resolution Wall (Build & Install)	\$	1,200.00	
Clockworks   Happy Lunar New Year Decals (8)	\$	420.00	
Design Lab   Norwood Mall Banner Design	\$	520.00	
Add Value   Flag Signage	\$	2,207.48	
<b>TOTAL</b>	\$	<b>50,999.57</b>	
<b>3.3 Merchandise</b>		<b>Budget</b>	
<b>11044.286.</b>	\$	<b>5,000.00</b>	\$ <b>(610.00)</b>
Add Value   NP Branded Notebooks	\$	1,610.00	
Wine Cooler Bags & Cutlery Sets	\$	4,000.00	
<b>TOTAL</b>	\$	<b>5,610.00</b>	
<b>3.4 Competitions and Promotions</b>		<b>Budget</b>	<b>Difference</b>
<b>11044.286.</b>	\$	<b>25,000.00</b>	\$ <b>(22,562.60)</b>
<b>REDISCOVER THE PARADE - SHOP TO WIN COMPETITION 2020</b>			
NPPC   Winner Investment - (\$5k, \$3k, \$2k, \$1.5k, \$1k)	\$	12,500.00	
NPPC   x5 Vouchers for Influencers	\$	250.60	
Solstice Media   (CityMag, InDaily) -July & August 56 touchpoints	\$	5,200.00	
City Brief   Winter 2020 Edition (print and digital)	\$	800.00	
Girl About Town   Influencer Engagement	\$	1,250.00	
SA Style   Instagram Promotion	\$	750.00	
Hit 107   Radio Live Reads	\$	1,425.00	
Arte Grafica   Rediscover The Parade A6 Postcards	\$	1,270.00	
Clockworks   Rediscover The Parade A1 Posters	\$	160.00	
Clockworks   Rediscover The Parade Roadside Corflutes	\$	473.00	
Clockworks   Rediscover The Parade Footpath Stickers	\$	686.00	
Clockworks   Rediscover The Parade Window Decals	\$	713.00	
Clockworks   Rediscover The Parade Decal Removal	\$	85.00	
<b>BOOK A HOLIDAY - WIN A HOLIDAY</b>	\$	<b>22,000.00</b>	
<b>TOTAL</b>	\$	<b>47,562.60</b>	
<b>Strategy 04 - Business Development</b>			
<i>Foster improved business presentation, appearance and cooperation and support business capability and sustainability through education, training and networking.</i>			
<b>4.2 Business Training &amp; Networking</b>		<b>Budget</b>	<b>Difference</b>
<b>11044.99.xxx</b>	\$	<b>9,000.00</b>	\$ <b>5,850.00</b>
Heidi Who Photos   February Event	\$	550.00	
Elena Franco   February Event	\$	500.00	
Sarah-Jane Picton-King   April Event	\$	250.00	
LeapSheep   June Event	\$	1,100.00	
Allocated for training and development	\$	750.00	
<b>TOTAL</b>	\$	<b>3,150.00</b>	
<b>Strategy 05 - Administration</b>			
<i>Ensure the ongoing and effective administration of the Committee.</i>			
<b>5.1 Catering</b>		<b>Budget</b>	<b>Difference</b>
<b>11044.110.xxx</b>	\$	<b>800.00</b>	\$ <b>(476.09)</b>
July (Special) Committee Meeting	\$	162.73	
August Committee Meeting	\$	154.91	
September (Special) Committee Meeting	\$	146.00	
December Committee Meeting	\$	218.18	
February Committee Meeting	\$	164.27	
March Committee Meeting	\$	230.00	
Allocated for May Committee Meeting	\$	200.00	
<b>TOTAL</b>	\$	<b>1,276.09</b>	
<b>5.2 Print, Post and Distribution</b>		<b>Budget</b>	<b>Difference</b>
<b>11044.110.xxx</b>	\$	<b>200.00</b>	\$ <b>(4,343.54)</b>
BlueTongue   NPPC Nomination Letter Distribution	\$	184.25	
Arte Grafica   Committee Member Name Plates	\$	60.00	
NewsCorp   NPPC Nominations	\$	1,223.64	
Design Lab   Draft 2021-2022 ABP	\$	260.00	
Blue Tongue   Separate Rate & ABP Letters Distribution	\$	210.65	
The Advertiser   Separate Rate & ABP Ad	\$	2,545.00	
Arte Grafica   Separate Rate & ABP Postcard Print	\$	60.00	
<b>TOTAL</b>	\$	<b>4,543.54</b>	
<b>GRAND TOTAL</b>	\$	<b>223,700.80</b>	

# Attachment B

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

---

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

Telephone 8366 4555  
Facsimile 8332 6338  
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*City of*  
**Norwood  
Payneham  
& St Peters**









# Attachment C

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

---

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

### **Double Wine Cooler**

Luxury two bottle wine carry bag which keeps wine cool while in transit. It is manufactured from 600D polyester with PE foam insulation encased in a waterproof PEVA inner liner. Other features include strong woven carry handles and a secure Velcro closure.



### **Choice Cutlery Set**

Unique cutlery set which is manufactured from a blend of natural wheat straw fibre and BPA-free polypropylene. The set is presented in a rectangular case and includes a knife, fork and spoon.

Dimensions: 205mm L x 55mm W x 23mm H.

Branding Options: Screen Print 115mm x 35mm (one colour)



# Attachment D

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

---

City of Norwood Payneham & St Peters  
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*City of*  
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**4 WINNERS EVERY WEEK FOR 4 WEEKS**

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**10 MAY - 7 JUNE 2021**

Book your next trip with one of four great travel agents on The Parade and you could **WIN \$1000!**

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**THE PARADE NORWOOD**  
 City of Norwood Payneham & St Peters

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**10 MAY - 7 JUNE 2021**

We're giving you a thousand reasons to book your next holiday with one of the great travel agents on The Parade.

Simply spend \$200 in store at **Helloworld, Phil Hoffmann Travel, Top Deck Travel** or **Travel Associates** between 10 May and 7 June and you could win \$1,000 to spend with your travel agent!

**4 WINNERS EVERY WEEK FOR 4 WEEKS!**

Lottery Licence No. T21/557. Terms and conditions apply. See The Parade website for competition details.

## 4.2 ENDORSEMENT OF THE CONTINUATION OF THE NORWOOD PARADE PRECINCT SEPARATE RATE

---

**REPORT AUTHOR:** Economic Development & Strategic Projects Officer  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4512  
**FILE REFERENCE:** qA981  
**ATTACHMENTS:** A - C

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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 a further three (3) years.

### BACKGROUND

At its meeting held on 16 February 2021, 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 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.*

The proposed extension of the Norwood Parade Precinct Separate Rate together with the Committee's recommendation was subsequently presented to the Council at its meeting held on Tuesday 6 April 2021. At that meeting, the Council considered and endorsed *The Norwood Parade Precinct Separate Rate* being charged for the 2021-2022, 2022-2023 and 2023-2024 financial years, 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.

*The Norwood Parade Precinct Separate Rate* was waived for the 2020-2021 financial year, as a result of the COVID-19 Pandemic. As a result, 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.

The current proposal is to extend the Separate Rate for a further three (3) years and that it be based on achieving a total revenue of \$215,000 each year, over the next three (3) years.

An information package regarding the Norwood Parade Precinct Separate Rate was subsequently released for consultation for a period of twenty-one (21) days, from Wednesday 7 April 2021 until Wednesday 28 April 2021. 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 Customer Service Centre and the Norwood Library and a notice was also placed in *The Advertiser* on the first day of the consultation period. 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 2021-2022 Norwood Parade Precinct Annual Business Plan* and comments were invited via email and in writing. In total eight (8) submissions have been received in respect to the consultation on both items. A copy of the submissions received together with a summary of the submissions are contained in **Attachment A** and **Attachment B**, respectively.

## FINANCIAL AND BUDGET IMPLICATIONS

Should the Committee resolve to recommend to the Council to extend the Separate Rate for a further three (3) years, it is recommended that the Separate Rate be set at \$215,000 each year.

The proposed Separate Rate model for The Parade has been designed 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, given the events over the last twelve (12) months. Larger centrally operated shopping centres (i.e. Westfields) undertake marketing which is paid for by the individual shop tenants and this is possible because they all have one (1) 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 approximately \$210,000 - \$215,000 over the last three (3) years, it is considered that the proposed revenue of \$215,000 is considered sufficient.

The *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan* is based on a total budget of \$215,000 which is the amount that the Council will receive from *The Norwood Parade Precinct Separate Rate*.

The total cost incurred in placing both the *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan* and the proposed extension of *The Norwood Parade Precinct Separate Rate* on consultation was \$2,815. This cost was associated with:

- letter distribution to The Parade Precinct business community;
- printing of posters (various sizes) and postcards; and
- the notice placed in *The Advertiser*.

## 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 *2021-2022 Norwood Parade Precinct Annual Business Plan* which is implemented by the Council's Economic Development & Strategic Projects 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 Wednesday 7 April, with comments sought in writing by no later than 5.00pm, Wednesday 28 April 2018.

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 Customer Service Centre and Norwood Library and a notice was also placed in *The Advertiser* on the first day of the consultation period. 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 2021-2022 Norwood Parade Precinct Annual Business Plan* were also made available at the Norwood Town Hall Customer Service Centre and Norwood Library.

In total, eight (8) submissions were received during the consultation period in relation to both the extension of *The Separate Rate* and the *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan*.

**DISCUSSION**

The eight (8) submissions which have been received during the consultation period related predominately to the Separate Rate. It is noted that some of the issues raised in the submissions did extend beyond the intent of the Separate Rate. Some of the issues raised are as follows:

- events such as the Tour Down Under and fashion initiatives do not benefit businesses, especially if the road is closed;
- car parking in the immediate vicinity of The Parade is not substantial, hard to access and is always full, meaning customers are complaining and/or shopping elsewhere;
- business receive no benefit from the promotion and marketing of The Parade;
- the Separate Rate should not be based on the value of the building;
- the concept of a user pays system could be worth implementing; and
- should not have to pay a Separate Rate and the promotion and marketing of The Parade and the businesses along it should be done via a budget generated from standard Council rates.

In respect to the comments received in regards to car parking, these comments have been noted and will be taken into consideration as part of the Council’s Parking Review. 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 from the Separate Rate is not collected for the purposes of providing or maintaining any form of infrastructure, including car parking as this is a Council’s general responsibility.

A full summary of submissions and a response to each of the issues raised is contained in **Attachment A**. The predominant focus of the submissions is on the concept of charging the Separate Rate at all and the value received from contributing. It is disappointing that some businesses and property owners feel that they receive little direct benefit from the collection of the Separate Rate and 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 *2021-2022 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**

<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



## OPTIONS

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

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 \$215,000 for the following financial years, 2021-2022, 2022-2023 and 2023-2024 and would be used in accordance with the Terms of Reference of the Committee and as outlined in the *2021-2022 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 \$215,000 for the 2021-2022, 2022-2023 and 2023-2024 financial years. This would then result in the need to amend the budget allocations outlined in the *Draft 2021-2022 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 2021-2022 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 a three (3) year timeframe it enables the Council to once again review and evaluate the Separate Rate and the benefits that it delivers. It also provides the Council 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 (as shown on the Norwood Parade Precinct Map contained in **Attachment C**) for a further three (3) years commencing on 1 July 2021.
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 three (3) financial years 2021-2022, 2022-2023 and 2023-2024, having considered all submissions received during the consultation period.

# Attachment A

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

---

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

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



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

**From:** [REDACTED]  
**Sent:** Thursday, 8 April 2021 3:09 PM  
**To:** Townhall  
**Subject:** Seperate Rate Plan

To the City of Norwood and St Peters

We have received the information on the subject of the Separate Rate for the Parade.

Reading what the funds will be used for didn't satisfy me.

The funds you say will be used to promote The Parade as a place to live, work and play.

When I see buildings approved to be built at the cost of precious car parks, I fail to see how that can bring more people to the Parade to play.

Which in turn allows us to continue to have a business.

We are loosing car parks which are needed for our clients to use so they can come and spend money in our business in which we then pay our landlord and staff.

This is a problem which has been getting worse every year which is deterring customers to come to The Parade.

Money needs to be spent on carparking, then yes to the Work and Play.

Its time you start listening to the people who are giving the Parade the life , with out us The Parade wont survive how it should.

Also remember the Land Lords pass this cost on to us the people who are attracting customers to their business on The Parade.

We are all for attracting people to The Parade so please listen.

Regards  
[REDACTED]

SRABP2

[REDACTED]

**From:** [REDACTED]  
**Sent:** Tuesday, 13 April 2021 11:15 AM  
**To:** Townhall  
**Subject:** discussion separate rates levy

[REDACTED] I have three properties along the designated area. I Have read your summary re the use of funds derived from the separate rates levy, and the proposed \$215,000 raised.

Questions.

1. Am I to believe that these fund are the only money used by the Norwood council to promote The Parade. Does the Norwood council have a budget amount from normal rate raising. If so how much, and how is this used. How much is designated towards The Parade area of your allocated funds.
2. Has anyone ever done a return on investment for the tour down under street closure. Why in heavens name are we worrying about The Parades overseas appeal when no one is coming from overseas ???
3. I have been to 4 of the Tour Down Under Street closures WHAT AN ABSOLUTE FAILURE !!!!!
4. I would like to see the use of these funds on the enhancement of the all year round street appeal.
5. With the commencement of the new Coles development, has anyone discussed mutual beneficial design in the common areas. E.g. the redesigning of the pedestrian crossing between the two malls.
6. Some years ago there was discussion of sculptures at the beginning of ALL street entrances approaching the Parade. What happened to this idea. It would truly make The Parade area unique.
7. How about talking to all the owners along this select street area to make all frontages uniform in say colour, night lighting or verandah design.

[REDACTED]

SRABP3

**From:** [REDACTED]  
**Sent:** Thursday, 15 April 2021 1:34 PM  
**To:** Townhall  
**Subject:** Proposal to continue the Separate Rate for the Parade

On behalf of [REDACTED] who is responsible for the rates of [REDACTED] we strongly object to the separate & additional rates being charged for the marketing of The Parade.

We receive no benefit for the promotion of Parade & we do not encourage consumer traffic to our offices. In fact, during the pandemic we were restricted access to our offices. We have our own website & marketing that promotes not our physical offices but properties we are selling & leasing. These properties are not on The Parade. We continue to direct our clients to our website & to our advertised properties & discourage clients coming to our offices.

For this reason, there is absolutely no benefit for marketing to attract clients to our location.

If you require funding for this, may I suggest that it is done on a user pay basis & make it optional to be a part of. You could also consider charging properties east of the Sydenham Road intersection where the majority of retail type businesses are located.

At the moment, we pay this levy on 3 properties with no benefit.

Yours sincerely,

[REDACTED]

SRABP4

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** Monday, 19 April 2021 2:17 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Business Plan Consultation

[REDACTED]

Further to our telephone conversation this morning – and confirming an appointment for you to come to my Office [REDACTED] as under to discuss your Business Plan proposal. I have also asked [REDACTED] to join us if he is free.

Generally I would like to discuss your business plan re stimulating the Parade etc. with indicating comparisons to several other suburbs.

As an owner on the City end of the Parade we have felt over many years that this end is very neglected i.e. no footpath cleaning or road cleaning, no decorations on posts etc and or very few , the centre strip plantings and concrete borders are a disgrace very dirty – the road is like a roller coaster

I feel that all promotions on the parade should start at Fullarton road not Osmond Terrace – to us if we are not included in any of the above why can you justify a compulsory extra rate.

I look forward to meeting with you tomorrow morning at 10.30am

Kind regards

[REDACTED]

SRABP5

[REDACTED]  
Norwood

SA 5067

**RE: PROPOSAL TO CONTINUE SEPARATE RATE FOR THE PARADE**

Dear Council,

As for the letter dated 7 April 2021, you have asked for my feedback to the separate rate levy on the Parade Traders. As [REDACTED] is impacted by this I feel it is very important to discuss my view with the current situation on the Parade and having to pay an extra levy on top of my Council rates. The following points are the reason I am opposed to the Levy;

1. Currently I already pay a commercial rate/levy on my council rates.
2. My current council rates are \$13,400 PA. Plus the Levy of \$2800. In my view if the Council cannot spend part of the original rate in promoting the Parade, why am I paying a commercial rate to start with?
3. \$2800 is a high levy for an independent business that has been on the Parade for 101 years. I understand that the rate is calculated on the value of the property, but at what stage do I say it is better to sell and not run a business on the Parade. The value of my property does not make more income for me. It would if we closed our doors and rented the property to a franchise store, like so many landlords have. But my family and I would prefer not to.
4. The levy takes away the budget for my own advertising. I don't have an endless supply of money to promote my own business. This levy therefore means I cannot spend money directly on advertising my own business, which to me is far more important than leaving it to others to decide how it should be spent.
5. The Levies that have previously been used to promote events on The Parade. These events have been of no value to my business. On the days of hosting the fashion parades my income is halved. Closing The Parade off to traffic is a disaster for trade and then I witness all these popup businesses on the street. These pop up businesses, who may pay a small fee for the day don't pay Council rates or a levy, like I have to and I am paying for it.
6. Current trading on The Parade. I would like to bring to the attention of the decision makers, the current issues, which are making it extremely difficult trading times on The Parade.
  - a. Coles Redevelopment – After five weeks of the Coles Carpark being closed our customer count has been halved. Nine out of ten customers that we do have are all complaining about car parking. Street car parking is unavailable to them anywhere near the shopping precinct. The Web street carpark is always full as well they are saying. Car parking has always been an issue but never like this, my customers will

soon not be returning due to this issue as they will find easier places to shop. As many have already stated this.

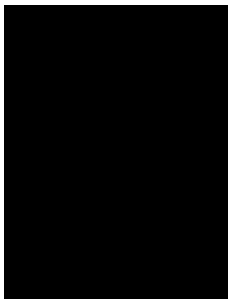
- b. Coles redevelopment – The council has not been proactive in regards to any of the issues that this has already created, this project has been planned for at least a couple of years. I have yet to see any signage or positive action taken towards this situation. I have been taking steps for the last year to help our business survive the downturn of trade.
- c. Beulah Road Closures – Beulah road works have heavily restricted access to The Parade of late, once again making it so hard for customers to drive around the streets looking for parks.

The above points are Council related, the economic issues that are current in the Post Covid are also of concern. I would hope that the Council does consider that there is no more Jobkeeper/seeker available to retailers that require assistance. Also that retail has not returned to a Pre Covid state.

In My opinion as a trader, we should not have to pay extra levies towards promoting our businesses as this should be the responsibility of the traders themselves. It is part of operating your business. Then as a business owner of a property that's value doesn't match its income, levies should not be worked out on building values.

I would like to finish by asking the decision makers if they owned a business, would they be happy to pay \$2800 extra on top of their council rates which are already at \$13400PA.

Yours sincerely





SRABP6

To: Economic Development Coordinator  
City of Norwood, Payneham & St Peters

#### NORWOOD PARADE TRADER LEVY

We, the property owners of 182-184 The Parade, Norwood, do not at this stage support your recommendation to re-introduce the separate rate for the coming financial year, 2021-2022.

Our reasons are as follows:

##### 1. COVID

Presently, we are supporting our tenants with up to 20% rent reduction. Whilst our tenants have found trading difficult, and uncertain to their credit, they have maintained their valuable staff and made rent payments on the due date.

##### 2. FORMER COLES SHOPPING CENTRE

Due to the demolition of this site, car parking on the south side of the Parade has been reduced 82%. As a result, it is very difficult to attract customers to the Parade southern side businesses. It is important to help & support these businesses.

##### 3. VACCINATION ROLLOUT

Unfortunate delays.

Our tenants have asked that we convey their concerns regarding the suggested re-introduction of the former "Trader Levy". They do not support the move.

We thank you for the opportunity to respond to your proposal.



SRABP7

**From:** [REDACTED]  
**Sent:** Friday, 23 April 2021 11:07 AM  
**To:** Townhall  
**Subject:** Seperate rate for The Parade Precinct

Dear [REDACTED]

Being an owner of a commercial property on western end of The Parade, here are my views and input on the proposal:

Yes, I agree on the vitality and viability of The Parade is necessary, but not at the expense of losing businesses (tenants) moving elsewhere (inner suburban streets) with lower costs ( rents and overheads) as has happened in the recent past.

This also impacts on the property owners (landlords) such as myself who do rely solely on rental income to live. If the proposal does get the 'nod', I suggest that the benefits be evenly spread to also enhance the western end of The Parade which seems to miss out for the more trafficked eastern end.

You are aware that the Covid restrictions and the ongoing uncertainties has and still is impacting on struggling businesses along The Parade and elsewhere in Norwood. Now is not the time to put extra financial burden on businesses and property owners (landlords). May I suggest that the hardest hit businesses, such as restaurants, cafes and takeaway be considered for a 50percent reduction for the three financial years proposed to help them get back on their feet.

A few years back there was media talk and newspaper articles where burdening costs such as rents and outgoings were driving good viable business (Jetty Rd. Unley Rd. and Hutt St. as examples) out of the areas. I am sure that Norwood doesn't want to go down the same path! As a landlord we have provided assistance to our tenants during the Covid restrictions and business downturn. The committee should also take onboard similar considerations.

Parking of motor vehicles should also be looked at on the western side precinct. The streets seem to be full of cars even though that part of the precinct is very much less trafficked than the eastern end. If the need to attract more patrons is an aim, then there is need for more easy access and convenient nearby parking for this precinct.

The Norwood business precinct ( or any other mainstream business district in Adelaide) cannot compete with the big main shopping centres for patronage on a day to day basis. The only drawback that I see, is if these big shopping centres all go the same way and start charging for parking. If this happens, Norwood may be able to draw patronage away from these centres by providing incentives to customers in other ways.

Thank you for giving me the opportunity to have my say and views on a very important issue which affects us all.

I look forward to a favourable outcome for all concerned.

Kind regards  
[REDACTED]

SRABP8

**From:** [REDACTED]  
**Sent:** Tuesday, 27 April 2021 4:51 PM  
**To:** Townhall  
**Subject:** Separate Rate

Hello Economic Development Unit

Thank you for the letter regarding the Separate Rate which is being reconsidered again. It was very nice of you to think of us and offer the opportunity to comment.

Having operated a business on Norwood Parade for thirty two years from my perspective the fee is an additional tax and has no benefit to our business. [REDACTED] operates at the lower end of The Parade and I believe there is no advantage to be derived for this area. Looking at the precinct map the Council has identified our area as outside Main Street which indicates its lack of relevance. I also hold the view that I am the best person along with my staff to determine how we promote the [REDACTED]

At the end of 2019 year we were approached by Tyson McLean from your office to provide information for a book, we agreed but understand it was ultimately cancelled. In an online world I thought the questions and idea were a bit hokey but in good faith I decided to give it the benefit of the doubt and participate, alas my instincts were correct. Another event which I have reservations about and indeed is to the detriment of my business is Art on Parade. It's a bit of Mickey Mouse event and is a rehash of a more prestigious event driven by NPSPs Denise Schumann earlier this Century. The focus was on sculpture and has since been embraced by Brighton. Why indeed would I want to participate in Art On Parade and promote competition to my business, in effect you are asking me to fund my demise!

Anyhow Im not one to complain and appreciate the efforts of the good people at NPSP Council. As I said I welcome the opportunity to comment which is more than one can do in some parts of the world without the risk of being carted away. Finally like many land owners it is a concern that land tax and valuations will force small business like [REDACTED] off the Parade in years to come as we are replaced with apartment buildings and I doubt very much Separate will save retailers from such developments.

Regards,

[REDACTED]

# Attachment B

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

---

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

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City of  
Norwood  
Payneham  
& St Peters

## THE PARADE SEPARATE RATE AND ANNUAL BUSINESS PLAN – CONSULTATION SUMMARY OF SUBMISSIONS

Submission Number	Property Owner/Business Owner (if known)	Comments	Response	Action for Separate Rate and/or Annual Business Plan
SRABP 1	Business Owner	What the funds collected will be used for don't satisfy me.	Noted.	No action required.
		Buildings being approved at the cost of precious car parks. Fail to see how that can bring more people to The Parade to PLAY which in turn allows us to continue to have a business. Car parks are needed for clients so they can come and spend money in our business which allows us to pay our landlord and staff. Money needs to be spent on car parking.	Noted. Outside the scope of this initiative. However, as a separate exercise, the Council is reviewing the car parking across the City, including in and around The Parade.	No action required.
		The Council needs to start listening to the people who give The Parade the life because without us The Parade won't survive.	Noted and appreciate the feedback.	No action required.
SRABP 2	Property Owner	A return on investment study needs to be undertaken for the Tour Down Under. Why are we worrying about The Parade's overseas appeal when no one is coming from overseas. The street closures for the Tour are an absolute failure.	The revenue generated from the collection of the Separate Rate is for the marketing and promotion of The Parade. The Separate Rate is not used to finance the Tour Down Under stage start or street party that occurs on The Parade. This is funded by the Council through general rate revenue. An allocation from the Separate Rate is used to market and promote the event to the customers and visitors in an attempt to attract a wider audience for the benefit of the businesses along The Parade. Whilst the COVID-19 Pandemic did impact upon the Tour Down Under riders and TV broadcasters attending in 2020,	No action required.

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	<p>prior to 2020 there were a large contingent of international riders, broadcasters and tourists which in the longer term is beneficial to The Parade.</p>	
<p>Like to see the use of these funds on the enhancement of the all year round street appeal.</p>	<p>Noted. The Council is currently progressing with implementing The Parade Masterplan, with a focus on the section between Osmond Terrace and Sydenham Road. The upgrade of The Parade (Fullarton Road to Portrush Road) will significantly improve the street appeal. This will be achieved through improved footpaths for pedestrians, additional seating, improved landscaping and overall street appeal.</p>	<p>No action required. Will be addressed as part of the next stage of The Parade Masterplan.</p>
<p>Has there been a discussion around a mutual beneficial design of common areas with the Coles development occurring (eg. The redesigning of the pedestrian crossing between the two malls)?</p>	<p>The pedestrian crossing between the Norwood Mall and entry to Norwood Place will be upgraded as part of The Parade Masterplan. The design and functionality will be considered as part of the detailed planning process when this stage of the upgrade is undertaken.</p>	<p>No action required. Will be addressed as part of the next stage of The Parade Masterplan.</p>
<p>Some years ago there was discussion of sculptures being placed at all street entrances to The Parade. What happened to this idea as it would truly make The Parade area unique?</p>	<p>Entry statements will form part of The Parade Masterplan.</p>	<p>No action required. Will be addressed as part of the next stage of The Parade Masterplan.</p>
<p>Talk to the owners along The Parade to make all frontages uniform in colour, night lighting or verandah design.</p>	<p>Unfortunately this will be very difficult as there are in excess of 180+ property owners within The Parade Precinct, some of which own heritage listed properties or live interstate, which can hinder uniformity. The Council does however assist where</p>	<p>No action required.</p>

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			possible with relevant advice with respect to the refurbishment of Local Heritage listed buildings.	
SRABP 3	Property/Business Owner	Strongly object to the rates being charged for the marketing of The Parade as we receive no benefit for the promotion and we do not encourage consumer traffic to our offices.	Concerns are noted. Examples of direct promotion received include 2 separate business listings on The Parade website and a feature blog article written about the business which is then promoted via Facebook (the post has had 4000+ reach, 819 engagements and 16 comments). Recent indirect promotion included the 'Spring back to The Parade' campaign and annual shopping competitions. The campaign was designed to promote The Parade to encourage people to return to the street. In doing so it indirectly promoted every business within The Parade Precinct. The annual shopping competition encourages shoppers to make a purchase with any business within The Parade Precinct to enter the competition.	No action required.
		We continue to direct clients to our website and discourage clients from coming to the office and for this reason there is absolutely no benefit for marketing to attract clients to our location. Suggest that the Separate Rate mechanism be a user pays basis and make it optional to be a part of.	A user pays system for implementing the Separate Rate would not be appropriate or possible. This is because the majority of the promotion and marketing that is implemented is done so in a way that encourages people back to the whole of The Parade (Fullarton Road to Portrush Road). In doing this all businesses receive exposure as people who drive, cycle, bus, taxi or walk to The Parade may see a business they were unaware was located on The Parade. Examples include the 'Spring Back to The Parade' campaign, the 'Shop-to-Win' or 'Win a Summer in Sorrento' shopping competitions (a purchase at any Parade business could be used to enter), and Christmas Decorations. Very rarely are businesses singled out. It is recognised that on some	No action required.

			occasions, businesses on The Parade are given opportunities to participate in initiatives and events. These businesses generally pay a higher rate for this opportunity.	
		Consider charging the properties east of the Sydenham Road intersection where majority of retail businesses are located.	The properties east of Sydenham Road are charged the Separate Rate and given majority of these businesses are retail or hospitality, they are required to pay the Separate Rate in full. As majority of the businesses located west of Sydenham Road are more office based and professional services, a 50% discount to the Separate Rate is applied.	No action required.
SRABP 4	Property/Business Owner	As an owner and operator at the City end of The Parade, we have felt over many years that this end is very neglected (no footpath cleaning, decorations and the centre median and concrete borders are very dirty and the road is like a roller coaster).	The implementation of The Parade Masterplan is close to commencing, with Stage 1 to occur between Osmond Terrace and Fullarton Road. The staged upgrade to the entirety of The Parade will improve the pedestrian environment in terms of footpath usability, lighting, seating and visual amenity. The section of The Parade referred to receives a monthly sweep and blow which is normally completed at the end of the month. The concern regarding the road being like a roller coaster is agreed with, however this is a Department of Infrastructure and Transport matter and discussions are currently underway to determine the timing of the re-seal.	No action required.
		Promotions on The Parade should begin at Fullarton Road and not Osmond Terrace because if we are not included how can we justify paying a compulsory extra rate.	Noted and will be addressed.	Will be addressed.
SRABP 5	Property/Business Owner	Already pay a substantial commercial rate/levy on Council rates and then have to pay the Separate Rate. Why can't part of the original rate	The commercial rate/levy referred to is the 'Differential Rate' and is separate from the Separate Rate. The <i>Local Government Act 1999</i> , allows for	No action required.



be used to promote The Parade, otherwise why pay the commercial rate to start with?

differential rates, which provides the Council some flexibility in the level of rates being raised from specifically identified properties or groups of properties within the community. The Council may differentiate rates based on the use of the land, the locality of the land or the use and locality of the land, with this Council applying differential rates on the basis of land use. The current differential above the general rate is 20%, with the differential being applied to the following land uses, (which are prescribed by regulation); residential, commercial (shops, office and other), industrial (light and other), primary production; vacant land and other. With respect to Commercial properties, this land use has available to them and their employees the same services as other ratepayers. However, commercial property owners are considered to derive a greater benefit from such services as improved public lighting, parking controls, streetscape maintenance, activities which activate the business precincts and additional services in order to facilitate business development. It should be noted that differential rates are not a levy, but the method in which the Council collects the rate revenue required each year to deliver on its services, programs and activities. In respect to The Parade, these funds are used to undertake additional cleaning, infrastructure provision etc.

Given the Separate Rate is based on the value of the building, for some small independent businesses the Separate Rate may be high if the

The value of a property is not determined by the Council. A user pays system of implementing the Separate Rate would not be appropriate or possible. The promotion and marketing of The Parade, for the

No action required.

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value of the building is high. The Separate Rate should not be worked out on building values.	most part, applies to the whole street and not individual businesses.	
Having to pay the levy means a reduced budget to do my own marketing and promotion and why would I want this in the hands of someone else and not myself.	Understand that this is a concern however for the small amount each business/land owner pays, the Council is able to continue to undertake large campaigns and drive visitation to The Parade for the benefit of all businesses and the vibrancy and vitality of the street.	No action required.
Previously promoted events on The Parade have been of no value to the business, especially fashion parades where the road is closed to traffic (income is halved).	Disagree. The fashion events have not resulted in the closing of The Parade for a number of years and this was because trader feedback was not to close the street, therefore other events have occurred that do not result in the closing of The Parade. As an example of how events and competitions (run using the revenue generated from the Separate Rate) contribute directly to businesses, the recently run 'Shop-to-Win' competition resulted in 73 people entering the competition as a result of a purchase in your business. This competition also resulted in winners being able to select vouchers to any business within The Parade Precinct and this resulted in \$800 worth of vouchers being purchased with your business. Indirect marketing and promotion of The Parade also aim to generate an increase in foot traffic and visitation to the street as a whole.	No action required.
Events on The Parade that allow pop-ups are unfair as they do not have to pay the separate rate and get to trade on The Parade for the day.	Noted. The inclusion of pop-ups for future events will be reconsidered.	No action required.

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Because of the Coles redevelopment, 9 out of 10 customers are complaining that there is no car parking near the shopping precinct and the Webbe Street carpark is always full. Because of this customers will soon not be returning and will shop elsewhere if it is easier to find a carpark.

The car parking that was removed as part of the COMO development was a private carpark and not owned by the Council. The new development will provide 30+ car parks in addition to the amount that were there previously. It is recognised that there will be a significant disruption to parking while the development is completed. The Council has had signage changed on The Parade to stop directing people to that carpark and instead direct them to Webbe Street and George Street carparks. The Council is also about to release a Norwood Parking Map which will be available online and will be given to businesses to provide to customers. This will aim to make finding a park easier and ensure people continue to visit The Parade. Signage will also be installed on either side of COMO development to direct customers to available parking nearby.

No action required.

Have not seen any signage or positive action from the Council to help with the issues created by the Coles redevelopment and this project has been planned for at least a couple of years.

The Council has changed the directional signage on The Parade, George Street and Edward Street (where it could be changed) to advise motorists from heading to the closed carpark. The Council will soon be installing further signage and will be releasing a parking map. The Council has allocated a portion of the Separate Rate budget to assist with issues created by the private COMO development, including the signage and map mentioned previously. It is also working with the businesses that remain in the Norwood Mall to help them through this challenging period (banners, blog feature stories and signage).

No action required.

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		Beulah Road closures have also heavily restricted access to The Parade making it hard for customers to drive around the streets looking for parking.	The Beulah Road Bicycle Boulevard Project, this was completed mid-2020. Any closures on Beulah Road at present would be either due to private development and/or simply short term maintenance.	No action required.
		There is no more JobKeeper/Seeker available to businesses and this is an economic consideration that needs to be accounted for.	The JobKeeper and JobSeeker programs were instigated by the Federal Government and the removal of these is not a Council decision.	No action required.
		Retail has not returned to a pre-COVID state and promoting a business should be the responsibility of the trader themselves.	Noted, however the promotion and marketing undertaken by the Council ensures that businesses within The Parade Precinct have access to a larger and diverse audience to complement the marketing that a business undertakes and the following a business may have. The Parade Facebook has over 16,000 likes and The Parade Instagram has over 3,000 followers.	No action required.
SRABP 6	Property/Business Owner	Do not support the recommendation to re-introduce the Separate Rate due to COVID-19 as we currently support our tenants with up to 20% rent reduction as they have found it difficult and uncertain as to when they can make payment and they also do not support the move.	Noted. The COVID-19 Pandemic has no doubt had a significant impact all over the world and has impacted upon all businesses and the community generally. Efforts to support your tenants are appreciated. For the 2020-2021 financial year the Council also supported all of the property owners in The Parade Precinct by not charging the Separate Rate and instead funding it from within its own budget within the context of a 0% rate revenue overall. This meant significant reductions in other areas but it was seen as a necessary step to ensure that the Council could support the businesses within The Parade Precinct and when the time was right, promote and market The Parade as a destination to return to, to further support the local businesses.	No action required.

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This allowed the Council to proceed with an annual shopping competition which received over 3,000 individual receipted entries from purchases within The Precinct. It also allowed for the 'Spring back to The Parade' campaign which targeted metropolitan Adelaide, South Australia and Australia to promote The Parade as a place to return to.

Do not support the recommendation to re-introduce the Separate Rate due to the former Coles Shopping Centre redevelopment which has reduced car parking on the south side of The Parade by 82% and as a result it is difficult to attract customers to southern side businesses.

Agree that the COMO development has impacted car parking, however this is a private development that was approved by the State Government. At the completion of the project, an extra 30+ car parks will be added to the same number that was there previously. The Council understands that this project is scheduled to take a couple of years to complete. As a result of this, a budget has been set aside using the Separate Rate, to assist the businesses who continue to operate in the Norwood Mall, as well as within the entire Precinct. Banners for the Norwood Mall businesses have been purchased, feature blog articles have been written and identification signage is being made. In conjunction with this support, the Council is close to releasing a Norwood Parking Map which will be available online as well as be given to businesses within The Parade Precinct to then give to customers to assist with finding a carpark when they return. Car parking signage will be installed to advise people that the Coles carpark is closed and where alternative can be located.

No action required.

Do not support the recommendation to re-introduce the Separate Rate due to the

Noted. The vaccination rollout is a Federal and State Government issue and outside the control of the Council.

No action required.

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		vaccination rollout which has unfortunately been delayed.		
SRABP 7	Property Owner	<p>Agree that the vitality and viability of The Parade is necessary but not at the expense of losing businesses which move elsewhere with lower costs which then impacts on the property owners who rely solely on rental income to live.</p> <p>If the Separate Rate is to proceed, I suggest the benefits be evenly spread to also enhance the western end of The Parade which seems to miss out.</p> <p>The COVID-19 restrictions and ongoing uncertainties are still impacting on struggling businesses along The Parade and elsewhere in Norwood. Now is not the time to put extra financial burden on businesses and property owners. Could the hardest hit businesses, such as restaurants, cafes and takeaway be considered for a 50% reduction for the three financial years to help them get back on their feet?</p> <p>As a landlord we have provided assistance to our tenants during COVID-19 and the Committee should also take on board similar considerations.</p>	<p>The purpose of the Separate Rate is to collect additional revenue in order to market and promote The Parade to attract additional customers.</p> <p>Noted. The use of the budget generated from the collection of the Separate Rate will also be used to promote and market the western end of The Parade more.</p> <p>The recent easing of restrictions will assist the hospitality businesses increase patronage, which will subsequently increase turn over. Where possible the Council has introduced initiatives (i.e. Eastside Happy Hour) to assist these businesses. The delivery of these initiatives is done through the collection of the Separate Rate.</p> <p>Noted. The COVID-19 Pandemic has no doubt had a significant impact all over the world and has impacted upon all businesses and the community generally. Efforts to support your tenants are appreciated. For the 2020-2021 financial year the Council also supported all of the property owners in The Parade Precinct by not charging the Separate Rate and instead funding it from within its own budget within the context of a 0% rate revenue overall. This meant significant reductions in other</p>	<p>No action required.</p> <p>Will be addressed.</p> <p>No action required.</p> <p>No action required.</p>

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areas but it was seen as a necessary step to ensure that the Council could support the businesses within The Parade Precinct and when the time was right, promote and market The Parade as a destination to return to, to further support the local businesses. This allowed the Council to proceed with an annual shopping competition which received over 3,000 individual receipted entries from purchases within The Precinct. It also allowed for the 'Spring back to The Parade' campaign which targeted metropolitan Adelaide, South Australia and Australia to promote The Parade as a place to return to.

Parking of motor vehicles should also be looked at on the western side of the precinct as the streets seem to be full of cars even though this part of the precinct is much less trafficked than the eastern end. If the aim is to attract more patrons, then there is a need for more easy access and convenient nearby parking for this precinct.

Noted. Parking provided by the Council at the western end of The Parade is solely on-street parking, a large percentage of which is timed to ensure there is an adequate level of customer turnover. All off-street car parking at that western end of The Parade is privately owned. The Council is about to release a Norwood Parking Map which will be available online and will also be distributed in hard copy to businesses to then give to customers to ensure it is easier to locate parking when visiting The Parade.

A review of on-street parking enforcement at the western end of The Parade will be undertaken.

The Norwood business precinct cannot compete with big shopping centres for patronage on a day-to-day basis unless these shopping centres start charging for parking. Norwood may be able to draw patronage away from these centres by providing incentives to customers in other ways.

Whilst The Parade is in competition with these centres, the advantage of The Parade is that it offers a unique experience which "big box" shopping centres do not offer. The promotion and marketing of The Parade through the use of the revenue generated by the Separate Rate, focusses on attracting visitors by showcasing the unique features of The Parade.

No action required.

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SRABP 8	Business Owner	<p>The Separate Rate is an additional tax and has no benefit to our business as we operate at the lower end of The Parade. Believe there is no advantage derived from being in this area.</p>	<p>The promotion and marketing undertaken using the revenue generated from the Separate Rate aims to increase visitation to the entirety of The Parade. For example in 2020 a 'Spring back to The Parade' promotional campaign was undertaken to encourage people back to The Parade as COVID restrictions eased. Similarly the 'Shop-to-Win' competition was conducted to encourage people to make a purchase at any of The Parade businesses for a chance to then win a voucher to any Parade business of their choice. Notwithstanding this, your concern has been noted and additional focus will be placed on ensuring that future initiatives deliver additional benefits to the businesses located at the western end of The Parade.</p>	No action required.
		<p>The Precinct Map has identified our area as outside 'Main Street' which indicates its lack of relevance and I hold the view that I, along with my staff, are the best people to determine how we promote the gallery.</p>	<p>The Precinct Map was derived from the State Government's new planning portal. The 'Main Street' is one of the zones within The Parade Precinct. The Parade Precinct extends from Fullarton Road through to Portrush Road and includes all commercial properties within that Precinct.</p>	No action required.
		<p>At the end of 2019, we agreed to provide information for the 'Home' booklet initiative which we understand has been cancelled and our good faith to participate went against my instincts which were correct.</p>	<p>The 'Home' booklet initiative has not been cancelled. The progression of the booklet has been slow due to other priorities, including providing support and other initiatives during the COVID-19 Pandemic. The 'Home' booklet will now be made a priority to complete.</p>	The 'Home' booklet will now be made a priority to complete.
		<p>The Art on Parade event continues to proceed at the detriment to my business and is a rehash of an event from early this century which focussed</p>	<p>Noted. Comments will be taken into consideration.</p>	No action required.



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on sculpture which has since been embraced by Brighton. Participation in Art on Parade would mean promoting competition to my business and would in effect ask me to fund my demise.

Land tax and valuations will force small businesses (like mine) off The Parade and will be replaced with apartment buildings and a Separate Rate will not save retailers from such developments.

Land tax and valuations are not a mechanism which the Council controls. Apartment buildings, such as those that have already been built on The Parade (Bath and Nuovo) are mandated to include the provision for non-residential tenancies on the ground floor to ensure the retail and commercial character of The Parade remains.

No action required.

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# Attachment C

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

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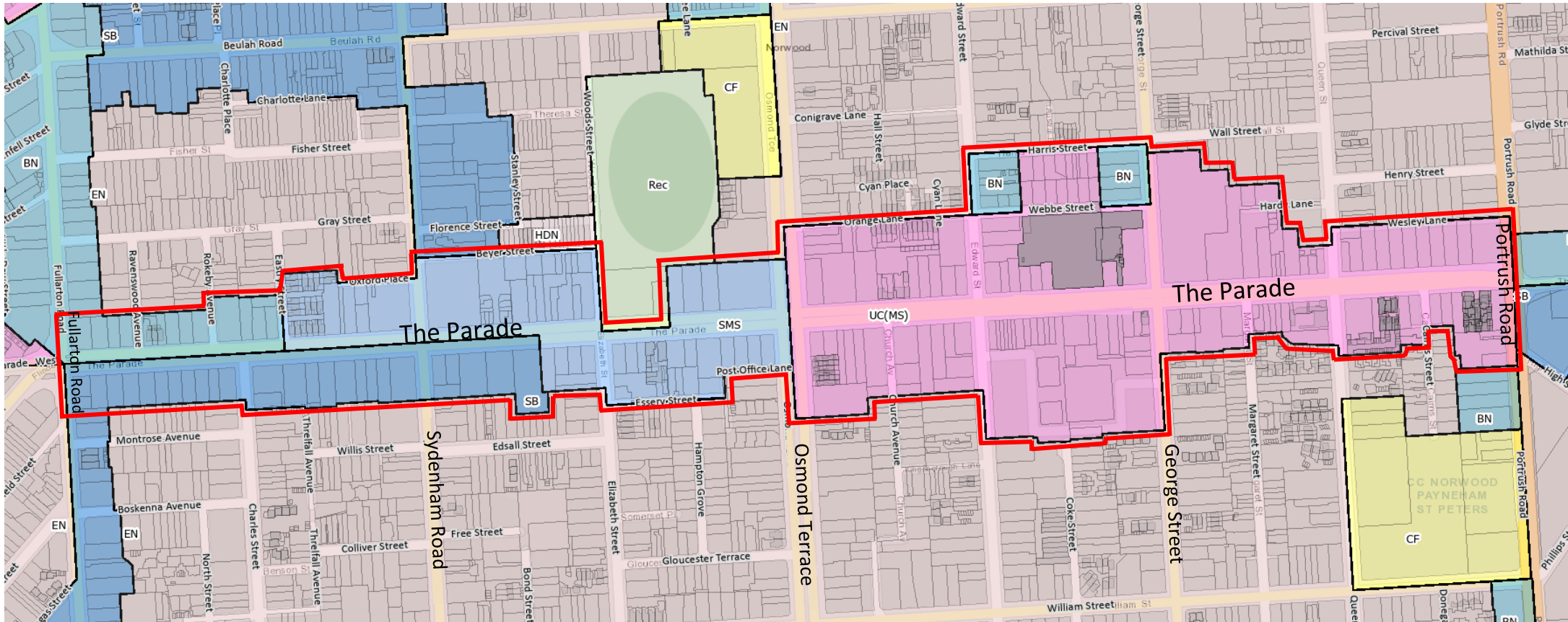
City of Norwood Payneham & St Peters  
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City of  
Norwood  
Payneham  
& St Peters

# Norwood Parade Precinct Map



UC(MS) = Urban Corridor (Main Street)

SMS = Suburban Main Street

SB = Suburban Business

BN = Business Neighbourhood

 = Precinct Boundary

#### 4.3 ENDORSEMENT OF THE DRAFT 2021-2022 NORWOOD PARADE PRECINCT ANNUAL BUSINESS PLAN

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**REPORT AUTHOR:** Economic Development & Strategic Projects Officer  
**GENERAL MANAGER:** Chief Executive Officer  
**CONTACT NUMBER:** 8366 4512  
**FILE REFERENCE:** A152893  
**ATTACHMENTS:** A - C

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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 of the 2021-2022 Annual Business Plan*, for final review and endorsement prior to the Council's consideration and approval at its meeting to be held on 7 June 2021.

#### BACKGROUND

At its meeting held on 16 February 2021, the Committee resolved the following:

*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.*

The Draft Annual Business Plan was subsequently presented to the Council at its meeting held on Tuesday 6 April 2021. At that meeting, the Council considered the Draft Annual Business Plan and endorsed it for the purposes of consultation with The Parade business community.

The Draft Plan, which was endorsed by the Committee for recommendation to the Council for the purposes of consultation, is based on the revenue which the Council proposes to collect from The Parade Separate Rate in 2021-2022, totalling \$215,000.

The *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan* was subsequently released for consultation for a period of twenty-one (21) days, from Wednesday 7 April 2021 until Wednesday 28 April 2021. Letters were distributed to all businesses and property owners within The Parade Precinct. Posters and postcards were placed at the Norwood Town Hall Customer Service Centre and Norwood Library and a notice was also placed in *The Advertiser* on the first day of the consultation period. 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 *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan* was conducted in conjunction with the consultation on the continuation of The Parade Separate Rate and comments on both were invited via email and in writing. A total of eight (8) submissions have been received in respect to the consultation on both items. It should be noted that whilst some submissions make general reference to the Annual Business Plan, the primary focus of all of the submissions is the Separate Rate. A copy of all submissions received are contained in **Attachment A** with a summary of the submissions received and a response to each, contained in **Attachment B**.

A copy of the final *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan* is contained in **Attachment C**.

## FINANCIAL AND BUDGET IMPLICATIONS

The *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan* is based on a total budget of \$215,000 which is the total amount that the Council will receive from The Separate Rate.

The total cost incurred in placing both the Draft Annual Business Plan and the proposed extension of the Separate Rate on consultation came to \$2,815. This cost related to the:

- letter distribution to The Parade Precinct business community;
- printing of posters (various sizes) and postcards; and
- the notice placed in *The Advertiser*.

## RESOURCE ISSUES

The *Draft 2021-2022 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 & Strategic Projects Unit with input and involvement from other Council staff and external contractors as required.

## CONSULTATION

The *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan* was released for consultation on Wednesday 7 April, with comments sought in writing by no later than 5.00pm, Wednesday 28 April 2021.

A letter was sent to all businesses and property owners on The Parade advising of the Draft Plan and the consultation process. Posters and postcards were placed at the Norwood Town Hall Customer Service Centre and Norwood Library and a notice was also placed in *The Advertiser* on the first day of the consultation period. 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 Plan were also made available at the Norwood Town Hall and the Norwood Library.

In total, eight (8) submissions have been received by the Council during the consultation period for the continuation of The Separate Rate and the *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan*. The focus of the comments in the submissions has been the proposed extension of the Separate Rate, notwithstanding this all of the submissions have been attached to this report because the two (2) items are related and the implementation of the Annual Business Plan relies on the extension of the Separate Rate.

## DISCUSSION

The eight (8) submissions which have been received during the consultation period, relate generally to the following concerns associated with the continuation of the Separate Rate and subsequently establishing a draft Annual Business Plan:

- events such as the Tour Down Under and fashion initiatives do not benefit businesses, especially if the road is closed;
- car parking in the immediate vicinity of The Parade is not substantial, hard to access and is always full, meaning customers are complaining and/or shopping elsewhere;
- businesses receive no benefit from the promotion and marketing of The Parade;
- the Separate Rate should not be based on the value of the building;
- the concept of a user pays system could be worth implementing; and
- shouldn't have to pay a Separate Rate and the promotion and marketing of The Parade and the businesses along it should be done via a budget generated from standard Council rates.

A full summary of submissions and a response to each of the issues raised is contained in **Attachment B**. As previously outlined in this report, the predominant focus of the submissions is on the Separate Rate, with very little focus on the draft Annual Business Plan and how the Committee has recommended that the \$215,000 should be allocated. On this basis, it is recommended that no changes be made to the draft Annual Business Plan and on the allocation of the funds.

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.

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 2021-2022 ANNUAL BUSINESS PLAN**

<b>STRATEGY</b>	<b>BUDGET</b>
<i>Events &amp; Activations</i>	<b>\$40,000</b>
<i>Marketing &amp; Communication</i>	<b>\$74,000</b>
<i>Identity &amp; Brand</i>	<b>\$93,500</b>
<i>Business Development</i>	<b>\$6,000</b>
<i>Administration</i>	<b>\$1,500</b>
<b>TOTAL</b>	<b>\$215,000</b>

## OPTIONS

The Committee can endorse the draft Annual Business Plan contained in **Attachment C** 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.

Depending on the Committee's recommendation in relation to the Separate Rate, which is being considered as a separate Agenda Item, some changes to the Draft 2021-2022 Annual Business Plan may be required. Should the Committee recommend to the Council not to charge a Separate Rate, the Council will need to determine whether or not it will continue to proceed the *Draft 2021-2022 Norwood Parade Precinct Annual Business Plan*.

## CONCLUSION

Individual responses will be provided to each property and business owner who have made a submission.

## COMMENTS

Nil.

## RECOMMENDATION

1. That the *Draft 2021-2022 Norwood Parade Precinct Committee Annual Business Plan*, as contained in **Attachment C**, be endorsed and recommended to the Council for its approval.
2. The Committee notes that an individual response will be provided to each property and business owner who has made a submission.

# Attachment A

## Endorsement of the Draft 2021-2022 Norwood Parade Precinct Annual Business Plan

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

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



City of  
Norwood  
Payneham  
& St Peters

**From:** [REDACTED]  
**Sent:** Thursday, 8 April 2021 3:09 PM  
**To:** Townhall  
**Subject:** Seperate Rate Plan

To the City of Norwood and St Peters

We have received the information on the subject of the Separate Rate for the Parade.

Reading what the funds will be used for didn't satisfy me.

The funds you say will be used to promote The Parade as a place to live, work and play.

When I see buildings approved to be built at the cost of precious car parks, I fail to see how that can bring more people to the Parade to play.

Which in turn allows us to continue to have a business.

We are loosing car parks which are needed for our clients to use so they can come and spend money in our business in which we then pay our landlord and staff.

This is a problem which has been getting worse every year which is deterring customers to come to The Parade.

Money needs to be spent on carparking, then yes to the Work and Play.

Its time you start listening to the people who are giving the Parade the life , with out us The Parade wont survive how it should.

Also remember the Land Lords pass this cost on to us the people who are attracting customers to their business on The Parade.

We are all for attracting people to The Parade so please listen.

Regards  
[REDACTED]



SRABP2

**From:** [REDACTED]  
**Sent:** Tuesday, 13 April 2021 11:15 AM  
**To:** Townhall  
**Subject:** discussion separate rates levy

[REDACTED] I have three properties along the designated area. I Have read your summary re the use of funds derived from the separate rates levy, and the proposed \$215,000 raised.

Questions.

1. Am I to believe that these fund are the only money used by the Norwood council to promote The Parade. Does the Norwood council have a budget amount from normal rate raising. If so how much, and how is this used. How much is designated towards The Parade area of your allocated funds.
2. Has anyone ever done a return on investment for the tour down under street closure. Why in heavens name are we worrying about The Parades overseas appeal when no one is coming from overseas ???
3. I have been to 4 of the Tour Down Under Street closures WHAT AN ABSOLUTE FAILURE !!!!!
4. I would like to see the use of these funds on the enhancement of the all year round street appeal.
5. With the commencement of the new Coles development, has anyone discussed mutual beneficial design in the common areas. E.g. the redesigning of the pedestrian crossing between the two malls.
6. Some years ago there was discussion of sculptures at the beginning of ALL street entrances approaching the Parade. What happened to this idea. It would truly make The Parade area unique.
7. How about talking to all the owners along this select street area to make all frontages uniform in say colour, night lighting or verandah design.

SRABP3

**From:** [REDACTED]  
**Sent:** Thursday, 15 April 2021 1:34 PM  
**To:** Townhall  
**Subject:** Proposal to continue the Separate Rate for the Parade

On behalf of [REDACTED] who is responsible for the rates of [REDACTED] we strongly object to the separate & additional rates being charged for the marketing of The Parade.

We receive no benefit for the promotion of Parade & we do not encourage consumer traffic to our offices. In fact, during the pandemic we were restricted access to our offices. We have our own website & marketing that promotes not our physical offices but properties we are selling & leasing. These properties are not on The Parade. We continue to direct our clients to our website & to our advertised properties & discourage clients coming to our offices.

For this reason, there is absolutely no benefit for marketing to attract clients to our location.

If you require funding for this, may I suggest that it is done on a user pay basis & make it optional to be a part of. You could also consider charging properties east of the Sydenham Road intersection where the majority of retail type businesses are located.

At the moment, we pay this levy on 3 properties with no benefit.

Yours sincerely,

SRABP4

[REDACTED]

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**From:** [REDACTED]  
**Sent:** Monday, 19 April 2021 2:17 PM  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Business Plan Consultation

[REDACTED]

Further to our telephone conversation this morning – and confirming an appointment for you to come to my Office [REDACTED] as under to discuss your Business Plan proposal. I have also asked [REDACTED] to join us if he is free.

Generally I would like to discuss your business plan re stimulating the Parade etc. with indicating comparisons to several other suburbs.

As an owner on the City end of the Parade we have felt over many years that this end is very neglected i.e. no footpath cleaning or road cleaning, no decorations on posts etc and or very few , the centre strip plantings and concrete borders are a disgrace very dirty – the road is like a roller coaster

I feel that all promotions on the parade should start at Fullarton road not Osmond Terrace – to us if we are not included in any of the above why can you justify a compulsory extra rate.

I look forward to meeting with you tomorrow morning at 10.30am

Kind regards

[REDACTED]

SRABP5

[REDACTED]  
Norwood

SA 5067

**RE: PROPOSAL TO CONTINUE SEPARATE RATE FOR THE PARADE**

Dear Council,

As for the letter dated 7 April 2021, you have asked for my feedback to the separate rate levy on the Parade Traders. As [REDACTED] is impacted by this I feel it is very important to discuss my view with the current situation on the Parade and having to pay an extra levy on top of my Council rates. The following points are the reason I am opposed to the Levy;

1. Currently I already pay a commercial rate/levy on my council rates.
2. My current council rates are \$13,400 PA. Plus the Levy of \$2800. In my view if the Council cannot spend part of the original rate in promoting the Parade, why am I paying a commercial rate to start with?
3. \$2800 is a high levy for an independent business that has been on the Parade for 101 years. I understand that the rate is calculated on the value of the property, but at what stage do I say it is better to sell and not run a business on the Parade. The value of my property does not make more income for me. It would if we closed our doors and rented the property to a franchise store, like so many landlords have. But my family and I would prefer not to.
4. The levy takes away the budget for my own advertising. I don't have an endless supply of money to promote my own business. This levy therefore means I cannot spend money directly on advertising my own business, which to me is far more important than leaving it to others to decide how it should be spent.
5. The Levies that have previously been used to promote events on The Parade. These events have been of no value to my business. On the days of hosting the fashion parades my income is halved. Closing The Parade off to traffic is a disaster for trade and then I witness all these popup businesses on the street. These pop up businesses, who may pay a small fee for the day don't pay Council rates or a levy, like I have to and I am paying for it.
6. Current trading on The Parade. I would like to bring to the attention of the decision makers, the current issues, which are making it extremely difficult trading times on The Parade.
  - a. Coles Redevelopment – After five weeks of the Coles Carpark being closed our customer count has been halved. Nine out of ten customers that we do have are all complaining about car parking. Street car parking is unavailable to them anywhere near the shopping precinct. The Web street carpark is always full as well they are saying. Car parking has always been an issue but never like this, my customers will

soon not be returning due to this issue as they will find easier places to shop. As many have already stated this.

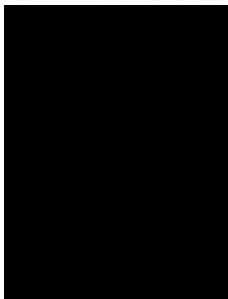
- b. Coles redevelopment – The council has not been proactive in regards to any of the issues that this has already created, this project has been planned for at least a couple of years. I have yet to see any signage or positive action taken towards this situation. I have been taking steps for the last year to help our business survive the downturn of trade.
- c. Beulah Road Closures – Beulah road works have heavily restricted access to The Parade of late, once again making it so hard for customers to drive around the streets looking for parks.

The above points are Council related, the economic issues that are current in the Post Covid are also of concern. I would hope that the Council does consider that there is no more Jobkeeper/seeker available to retailers that require assistance. Also that retail has not returned to a Pre Covid state.

In My opinion as a trader, we should not have to pay extra levies towards promoting our businesses as this should be the responsibility of the traders themselves. It is part of operating your business. Then as a business owner of a property that's value doesn't match its income, levies should not be worked out on building values.

I would like to finish by asking the decision makers if they owned a business, would they be happy to pay \$2800 extra on top of their council rates which are already at \$13400PA.

Yours sincerely



SRABP6

To: Economic Development Coordinator  
City of Norwood, Payneham & St Peters

#### NORWOOD PARADE TRADER LEVY

We, the property owners of 182-184 The Parade, Norwood, do not at this stage support your recommendation to re-introduce the separate rate for the coming financial year, 2021-2022.

Our reasons are as follows:

##### 1. COVID

Presently, we are supporting our tenants with up to 20% rent reduction. Whilst our tenants have found trading difficult, and uncertain to their credit, they have maintained their valuable staff and made rent payments on the due date.

##### 2. FORMER COLES SHOPPING CENTRE

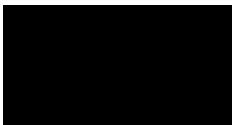
Due to the demolition of this site, car parking on the south side of the Parade has been reduced 82%. As a result, it is very difficult to attract customers to the Parade southern side businesses. It is important to help & support these businesses.

##### 3. VACCINATION ROLLOUT

Unfortunate delays.

Our tenants have asked that we convey their concerns regarding the suggested re-introduction of the former "Trader Levy". They do not support the move.

We thank you for the opportunity to respond to your proposal.



SRABP7

**From:** [REDACTED]  
**Sent:** Friday, 23 April 2021 11:07 AM  
**To:** Townhall  
**Subject:** Seperate rate for The Parade Precinct

Dear [REDACTED]

Being an owner of a commercial property on western end of The Parade, here are my views and input on the proposal:

Yes, I agree on the vitality and viability of The Parade is necessary, but not at the expense of losing businesses (tenants) moving elsewhere (inner suburban streets) with lower costs ( rents and overheads) as has happened in the recent past.

This also impacts on the property owners (landlords) such as myself who do rely solely on rental income to live. If the proposal does get the 'nod', I suggest that the benefits be evenly spread to also enhance the western end of The Parade which seems to miss out for the more trafficked eastern end.

You are aware that the Covid restrictions and the ongoing uncertainties has and still is impacting on struggling businesses along The Parade and elsewhere in Norwood. Now is not the time to put extra financial burden on businesses and property owners (landlords). May I suggest that the hardest hit businesses, such as restaurants, cafes and takeaway be considered for a 50percent reduction for the three financial years proposed to help them get back on their feet.

A few years back there was media talk and newspaper articles where burdening costs such as rents and outgoings were driving good viable business (Jetty Rd. Unley Rd. and Hutt St. as examples) out of the areas. I am sure that Norwood doesn't want to go down the same path! As a landlord we have provided assistance to our tenants during the Covid restrictions and business downturn. The committee should also take onboard similar considerations.

Parking of motor vehicles should also be looked at on the western side precinct. The streets seem to be full of cars even though that part of the precinct is very much less trafficked than the eastern end. If the need to attract more patrons is an aim, then there is need for more easy access and convenient nearby parking for this precinct.

The Norwood business precinct ( or any other mainstream business district in Adelaide) cannot compete with the big main shopping centres for patronage on a day to day basis. The only drawback that I see, is if these big shopping centres all go the same way and start charging for parking. If this happens, Norwood may be able to draw patronage away from these centres by providing incentives to customers in other ways.

Thank you for giving me the opportunity to have my say and views on a very important issue which affects us all.

I look forward to a favourable outcome for all concerned.

Kind regards  
[REDACTED]

SRABP8

**From:** [REDACTED]  
**Sent:** Tuesday, 27 April 2021 4:51 PM  
**To:** Townhall  
**Subject:** Separate Rate

Hello Economic Development Unit

Thank you for the letter regarding the Separate Rate which is being reconsidered again. It was very nice of you to think of us and offer the opportunity to comment.

Having operated a business on Norwood Parade for thirty two years from my perspective the fee is an additional tax and has no benefit to our business. [REDACTED] operates at the lower end of The Parade and I believe there is no advantage to be derived for this area. Looking at the precinct map the Council has identified our area as outside Main Street which indicates its lack of relevance. I also hold the view that I am the best person along with my staff to determine how we promote the [REDACTED]

At the end of 2019 year we were approached by Tyson McLean from your office to provide information for a book, we agreed but understand it was ultimately cancelled. In an online world I thought the questions and idea were a bit hokey but in good faith I decided to give it the benefit of the doubt and participate, alas my instincts were correct. Another event which I have reservations about and indeed is to the detriment of my business is Art on Parade. It's a bit of Mickey Mouse event and is a rehash of a more prestigious event driven by NPSPs Denise Schumann earlier this Century. The focus was on sculpture and has since been embraced by Brighton. Why indeed would I want to participate in Art On Parade and promote competition to my business, in effect you are asking me to fund my demise!

Anyhow Im not one to complain and appreciate the efforts of the good people at NPSP Council. As I said I welcome the opportunity to comment which is more than one can do in some parts of the world without the risk of being carted away. Finally like many land owners it is a concern that land tax and valuations will force small business like [REDACTED] off the Parade in years to come as we are replaced with apartment buildings and I doubt very much Separate will save retailers from such developments.

Regards,

[REDACTED]



# Attachment B

## Endorsement of the Draft 2021-2022 Norwood Parade Precinct Annual Business Plan

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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

## THE PARADE SEPARATE RATE AND ANNUAL BUSINESS PLAN – CONSULTATION SUMMARY OF SUBMISSIONS

Submission Number	Property Owner/Business Owner (if known)	Comments	Response	Action for Separate Rate and/or Annual Business Plan
SRABP 1	Business Owner	What the funds collected will be used for don't satisfy me.	Noted.	No action required.
		Buildings being approved at the cost of precious car parks. Fail to see how that can bring more people to The Parade to PLAY which in turn allows us to continue to have a business. Car parks are needed for clients so they can come and spend money in our business which allows us to pay our landlord and staff. Money needs to be spent on car parking.	Noted. Outside the scope of this initiative. However, as a separate exercise, the Council is reviewing the car parking across the City, including in and around The Parade.	No action required.
		The Council needs to start listening to the people who give The Parade the life because without us The Parade won't survive.	Noted and appreciate the feedback.	No action required.
SRABP 2	Property Owner	A return on investment study needs to be undertaken for the Tour Down Under. Why are we worrying about The Parade's overseas appeal when no one is coming from overseas. The street closures for the Tour are an absolute failure.	The revenue generated from the collection of the Separate Rate is for the marketing and promotion of The Parade. The Separate Rate is not used to finance the Tour Down Under stage start or street party that occurs on The Parade. This is funded by the Council through general rate revenue. An allocation from the Separate Rate is used to market and promote the event to the customers and visitors in an attempt to attract a wider audience for the benefit of the businesses along The Parade. Whilst the COVID-19 Pandemic did impact upon the Tour Down Under riders and TV broadcasters attending in 2020,	No action required.

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	<p>prior to 2020 there were a large contingent of international riders, broadcasters and tourists which in the longer term is beneficial to The Parade.</p>	
<p>Like to see the use of these funds on the enhancement of the all year round street appeal.</p>	<p>Noted. The Council is currently progressing with implementing The Parade Masterplan, with a focus on the section between Osmond Terrace and Sydenham Road. The upgrade of The Parade (Fullarton Road to Portrush Road) will significantly improve the street appeal. This will be achieved through improved footpaths for pedestrians, additional seating, improved landscaping and overall street appeal.</p>	<p>No action required. Will be addressed as part of the next stage of The Parade Masterplan.</p>
<p>Has there been a discussion around a mutual beneficial design of common areas with the Coles development occurring (eg. The redesigning of the pedestrian crossing between the two malls)?</p>	<p>The pedestrian crossing between the Norwood Mall and entry to Norwood Place will be upgraded as part of The Parade Masterplan. The design and functionality will be considered as part of the detailed planning process when this stage of the upgrade is undertaken.</p>	<p>No action required. Will be addressed as part of the next stage of The Parade Masterplan.</p>
<p>Some years ago there was discussion of sculptures being placed at all street entrances to The Parade. What happened to this idea as it would truly make The Parade area unique?</p>	<p>Entry statements will form part of The Parade Masterplan.</p>	<p>No action required. Will be addressed as part of the next stage of The Parade Masterplan.</p>
<p>Talk to the owners along The Parade to make all frontages uniform in colour, night lighting or verandah design.</p>	<p>Unfortunately this will be very difficult as there are in excess of 180+ property owners within The Parade Precinct, some of which own heritage listed properties or live interstate, which can hinder uniformity. The Council does however assist where</p>	<p>No action required.</p>

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			possible with relevant advice with respect to the refurbishment of Local Heritage listed buildings.	
SRABP 3	Property/Business Owner	Strongly object to the rates being charged for the marketing of The Parade as we receive no benefit for the promotion and we do not encourage consumer traffic to our offices.	Concerns are noted. Examples of direct promotion received include 2 separate business listings on The Parade website and a feature blog article written about the business which is then promoted via Facebook (the post has had 4000+ reach, 819 engagements and 16 comments). Recent indirect promotion included the 'Spring back to The Parade' campaign and annual shopping competitions. The campaign was designed to promote The Parade to encourage people to return to the street. In doing so it indirectly promoted every business within The Parade Precinct. The annual shopping competition encourages shoppers to make a purchase with any business within The Parade Precinct to enter the competition.	No action required.
		We continue to direct clients to our website and discourage clients from coming to the office and for this reason there is absolutely no benefit for marketing to attract clients to our location. Suggest that the Separate Rate mechanism be a user pays basis and make it optional to be a part of.	A user pays system for implementing the Separate Rate would not be appropriate or possible. This is because the majority of the promotion and marketing that is implemented is done so in a way that encourages people back to the whole of The Parade (Fullarton Road to Portrush Road). In doing this all businesses receive exposure as people who drive, cycle, bus, taxi or walk to The Parade may see a business they were unaware was located on The Parade. Examples include the 'Spring Back to The Parade' campaign, the 'Shop-to-Win' or 'Win a Summer in Sorrento' shopping competitions (a purchase at any Parade business could be used to enter), and Christmas Decorations. Very rarely are businesses singled out. It is recognised that on some	No action required.

			occasions, businesses on The Parade are given opportunities to participate in initiatives and events. These businesses generally pay a higher rate for this opportunity.	
		Consider charging the properties east of the Sydenham Road intersection where majority of retail businesses are located.	The properties east of Sydenham Road are charged the Separate Rate and given majority of these businesses are retail or hospitality, they are required to pay the Separate Rate in full. As majority of the businesses located west of Sydenham Road are more office based and professional services, a 50% discount to the Separate Rate is applied.	No action required.
SRABP 4	Property/Business Owner	As an owner and operator at the City end of The Parade, we have felt over many years that this end is very neglected (no footpath cleaning, decorations and the centre median and concrete borders are very dirty and the road is like a roller coaster).	The implementation of The Parade Masterplan is close to commencing, with Stage 1 to occur between Osmond Terrace and Fullarton Road. The staged upgrade to the entirety of The Parade will improve the pedestrian environment in terms of footpath usability, lighting, seating and visual amenity. The section of The Parade referred to receives a monthly sweep and blow which is normally completed at the end of the month. The concern regarding the road being like a roller coaster is agreed with, however this is a Department of Infrastructure and Transport matter and discussions are currently underway to determine the timing of the re-seal.	No action required.
		Promotions on The Parade should begin at Fullarton Road and not Osmond Terrace because if we are not included how can we justify paying a compulsory extra rate.	Noted and will be addressed.	Will be addressed.
SRABP 5	Property/Business Owner	Already pay a substantial commercial rate/levy on Council rates and then have to pay the Separate Rate. Why can't part of the original rate	The commercial rate/levy referred to is the 'Differential Rate' and is separate from the Separate Rate. The <i>Local Government Act 1999</i> , allows for	No action required.

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be used to promote The Parade, otherwise why pay the commercial rate to start with?

differential rates, which provides the Council some flexibility in the level of rates being raised from specifically identified properties or groups of properties within the community. The Council may differentiate rates based on the use of the land, the locality of the land or the use and locality of the land, with this Council applying differential rates on the basis of land use. The current differential above the general rate is 20%, with the differential being applied to the following land uses, (which are prescribed by regulation); residential, commercial (shops, office and other), industrial (light and other), primary production; vacant land and other. With respect to Commercial properties, this land use has available to them and their employees the same services as other ratepayers. However, commercial property owners are considered to derive a greater benefit from such services as improved public lighting, parking controls, streetscape maintenance, activities which activate the business precincts and additional services in order to facilitate business development. It should be noted that differential rates are not a levy, but the method in which the Council collects the rate revenue required each year to deliver on its services, programs and activities. In respect to The Parade, these funds are used to undertake additional cleaning, infrastructure provision etc.

Given the Separate Rate is based on the value of the building, for some small independent businesses the Separate Rate may be high if the

The value of a property is not determined by the Council. A user pays system of implementing the Separate Rate would not be appropriate or possible. The promotion and marketing of The Parade, for the

No action required.

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value of the building is high. The Separate Rate should not be worked out on building values.	most part, applies to the whole street and not individual businesses.	
Having to pay the levy means a reduced budget to do my own marketing and promotion and why would I want this in the hands of someone else and not myself.	Understand that this is a concern however for the small amount each business/land owner pays, the Council is able to continue to undertake large campaigns and drive visitation to The Parade for the benefit of all businesses and the vibrancy and vitality of the street.	No action required.
Previously promoted events on The Parade have been of no value to the business, especially fashion parades where the road is closed to traffic (income is halved).	Disagree. The fashion events have not resulted in the closing of The Parade for a number of years and this was because trader feedback was not to close the street, therefore other events have occurred that do not result in the closing of The Parade. As an example of how events and competitions (run using the revenue generated from the Separate Rate) contribute directly to businesses, the recently run 'Shop-to-Win' competition resulted in 73 people entering the competition as a result of a purchase in your business. This competition also resulted in winners being able to select vouchers to any business within The Parade Precinct and this resulted in \$800 worth of vouchers being purchased with your business. Indirect marketing and promotion of The Parade also aim to generate an increase in foot traffic and visitation to the street as a whole.	No action required.
Events on The Parade that allow pop-ups are unfair as they do not have to pay the separate rate and get to trade on The Parade for the day.	Noted. The inclusion of pop-ups for future events will be reconsidered.	No action required.

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Because of the Coles redevelopment, 9 out of 10 customers are complaining that there is no car parking near the shopping precinct and the Webbe Street carpark is always full. Because of this customers will soon not be returning and will shop elsewhere if it is easier to find a carpark.

The car parking that was removed as part of the COMO development was a private carpark and not owned by the Council. The new development will provide 30+ car parks in addition to the amount that were there previously. It is recognised that there will be a significant disruption to parking while the development is completed. The Council has had signage changed on The Parade to stop directing people to that carpark and instead direct them to Webbe Street and George Street carparks. The Council is also about to release a Norwood Parking Map which will be available online and will be given to businesses to provide to customers. This will aim to make finding a park easier and ensure people continue to visit The Parade. Signage will also be installed on either side of COMO development to direct customers to available parking nearby.

No action required.

Have not seen any signage or positive action from the Council to help with the issues created by the Coles redevelopment and this project has been planned for at least a couple of years.

The Council has changed the directional signage on The Parade, George Street and Edward Street (where it could be changed) to advise motorists from heading to the closed carpark. The Council will soon be installing further signage and will be releasing a parking map. The Council has allocated a portion of the Separate Rate budget to assist with issues created by the private COMO development, including the signage and map mentioned previously. It is also working with the businesses that remain in the Norwood Mall to help them through this challenging period (banners, blog feature stories and signage).

No action required.

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		Beulah Road closures have also heavily restricted access to The Parade making it hard for customers to drive around the streets looking for parking.	The Beulah Road Bicycle Boulevard Project, this was completed mid-2020. Any closures on Beulah Road at present would be either due to private development and/or simply short term maintenance.	No action required.
		There is no more JobKeeper/Seeker available to businesses and this is an economic consideration that needs to be accounted for.	The JobKeeper and JobSeeker programs were instigated by the Federal Government and the removal of these is not a Council decision.	No action required.
		Retail has not returned to a pre-COVID state and promoting a business should be the responsibility of the trader themselves.	Noted, however the promotion and marketing undertaken by the Council ensures that businesses within The Parade Precinct have access to a larger and diverse audience to complement the marketing that a business undertakes and the following a business may have. The Parade Facebook has over 16,000 likes and The Parade Instagram has over 3,000 followers.	No action required.
SRABP 6	Property/Business Owner	Do not support the recommendation to re-introduce the Separate Rate due to COVID-19 as we currently support our tenants with up to 20% rent reduction as they have found it difficult and uncertain as to when they can make payment and they also do not support the move.	Noted. The COVID-19 Pandemic has no doubt had a significant impact all over the world and has impacted upon all businesses and the community generally. Efforts to support your tenants are appreciated. For the 2020-2021 financial year the Council also supported all of the property owners in The Parade Precinct by not charging the Separate Rate and instead funding it from within its own budget within the context of a 0% rate revenue overall. This meant significant reductions in other areas but it was seen as a necessary step to ensure that the Council could support the businesses within The Parade Precinct and when the time was right, promote and market The Parade as a destination to return to, to further support the local businesses.	No action required.

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This allowed the Council to proceed with an annual shopping competition which received over 3,000 individual receipted entries from purchases within The Precinct. It also allowed for the 'Spring back to The Parade' campaign which targeted metropolitan Adelaide, South Australia and Australia to promote The Parade as a place to return to.

Do not support the recommendation to re-introduce the Separate Rate due to the former Coles Shopping Centre redevelopment which has reduced car parking on the south side of The Parade by 82% and as a result it is difficult to attract customers to southern side businesses.

Agree that the COMO development has impacted car parking, however this is a private development that was approved by the State Government. At the completion of the project, an extra 30+ car parks will be added to the same number that was there previously. The Council understands that this project is scheduled to take a couple of years to complete. As a result of this, a budget has been set aside using the Separate Rate, to assist the businesses who continue to operate in the Norwood Mall, as well as within the entire Precinct. Banners for the Norwood Mall businesses have been purchased, feature blog articles have been written and identification signage is being made. In conjunction with this support, the Council is close to releasing a Norwood Parking Map which will be available online as well as be given to businesses within The Parade Precinct to then give to customers to assist with finding a carpark when they return. Car parking signage will be installed to advise people that the Coles carpark is closed and where alternative can be located.

No action required.

Do not support the recommendation to re-introduce the Separate Rate due to the

Noted. The vaccination rollout is a Federal and State Government issue and outside the control of the Council.

No action required.

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		vaccination rollout which has unfortunately been delayed.		
SRABP 7	Property Owner	<p>Agree that the vitality and viability of The Parade is necessary but not at the expense of losing businesses which move elsewhere with lower costs which then impacts on the property owners who rely solely on rental income to live.</p> <p>If the Separate Rate is to proceed, I suggest the benefits be evenly spread to also enhance the western end of The Parade which seems to miss out.</p> <p>The COVID-19 restrictions and ongoing uncertainties are still impacting on struggling businesses along The Parade and elsewhere in Norwood. Now is not the time to put extra financial burden on businesses and property owners. Could the hardest hit businesses, such as restaurants, cafes and takeaway be considered for a 50% reduction for the three financial years to help them get back on their feet?</p> <p>As a landlord we have provided assistance to our tenants during COVID-19 and the Committee should also take on board similar considerations.</p>	<p>The purpose of the Separate Rate is to collect additional revenue in order to market and promote The Parade to attract additional customers.</p> <p>Noted. The use of the budget generated from the collection of the Separate Rate will also be used to promote and market the western end of The Parade more.</p> <p>The recent easing of restrictions will assist the hospitality businesses increase patronage, which will subsequently increase turn over. Where possible the Council has introduced initiatives (i.e. Eastside Happy Hour) to assist these businesses. The delivery of these initiatives is done through the collection of the Separate Rate.</p> <p>Noted. The COVID-19 Pandemic has no doubt had a significant impact all over the world and has impacted upon all businesses and the community generally. Efforts to support your tenants are appreciated. For the 2020-2021 financial year the Council also supported all of the property owners in The Parade Precinct by not charging the Separate Rate and instead funding it from within its own budget within the context of a 0% rate revenue overall. This meant significant reductions in other</p>	<p>No action required.</p> <p>Will be addressed.</p> <p>No action required.</p> <p>No action required.</p>

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areas but it was seen as a necessary step to ensure that the Council could support the businesses within The Parade Precinct and when the time was right, promote and market The Parade as a destination to return to, to further support the local businesses. This allowed the Council to proceed with an annual shopping competition which received over 3,000 individual receipted entries from purchases within The Precinct. It also allowed for the 'Spring back to The Parade' campaign which targeted metropolitan Adelaide, South Australia and Australia to promote The Parade as a place to return to.

Parking of motor vehicles should also be looked at on the western side of the precinct as the streets seem to be full of cars even though this part of the precinct is much less trafficked than the eastern end. If the aim is to attract more patrons, then there is a need for more easy access and convenient nearby parking for this precinct.

Noted. Parking provided by the Council at the western end of The Parade is solely on-street parking, a large percentage of which is timed to ensure there is an adequate level of customer turnover. All off-street car parking at that western end of The Parade is privately owned. The Council is about to release a Norwood Parking Map which will be available online and will also be distributed in hard copy to businesses to then give to customers to ensure it is easier to locate parking when visiting The Parade.

A review of on-street parking enforcement at the western end of The Parade will be undertaken.

The Norwood business precinct cannot compete with big shopping centres for patronage on a day-to-day basis unless these shopping centres start charging for parking. Norwood may be able to draw patronage away from these centres by providing incentives to customers in other ways.

Whilst The Parade is in competition with these centres, the advantage of The Parade is that it offers a unique experience which "big box" shopping centres do not offer. The promotion and marketing of The Parade through the use of the revenue generated by the Separate Rate, focusses on attracting visitors by showcasing the unique features of The Parade.

No action required.

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SRABP 8	Business Owner	<p>The Separate Rate is an additional tax and has no benefit to our business as we operate at the lower end of The Parade. Believe there is no advantage derived from being in this area.</p>	<p>The promotion and marketing undertaken using the revenue generated from the Separate Rate aims to increase visitation to the entirety of The Parade. For example in 2020 a 'Spring back to The Parade' promotional campaign was undertaken to encourage people back to The Parade as COVID restrictions eased. Similarly the 'Shop-to-Win' competition was conducted to encourage people to make a purchase at any of The Parade businesses for a chance to then win a voucher to any Parade business of their choice. Notwithstanding this, your concern has been noted and additional focus will be placed on ensuring that future initiatives deliver additional benefits to the businesses located at the western end of The Parade.</p>	No action required.
		<p>The Precinct Map has identified our area as outside 'Main Street' which indicates its lack of relevance and I hold the view that I, along with my staff, are the best people to determine how we promote the gallery.</p>	<p>The Precinct Map was derived from the State Government's new planning portal. The 'Main Street' is one of the zones within The Parade Precinct. The Parade Precinct extends from Fullarton Road through to Portrush Road and includes all commercial properties within that Precinct.</p>	No action required.
		<p>At the end of 2019, we agreed to provide information for the 'Home' booklet initiative which we understand has been cancelled and our good faith to participate went against my instincts which were correct.</p>	<p>The 'Home' booklet initiative has not been cancelled. The progression of the booklet has been slow due to other priorities, including providing support and other initiatives during the COVID-19 Pandemic. The 'Home' booklet will now be made a priority to complete.</p>	The 'Home' booklet will now be made a priority to complete.
		<p>The Art on Parade event continues to proceed at the detriment to my business and is a rehash of an event from early this century which focussed</p>	<p>Noted. Comments will be taken into consideration.</p>	No action required.

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on sculpture which has since been embraced by Brighton. Participation in Art on Parade would mean promoting competition to my business and would in effect ask me to fund my demise.

Land tax and valuations will force small businesses (like mine) off The Parade and will be replaced with apartment buildings and a Separate Rate will not save retailers from such developments.

Land tax and valuations are not a mechanism which the Council controls. Apartment buildings, such as those that have already been built on The Parade (Bath and Nuovo) are mandated to include the provision for non-residential tenancies on the ground floor to ensure the retail and commercial character of The Parade remains.

No action required.

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# Attachment C

## Endorsement of the Draft 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



City of  
Norwood  
Payneham  
& St Peters







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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
	<b>TOTAL</b>	<b>\$215,000</b>





# 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**

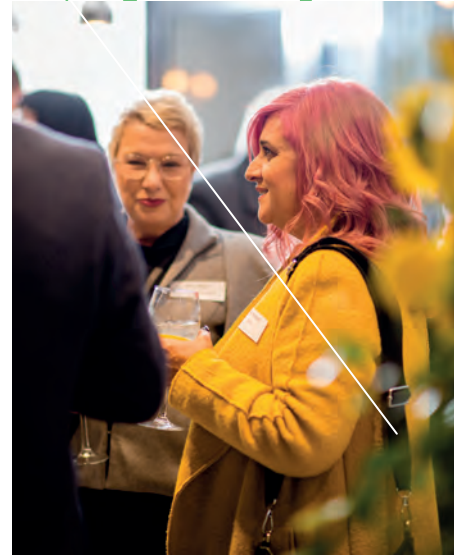
## 3.3 MERCHANDISE

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.



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City of  
Norwood  
Payneham  
& St Peters

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

6. **NEXT MEETING**  
Tuesday, 6 July 2021

7. **CLOSURE**