

Norwood Parade Precinct Committee Minutes

13 February 2024

Our Vision

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

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

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City of
Norwood
Payneham
& St Peters

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VENUE Mayors Parlour, Norwood Town Hall

HOUR 6.31pm

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
Cr Sue Whittington
Cr John Callisto
Cr Victoria McFarlane
Ms Hannah Waterson
Mr Mario Boscaini
Mr Rik Fisher
Mr Tom McClure
Mr William Swale

Staff Keke Michalos (Manager, Economic Development & Strategy)
Tyson McLean (Economic Development Officer)

APOLOGIES Cr Josh Robinson
Mr Joshua Baldwin
Ms Brigitte Zonta (has resigned from the Committee)

ABSENT Mr Michael Zito

TERMS OF REFERENCE:

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

- *To develop and have oversight of the Annual Business Plan and Budget based on the Separate Rate for The Parade Precinct.*
- *The Budget developed by the Norwood Parade Precinct Committee must be considered in conjunction with the Annual Business Plan and the amount recommended to the Council for approval by the Council, is required to meet the objectives set out in the Annual Business Plan.*
- *To have oversight of the implementation of the Annual Business Plan as approved by the Council.*
- *Through the initiatives as set out in the Annual Business Plan ensure the development and promotion of The Parade as a vibrant shopping, leisure and cultural destination for businesses, residents and visitors.*
- *To initiate and encourage communication between businesses within the Precinct.*

1. CONFIRMATION OF MINUTES OF THE NORWOOD PARADE PRECINCT COMMITTEE MEETING HELD ON 24 OCTOBER 2023

Cr Whittington moved that the Minutes of the Norwood Parade Precinct Committee meeting held on 24 October 2023 be taken as read and confirmed. Seconded by Cr Callisto and carried.

2. PRESIDING MEMBER'S COMMUNICATION

Nil

3. NORWOOD PARADE PRECINCT NEWS

Nil

4. STAFF PRESENTATION

Nil

5. STAFF REPORTS

5.1 PROGRESS REPORT ON THE IMPLEMENTATION OF THE 2023-2024 ANNUAL BUSINESS PLAN

REPORT AUTHOR: Economic Development Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: qA119911
ATTACHMENTS: A – D

PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee, with an update on the implementation of the *2023-2024 Norwood Parade Precinct Annual Business Plan*.

BACKGROUND

At its meeting held on Tuesday, 16 May 2023, the Committee endorsed the *2023-2024 Annual Business Plan* for The Parade Precinct and resolved to forward it to the Council for its endorsement. Subsequently, the Council endorsed the Annual Business Plan at its meeting held on Monday, 10 July 2023.

For the 2023-2024 financial year, the value of the Separate Rate on The Parade Precinct businesses, which is raised and collected by the Council, is \$215,000. In addition, \$83,839 has been carried forward from the 2022-2023 Budget, making the total of the 2023-2024 Budget \$298,839.

A summary of the overall budget, expenditure and amount currently allocated is contained in **Attachment A**.

DISCUSSION

1. STRATEGY 1: EVENTS & PLACEMAKING

1.1 2024 AFL GATHER ROUND

At its meeting held on Tuesday, 24 October 2023, the Committee allocated \$25,000 from a combination of strategies and Budget lines within the Annual Business Plan to assist with marketing and promoting The Parade during the upcoming 2024 AFL Gather Round, which will see two (2) AFL games be played at Norwood Oval on The Parade on Friday, 5 April 2024 and Sunday, 7 April 2024.

The Council is currently in the process of organising a number of events and activities in addition to the Norwood Food and Wine Festival, which will be held on Sunday, 7 April 2024, and which is being arranged by the State Government. As components of the events are developed, promoting The Parade as the ultimate, shopping, dining and lifestyle destination will remain the priority and all available opportunities will be used to encourage people to come to the Gather Round offerings and experience what The Parade has to offer. A post event overview will be provided to the Committee at its next meeting, scheduled for Tuesday, 30 April 2024.

1.2 A DAY OF FASHION 2023

The 2023 A Day of Fashion was held on Saturday, 14 October, the weekend before ADL Fashion Week, which was held from Friday, 20 October 2023 to Sunday, 22 October 2023.

In total twenty-eight (28) fashion related businesses and four (4) non-fashion related businesses participated in the day with in-store offers and activations. This is down on previous years (33 in 2023 and 65 in 2022) and is likely due to a number of factors including the declining presence of fashion related businesses along The Parade and that shopping days no longer have the appeal they once had due to sales occurring all year round and major shopping events such as Black Friday, which attract big crowds and sales.

The participating businesses were supported by other activations within the precinct, including the Norwood Clothes Swap event, which featured two (2) sessions. Ticket holders could bring along ten (10) garments of their own that they were happy to part with in exchange for the chance to select ten (10) new garments to take home with them.

This event was held in the Norwood Concert Hall and attracted 76 and 53 attendees respectively.

Along the street, live music contributed to the atmosphere at four (4) locations from 11.00am to 2.00pm.

Disappointingly, the weather on the day was not conducive to attracting large numbers of visitors as it was cold and wet. Despite the weather conditions and the lower participation rates from businesses, the Council still received positive feedback from a variety of the participating businesses including:

“The day was much busier than a normal Saturday trade” – Ian’s Shoes for Women

“Had full bookings for the day. Better than a normal Saturday trade” – Bailey Nelson Eyewear

The Spendmapp analysis highlights the following amount of daily expenditure in the category of ‘Department Stores & Clothing’ in Norwood for each of the shopping day events held between 2019 and 2023:

- A Day of Fashion 2019: \$184,281
- VIP Shopping Day 2020: \$212,261
- Spring Shopping Day 2021: \$203,250
- A Day of Fashion 2022: \$159,459
- A Day of Fashion 2023: \$181,370

The average expenditure in the category of ‘Department Stores & Clothing’ in Norwood on a Saturday (across all available data during 2023, excluding December 2023) is \$138,668.27, highlighting that the ‘A Day of Fashion’ events have resulted in a positive increase in expenditure.

However, following an internal review of the event, Staff concluded that other options need to be investigated on how this initiative can be promoted and supported. A decision on the future of the ‘A Day of Fashion’ event and other options and recommendations will be prepared for the Committee’s future consideration in due course.

2. STRATEGY 2: MARKETING & COMMUNICATIONS

2.1 CONTINUATION OF THE DIGITAL MARKETING CAMPAIGN

At its meeting held on Tuesday, 16 May 2023 the Committee endorsed the following regarding a digital marketing campaign for The Parade:

3. *That \$20,000 from the ‘Marketing & Communications’ budget be allocated to a digital marketing campaign, which is measurable.*

This was subsequently endorsed by the Council at its meeting held on Monday, 5 June 2023.

Further to this, at its meeting held on Tuesday, 24 October 2023, the Committee endorsed the following regarding the continuation of the digital marketing campaign:

2. *That the Committee allocates an additional \$20,000 from the ‘Marketing & Communications’ budget to the Digital Marketing Campaign, bringing the total allocated budget to \$40,000.*

This was subsequently endorsed by the Council at its meeting held on Monday, 6 November 2023.

Say Cheese Social has been appointed to contribute to the delivery of the digital marketing campaign, which includes consistency in the messaging and look and feel of the digital content.

Say Cheese Social has been actively involved in generating additional content, with a particular focus on the creation of more reels and photography to highlight The Parade’s promotional endeavours.

In the coming months, Say Cheese Social is scheduled to conduct visits to over 50 businesses located along The Parade. The primary objective of these visits is to spotlight various trader groups, including retail, services, and distinctive experiences. Emphasis will be placed on promoting The Parade Gift Cards as a gifting option.

To amplify the impact of the campaign, specialised reels will be curated for key occasions, such as Valentine's Day and Mother's Day. Furthermore, the campaign will illuminate the vibrant nightlife of The Parade, featuring prominent restaurants in the area.

Initial feedback from traders engaged in the campaign has been overwhelmingly positive. Numerous businesses have actively 're-shared' the posts, indicating a high level of enthusiasm for the initiative. Valuable feedback has been received through interactions on The Parade Instagram page.

A report showcasing engagement metrics, follower growth, and the identification of top-performing posts will be compiled at the conclusion of the campaign in June 2024. These results will be presented to the Committee at the corresponding meeting.

2.2 CITYMAG PARADE FEATURE 2023

The Parade was featured in a special edition of CityMag's Spring 2023 release, which celebrated 10 years since its creation. The Parade feature focussed on wellness businesses within the Precinct, as well as spruiking the *A Day of Fashion 2023* event. The wellness feature was something different for The Parade, shining a light on some of the more unique businesses in the Precinct. A copy of the spread is contained in **Attachment B**.

3. STRATEGY 3: IDENTITY & BRAND

3.1 CHRISTMAS DECORATIONS 2023

On Tuesday, 14 November 2023, the annual Parade Precinct Christmas decorations were installed. The suite of decorations includes the on-street stobie pole decorations and banners, which are funded by the Precinct and the live tree decorations in front of the Norwood Town Hall, Town Hall window decorations and 3-metre illuminated star, which are funded by the Council. This year's suite also included the two(2) new giant walk-through illuminated stars, which were installed in the Norwood Memorial Gardens (in front of Norwood Oval), images of which are contained in **Attachment C**. In accordance with the Committee's resolution, new street pole banners were also purchased for the 2023 Christmas period and were installed accordingly.

The star themed decorations continue to have an impact on The Parade's Christmas vibe, with Citizen Services receiving many compliments about the decorations and the City of Adelaide also seeking information as to where they purchased.

3.2 CHRISTMAS DECORATIONS STRATEGY

At its meeting held on Tuesday, 24 October 2023, the Norwood Parade Precinct Committee endorsed the following with regards to the development of a Christmas Decorations Strategy:

3. *(a) That the Committee allocates up to \$10,000 for the development of a Christmas Decorations Strategy for The Parade, which includes the locations along The Parade for the installation of the Christmas decorations; and*

(b) that the infrastructure requirements for the Christmas decorations be incorporated into the detail design stage of The Parade Masterplan.

A project brief is currently being prepared which will be used to seek expressions of interest from suitable consultants. The purpose of the Strategy is to provide direction on the location, theme and suite of assets that the Committee should look to purchase in order to increase the Christmas display within the Precinct and ultimately attract more visitors.

3.3 ANNUAL PARADE SHOPPING COMPETITION

At its meeting held on Tuesday, 24 October 2023, the Committee endorsed the following with regards to the annual Parade Shopping Competition:

1. *That the Committee recommends that a motor vehicle be progressed as the major prize for the Norwood Parade Precinct Annual Shopping Competition 2024.*
2. *That a local holiday up to the value of \$10,000 be offered as the second prize.*
3. *That \$1,200 be allocated for twelve (12) \$100 Parade Gift Card prizes to be drawn over the course of the Norwood Parade Precinct Annual Shopping Competition 2024.*
4. *That the Committee allocates up to \$65,000 in total for the major Norwood Parade Precinct Annual Shopping Competition 2024, comprising of \$50,000 from the "Identity & Brand – Competitions" and \$15,000 from the "Marketing & Communications – Advertising" budgets. This budget is inclusive of a financial contribution towards the major prize (if applicable), all operational elements and all marketing and promotion associated with the competition.*

The minutes were subsequently endorsed by the Council at its meeting held on Monday, 6 November 2023.

In response to the endorsed resolution, three (3) car dealerships were contacted and invited to provide a proposal on a vehicle they could supply within the allocated budget. The three (3) dealerships were:

- Jarvis Ford;
- Solitaire Automotive Group; and
- Stillwell Ford.

Both Jarvis Ford and Solitaire Automotive Group submitted a proposal, however Stillwell Ford did not respond to the expression of interest. The proposals received were:

- Jarvis Ford proposed a Ford Puma ST Line (model year 2023.75) 1.0l Petrol 7 Speed Automatic in colour 'Magnetic'; and
- Solitaire Automotive Group proposed a Volkswagen Polo Life 1.0 5dr Manual (white) or a Fiat 500 DolceVita Series 11 (white).

The following considerations were applied in determining which vehicle was more suitable as the first prize in the Norwood Parade Precinct Annual Shopping Competition 2024:

- vehicle practicability (i.e. size of car, manual Vs automatic);
- demographic of Parade shoppers;
- location of provider;
- has the car been offered before; and
- cost (and amount of discount offered).

Based on the abovementioned considerations, it was determined the proposal submitted by Jarvis Ford, a *Ford Puma*, was the most suitable option for first prize in the Norwood Parade Precinct Annual Shopping Competition 2024. The reasons for selecting this vehicle and partnering with Jarvis Ford are as follows:

- as per drive.com.au the *Ford Puma* has been named the Drive Car of the Year – Best Light SUV on back-to-back occasions;
- the vehicle is automatic (the Volkswagen Polo is manual);
- the vehicle size lends itself to having more boot space and being a generally more practicable vehicle;
- more versatile vehicle, including being suitable for small families in terms of its overall size, with The Parade attracting a range of shoppers including families;
- the cost (excluding GST) is competitive with the other options (with Jarvis Ford offering a 15.5% discount on the RRP); and
- Jarvis Ford is located within the Council area (Portrush Road, Trinity Gardens).

The reasons for not going with either of the vehicles proposed by Solitaire Automotive Group are that both vehicles are small in size, the FIAT 500 has been offered as a major prize previously and the Volkswagen Polo is a manual, which could potentially discourage people from entering.

Images of the *Ford Puma* are contained in **Attachment D**.

In respect to the second-place prize of a local holiday to the value of \$10,000, Staff contacted the Management at Sequoia Lodge and invited them to submit a proposal. They subsequently submitted a proposal, which is within the allocated budget. The components of their proposal are as follows:

- 3-night stay at Sequoia Lodge for two (2) people;
- All-inclusive package;
 - Sequoia Experience Curation Team, to plan the winners escape and curate their bespoke Itinerary at Sequoia and exploring the region.
 - Lodge welcome, the winner and their guest will be invited to gather at sunset to hear the stories of the region over a glass of local wine and cheese selection.
 - Daily a la carte breakfast in the Sequoia Lounge or on the private suite balcony overlooking the stunning Piccadilly Valley.
 - Daily Guided Nature walk, along the Heysen Trail, with sweeping views of Adelaide and the Mount Lofty Ranges. Look out for wallabies and kangaroos.
 - South Australian Cheese and Wine Discovery Experience.
 - Curated minibar selection with local artisan produce to enjoy during the stay.
 - Spring-fed private hot pool experience (60 minutes).
 - Sequoia complimentary on-site experiences and activities.
 - Daily 2-course lunch at Hardy's Verandah Restaurant, Sequoia Lounge, or on the private suite balcony. For guests heading out for the day, a pre-ordered Sequoia picnic hamper can be arranged.
 - Nightly fine dining experience at 3 chef hat Hardy's Verandah Restaurant, or a casual dining experience in Hardy's Bar, Sequoia Lounge or in-suite dining.
 - Inclusive access to Sequoia's selected wine, spirits and cocktail list during the stay.
- 2-hour luxury driving experience through the Adelaide Hills in one of the following supercars (Ferrari, Lamborghini, McLaren, Aston Martin, Porsche, Audi, Chevrolet or Lotus) departing from and returning to Sequoia Lodge.

The competition is scheduled to commence with a pre-promotion period on Monday, 29 April 2024 before the competition opens on Monday, 6 May 2024 at 9.00am and closes at midnight on Sunday, 16 June 2024. The winners of first and second prize as well as week 6 winners of the gift cards to be drawn at midday on Thursday, 20 June 2024. The weekly winners of a \$100 Parade Gift Card (two (2) winners per week) will be drawn on a Thursday for the corresponding Monday to Sunday period of the competition.

RECOMMENDATION

That the report be received and noted.

Mr William Swale moved:

1. *That the report be received and noted.*
2. *That the remaining 2023-2024 NPPC Budget be allocated towards a 2024 Mother's Day promotion, activation and giveaways.*

Seconded by Mr Mario Boscaini and carried unanimously.

5.2 THE NORWOOD PARADE PRECINCT SEPARATE RATE 2024-2025, 2025-2026 & 2026-2027

REPORT AUTHOR: Economic Development Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: qA119911
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to seek the Norwood Parade Precinct Committee's endorsement to continue to levy a Separate Rate on The Parade Precinct for the next three (3) financial years (2024-2025, 2025-2026 & 2026-2027). The Committee's recommendation will then be presented to the Council for its endorsement to be released for consultation with the key stakeholders (The Parade Precinct business and property owners / managers).

BACKGROUND

At its meeting held on Tuesday, 4 May 2021, the Norwood Parade Precinct Committee endorsed the following:

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 all three (3) financial years 2021-2022, 2022-2023 and 2023-2024, having considered all submissions received during the consultation period.*

Subsequently, the Council endorsed the continuation of the Separate Rate at the abovementioned amount at its meeting held Monday, 7 June 2021.

FINANCIAL AND BUDGET IMPLICATIONS

Prior to the most recent period of charging the Separate Rate, the revenue collected was based on raising \$205,000 in its base year, which was then increased in line with the Consumer Price Index (CPI) annually, resulting in varying totals collected in the subsequent years. However, in order to simplify the process and provide The Parade businesses and property owners with a level of certainty, a fixed rate of \$215,000 was set for each of the three (3) years.

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

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

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

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

Should the Separate Rate be extended for a further three (3) years, it is recommended that the Separate rate be increased by \$10,000 and set at \$225,000 for each of the 2024-2025, 2025-2026 and 2026-2027 financial years. This proposal would ultimately result in an increase of approximately 4.65% for each of the next three (3) consecutive years.

This Separate Rate model for The Parade has been designed to ensure that the Precinct remains viable in an increasingly competitive mainstreet and indoor shopping centre markets, where the Precinct is seen as South Australia's premier mainstreet.

A Separate Rate revenue of \$225,000 would ensure that the Council through the Committee is able to continue to deliver initiatives for the size and diversity of the businesses, properties and visitors to the Precinct. The reasons for proposing to increase the amount that is collected are explained in the Discussion section of this report.

RESOURCE ISSUES

The full Separate Rate revenue is used to deliver the various initiatives and programs outlined in the Annual Business Plan (the details of which are contained in a separate report in this Agenda). The Council provides all of the required staffing to service the Committee and to deliver various initiatives and programs that the Committee has approved within its funding from the Separate Rate levy of the Norwood Parade businesses. The resourcing provided by the Council includes Economic Development Staff, Marketing & Events Staff and Communications Staff.

CONSULTATION

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

Consultation will be scheduled to commence at 9.00am Thursday, 14 March 2024 and conclude at 5.00pm Wednesday, 10 April 2024. To ensure that all affected stakeholders are well informed of the Council's intentions, a variety of different platforms will be used to communicate with the key stakeholders, including written information packs sent to all business and commercial property owners located within the Norwood Parade Precinct as contained in **Attachment A**. Information will also be placed on both the Council and Parade websites, in the monthly Business on Parade eNewsletter and in The Advertiser newspaper.

It should be noted that in addition to the consultation regarding the Separate Rate, The Parade business and property owners / managers, are consulted annually on the development of the Annual Business Plan, which outlines the way in which the budget, generated from the Separate Rate, will be utilised.

DISCUSSION

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

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

- to develop and have oversight of the Annual Business Plan and Budget based on the Separate Rate for The Parade Precinct;
- to have oversight of the implementation of the Annual Business Plan as approved by the Council;

- to deliver initiatives as set out in the Annual Business Plan that contribute to the development and promotion of The Parade as a vibrant shopping, leisure and cultural destination for businesses, residents and visitors; and
- to initiate and encourage communication between businesses within the Precinct.

The draft budget that is developed by the Norwood Parade Precinct Committee must be considered in conjunction with the Annual Business Plan and the amount recommended to the Council for approval by the Council, is required to meet the objectives set out in the Annual Business Plan.

As Committee Members are aware, each financial year, the Committee is required to present an Annual Business Plan to the Council for its approval, outlining how the Committee intends to use the Separate Rate revenue to market and promote The Parade Precinct. An overview of the key programmes and initiatives that were delivered by the Norwood Parade Precinct Committee using the Separate Rate, over the past three (3) financial years is contained in **Attachment B**.

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

Through the establishment of the Norwood Parade Precinct Committee and the revenue that is collected from the Separate Rate, the Council is ensuring that The Parade continues to maintain its status as South Australia's Premier Mainstreet. Achieving a dynamic and thriving commercial centre in turn creates a community hub and a sense of pride for residents, business owners and employees.

In considering whether to recommend an extension of the Separate Rate and to increase the revenue that is collected, the Committee and the Council must consider why they support the proposal of a Separate Rate in the first instance. A summary of these reasons is set out below, along with justification for increasing the revenue collected.

- The Parade is constantly facing increased competition from master planned, off-street shopping centres, in particular Burnside Village which is currently undergoing a multi-million dollar redevelopment. Other centres such as Westfields and Rundle Mall are also in competition with The Parade. These centres enjoy coordinated management, which includes a compulsory marketing levy along with maintenance of centre infrastructure and management of tenancy mix. While the charm and unique character of mainstreets like The Parade act as a significant drawcard, they simply cannot continue to compete in this increasingly competitive retail environment without a coordinated marketing approach;
- continuous and consistent marketing and establishment of initiatives has resulted in expenditure increasing throughout the Precinct as highlighted through *Spendmapp by Geografia* data;
- other mainstreets around metropolitan Adelaide are continuing to collect a Separate Rate to ensure they are able to employ marketing and promotional campaigns to encourage visitation and expenditure (i.e. Jetty Road, Glenelg and King William Road, Hyde Park);
- new events within The Parade Precinct have required a greater contribution from the Norwood Parade Precinct than had previously been budgeted for (i.e. AFL Gather Round);
- the Norwood Parade Precinct Committee has recently endorsed the creation of the Christmas Decoration Strategy to acquire assets over a period of time. The installation and dismantling costs associated with the current Christmas decorations, has increased due to increased materials and labour costs. Adding to the suite of decorations that are purchased and installed, will require additional budget allocation; and
- the general costs of marketing and delivering the range of events has increased due to factors such as inflation, and material costs etc.

OPTIONS

The Committee has a number of options available to it in terms of the recommendations that it makes to the Council, including recommending that a Separate Rate no longer be collected. However, given that a Separate Rate has now been applied for four (4) three (3) year periods, each time following comprehensive consultation with The Parade business community, and the Council waiving the Separate Rate for businesses in the 2020-2021 financial year, the option to no longer collect the Separate Rate is **not recommended**. Recommending to no longer collect the Separate Rate would be detrimental to the long-term survival and sustainability of The Parade particularly given the works being undertaken at nearby Burnside Village.

Alternatively, the Committee can recommend to the Council to increase the Separate Rate by a greater amount, for example to \$250,000 or \$300,000. Whilst this is an attractive option, it would add an additional cost to the businesses and property owners. For this reason a greater increase is **not recommended**.

The Committee could also recommend to the Council that it applies a staggered increase over the three (3) year period, for example Year 1 - \$225,000, Year 2 - \$235,000, Year 3 - \$245,000. This option would be more palatable and would better align with the reduced cost of living pressures predicted to occur in late 2024.

As such, it is **recommended** that the Committee recommends to the Council that it support the proposal to extend the Separate Rate for 2024-2025, 2025-2026 and 2026-2027 financial years at a rate of \$225,000 and that The Parade business community be consulted with regard to again declaring a Separate Rate for the Precinct.

CONCLUSION

The Separate Rate enables the Council to raise sufficient revenue to ensure high impact marketing and promotion and engaging initiatives for The Parade Precinct can occur. A safeguard has been built in with the three (3) year timeframe, at which time the Separate Rate will once again be evaluated for effectiveness and business and property owners themselves can determine its value to their business.

COMMENTS

Nil.

RECOMMENDATION

1. That the Committee advises and recommends to the Council that it supports the continuation of the Separate Rate for The Parade for a three (3) financial year period.
2. That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$225,000 for the 2024-2025, 2025-2026 and 2026-2027 financial years.

Cr Whittington moved:

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

Seconded by Cr Callisto and carried unanimously.

5.3 DEVELOPMENT OF THE DRAFT 2024-2025 NORWOOD PARADE PRECINCT ANNUAL BUSINESS PLAN

REPORT AUTHOR: Economic Development Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: qA119911
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present to the Norwood Parade Precinct Committee, the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, for its consideration and approval.

BACKGROUND

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

The purpose of this report is to present to the Committee, the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, for consideration and endorsement. Following the Committee's endorsement of the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan*, the document will be presented to the Council for endorsement and approval as being suitable for consultation with The Parade Precinct business community.

FINANCIAL AND BUDGET IMPLICATIONS

The budget which has been allocated in the Draft Annual Business Plan for the 2024-2025 financial year is \$225,000. This is an increase from \$215,000, which was collected in 2023-2024 to deliver the Annual Business Plan. \$225,000 is also reflective of the amount that is proposed as part of the review of the Separate Rate revenue for the next three (3) financial years. This is subject to The Parade Separate Rate also being endorsed as recommended, which is the subject of another report within this agenda.

RESOURCE ISSUES

The implementation of the *2024-2025 Norwood Parade Precinct Annual Business Plan* will be undertaken by Council staff and managed by the Manager, Economic Development & Strategy. Input and involvement from other Council staff and/or external contractors will be sought as required. Direction on expenditure will come from the Norwood Parade Precinct Committee.

CONSULTATION

Once the Draft 2024-2025 Annual Business Plan is endorsed by the Committee, the draft document will be presented to the Council for its endorsement, prior to being released for consultation with The Parade Precinct business community for a period of twenty-one (21) days.

DISCUSSION

The Vision for The Parade is:

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

Based on the Vision, staff have identified the following four (4) Objectives, which form the basis of the Draft 2024-2025 Annual Business Plan:

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

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

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

With regards to the funding of the abovementioned categories, it is suggested that the following allocation occur:

- **Events & Placemaking** - \$35,000
- **Marketing & Communications** - \$70,000
 - Website – \$2,500
 - Social Media - \$20,000
 - Advertising - \$47,500
- **Identity & Brand** - \$110,000
 - Signage & Street Decorations - \$45,000
 - Merchandise - \$5,000
 - Competitions - \$60,000
- **Business Support & Development** - \$5,000
 - Training & Workshops - \$3,000
 - Other - \$2,000
- **Administration** - \$5,000

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

It should be noted that the details regarding the range of projects and initiatives that are proposed under each of these categories, will be presented to the Committee throughout the 2024-2025 financial year. The intent is not to include the specific projects and initiatives in the Annual Business Plan to allow flexibility and to respond to changing environments.

OPTIONS

The Committee can endorse the recommended Objectives, Strategies and Deliverables and associated funding presented in the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* as being suitable. Alternatively, the Committee can amend, omit or propose new Objectives, Strategies, initiatives or programs for inclusion in the draft Annual Business Plan.

CONCLUSION

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

COMMENTS

The funding associated with the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* is driven by The Parade Separate Rate, which is also up for review this coming financial year. Any change to the Separate Rate will alter the content within the Annual Business Plan. Both the Separate Rate and the Annual Business Plan will be out on consultation at the same time should the Council endorse them as being suitable for consultation and engagement.

RECOMMENDATION

1. That the *Draft 2024-2025 Norwood Parade Precinct Annual Business Plan* be endorsed as being suitable to present to the Council for its endorsement and approval prior to its release for consultation with The Parade Precinct business community for a period of twenty-one (21) days.
 2. That the Chief Executive Officer be authorised to make any editorial changes to the document prior to the document being released for consultation.
-

Cr McFarlane moved:

1. *That the Draft 2024-2025 Norwood Parade Precinct Annual Business Plan be endorsed as being suitable to present to the Council for its endorsement and approval prior to its release for consultation with The Parade Precinct business community for a period of twenty-one (21) days.*
2. *That the Chief Executive Officer be authorised to make any editorial changes to the document prior to the document being released for consultation.*

Seconded by Cr Whittington and carried unanimously.

5.4 THE PARADE PRECINCT OCCUPANCY LEVELS ANNUAL ASSESSMENT 2023

REPORT AUTHOR: Economic Development Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: qA119911
ATTACHMENTS: A - B

PURPOSE OF REPORT

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

BACKGROUND

As part of The Parade Precinct Occupancy Levels report which was presented to the *Norwood Parade Precinct Committee* in November 2019, the Committee was advised that an assessment of The Parade Precinct's occupancy rates will be conducted annually and that the findings will be presented to the Committee, the Council's *Business & Economic Development Advisory Committee* and the Council. Since 2019, Staff have expanded the extent of the occupancy level surveys, now covering the majority of the business precincts within the City. The other Precincts that have had their occupancy rates recorded to date, include Magill Road and Kent Town. The most recent surveys were undertaken on the following dates:

- The Parade Precinct – 14 December 2023;
- Magill Road Precinct – 13 December 2023; and
- Kent Town Precinct – 19 and 21 December 2023.

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

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

The latest report prepared by JLL Australia is the *3Q23 Adelaide Retail High Street Overview*, a copy of which is contained in **Attachment A**. It is important to note that JLL Australia define The Parade (for the scope of their measurement) as being all ground floor tenancies directly fronting The Parade between Osmond Terrace and Portrush Road. It was due to this restricted scope that the Council decided to undertake its own assessment, which is inclusive of the entire Precinct, as defined by the Council in its Terms of Reference for the Norwood Parade Precinct Committee. A map showing the extent of the precinct is contained in **Attachment B**. It was subsequently determined that it would be valuable for all of the Council's Economic Development Precincts to also be monitored, with each Precinct having its own predefined boundary. Undertaking an annual assessment of all of these precincts, enables the Council to monitor the 'health' of the precincts and identify opportunities to provide support.

The JLL Australia report and **Table 1** below, show that the majority of Adelaide's retail "high streets" are experiencing steady occupancy levels. The only high streets to have experienced a change (positive) over 3% from Third Quarter (July, August, September) 2022 to Third Quarter (July, August, September) 2023 were Jetty Road and The Parade, both of which are the most occupied high streets that are monitored by JLL Australia. **Table 2** also contains a summary of the findings from the Staff annual 4Q data collection for the three (3) Economic Development Precincts (The Parade, Magill Road and Kent Town).

In the JLL Australia report, The Parade has been recognised as the best performing “high street” in respect to tenancy occupancy, 2.8% ahead of Jetty Road. In addition, The Parade continues to have an occupancy rate above that of the ‘Blended Average’ of all high streets which sits at 93.6%.

TABLE 1: RETAIL HIGH STREETS OCCUPANCY LEVELS – JLL AUSTRALIA FINDINGS

Street	Occupancy Rate 3Q22	Occupancy Rate 3Q23	Change (3Q22-3Q23)
Prospect Road, Prospect	95.9%	93.5%	Declined 2.4%
Hindley Street, Adelaide	87.3%	86.8%	Declined 0.5%
Rundle Street, Adelaide	92.7%	93.8%	Improved 1.1%
King William Road, Goodwood	94.5%	94.4%	Declined 0.1%
O’Connell Street, North Adelaide	91.7%	92.7%	Improved 1%
Jetty Road, Glenelg	90.3%	95.2%	Improved 4.9%
The Parade, Norwood	94.0%	98.0%	Improved 4%

Notes: Data provided by JLL Australia.

TABLE 2: ECONOMIC DEVELOPMENT PRECINCTS OCCUPANCY LEVELS – STAFF FINDINGS

Street	Occupancy Rate 4Q22	Occupancy Rate 4Q23	Change (4Q22-4Q23)
The Parade, Norwood	92.5%	96.5%	Improved 4%
Magill Road	94.0%	95.0%	Improved 1%
Kent Town	93.0% (1Q23)	92.4%	Declined 0.6%

Notes: Data collected by NPSP Staff

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Outcome and Objective contained in *CityPlan 2030* are outlined below:

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

- **Objective 3.1** *A diverse range of businesses and services.*

The relevant Strategies and Actions contained in the *2021-2026 Economic Development Strategy* are outlined below:

Strategy 2.2: Support the City’s vibrant mainstreet precincts.

- **Action 2.2.3** *Monitor vacancy rates on The Parade by undertaking annual audits.*

Strategy 3.3: Facilitate communication, education and networking programs to support businesses.

- **Action 3.3.1** *Continue to grow the business database and communicate on a regular basis, including a process to identify new businesses.*

DISCUSSION

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

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

- tenancies classified as being vacant are those that:
 - have signage indicating that the premises or part of the premises was for lease;
 - tenancies that have a 'Leased' sign and were still vacant and the Council was not aware of a new business preparing to occupy the space; and
 - tenancies that did not have signage but were empty and the Council was not yet aware of any new business preparing to occupy the space.
- there were two (2) tenancies where it was unclear whether the premises were occupied or whether they were vacant and for this reason, these tenancies were excluded from the assessment and do not form part of the occupancy figures;
- the ORTA development site has not been included in the figures;
- Norwood Oval is not counted in the occupancy figures, however is included in the tenancy mix figures; and
- the Norwood Town Hall is also not included in the occupancy figures, however is included in the tenancy mix figures.

On 14 December 2023, Council staff undertook an assessment of The Parade Precinct (as defined in the *Norwood Parade Precinct Committee* Terms of Reference, which extends from Fullarton Road to Portrush Road) occupancy levels to understand the current health of the Precinct, the changes that have occurred over the past 12 months and to compare the research with the findings in the latest JLL Australia report. All information is correct as of that date.

The survey conducted by Council staff found the following:

- there is currently a total of 373 tenancies within The Parade Precinct;
- 360 tenancies were occupied by a business (plus Norwood Oval and the Town Hall bringing the total to 362);
- there were thirteen (13) vacant tenancies (15 less than at the same time in 2022) within The Parade Precinct, which equates to an occupancy level of 96.5% (up from 92.5% in 2022);
- eight (8) vacant tenancies are located on the northern side of The Parade (3 less than 2022) and the northern side has an occupancy level of 95.9% (186 out of 194 tenancies); and
- five (5) vacant tenancies are located on the southern side of The Parade (12 less than 2022) and the southern side has an occupancy level of 97.2% (174 out of 179 tenancies).

In an attempt to build on the data that is collected, staff have also continued to monitor the tenancy mix within The Parade Precinct, as it is important to understand the diversity of businesses, as well as any trends that are becoming apparent. Too many of a particular type of business can impact on the Precinct's attractiveness as a destination. In contrast, the establishment of some types of business clusters can also create competition, which is a positive outcome for visitors. **Table 3** below, showcases the tenancy mix within the Precinct in 2022 to 2023:

TABLE 3: TENANCY MIX OF THE PARADE PRECINCT – 2022 AND 2023

Sector	Number (2022)	Percentage (%) (2022)	Number (2023)	Percentage (%) (2023)
Retail	101	29.3	103	28.4
Dining & Entertainment	70	20.3	71	19.6
Professional	65	18.8	76	20.9
Medical, Health & Wellbeing	55	16.2	58	16.0
Hair/Beauty	35	10.1	41	11.3
Training/Employment	9	2.6	8	2.2
Community	5	1.4	5	1.3
N/A (i.e. Leased signage but no business yet)	5	1.4	N/A	N/A
TOTAL	345	100%	362	100%

Table 4 below, segregates the 'Retail' and 'Professional' sectors into sub-sectors to enable a deeper understanding. Retail is segregated into two (2) categories, 'Clothing' and 'Product', which is inclusive of businesses that specialise in homewares, furniture, grocery stores, toys etc. The Professional sector is segregated into three (3) categories 'Technical' which includes, architects, graphic design, IT, marketing agencies etc, 'Financial', which includes accountants, banks, brokers etc, and 'Real Estate'.

TABLE 4: RETAIL AND PROFESSIONAL SECTOR BREAKDOWN – 2022 AND 2023

Sector Breakdown	Number (2022)	Percentage (%) (2022)	Number (2023)	Percentage (%) (2023)
Retail – Product	66	65.3	69	67.0
Retail – Clothing	35	34.7	34	33.0
Professional – Technical	35	53.8	43	56.6
Professional – Financial	24	36.9	28	36.8
Professional – Real Estate	6	9.2	5	6.6

The changes experienced within the Precinct, include the introduction of a number of new businesses, many of whom have come online thanks to the completion of the COMO development. Also, businesses located within George House, which has had a new sign installed, making identification of tenants easier. The new and relocated businesses include:

NEW

- **Embrace** (located at 1 The Parade);
- **Fussy's Hair Design** (located in The Parade Pavilion (47));
- **Version Brand Design** (located at 2a/53 The Parade – moved from Kensington Road);
- **Outside Square** (located at 2b/53 The Parade – moved from Magill Road);
- **Hot Pot Little Panda** (located at 85 The Parade);
- **Echo Hair & Beauty** (located at 2/89 The Parade – moved from Kent Town);
- **Eastside Compounding** (located at 20/177-193 The Parade);
- **Norwood Alterations** (located at 19/177-193 The Parade);
- **Momentea** (located at 11/177-193 The Parade);
- **Ooh La La Lash Boutique** (located to 1/223 The Parade);
- **Luna & Sol (coming soon)** (located at c/225 The Parade);
- **Nailed It** (located at 258 The Parade);
- **Dumpling Centre** (located at 256 The Parade);
- **Rodeo** (located at 224 The Parade);
- **Saimai's Thai Treats** (located to 210D The Parade);
- **Tea Tee** (located at 202 The Parade);
- **Maya Beauty Bar** (Norwood Mall);
- **One-Systems** (Norwood Mall – returned after leaving the mall for a period);
- **Jenny's Bakery** (Norwood Mall);
- **Mr Cheese** (Norwood Mall);
- **Boost** (Norwood Mall – relocated from Norwood Place);
- **Coles** (Norwood Mall);
- **Fineco (coming soon)** (Norwood Mall);
- **Vintage Cellars** (Norwood Mall);
- **Sushi Hub** (Norwood Mall);
- **Mascavado** (Norwood Mall);
- **Total GP Care** (Norwood Mall);
- **Kieser Norwood** (Norwood Mall);
- **Thomas Farms** (Norwood Mall);
- **Smile Society** (Norwood Mall);
- **Simone Perele** (located at 154 The Parade);
- **Norwood Nails Design & Eyelashes** (located at 2/154 The Parade);
- **Marro's Hair & Beauty** (located at 148B The Parade);
- **Award Mortgage** (located at 134A The Parade);
- **Total Dermatology** (located at 106 The Parade);
- **Just Living** (located at 3a/92-94 The Parade);

- **Floorworld** (located at 60 The Parade);
- **John Baraiolo & Co** (located at 42 The Parade);
- **MCP+P** (located at 10 The Parade); and
- **Thor energy** (located at 6 The Parade).

TABLE 5: SECTOR SUMMARY OF BUSINESSES - OPENED IN THE PRECINCT

Sector	Number of businesses to have opened
Dining & Entertainment	7
Medical, Health & Wellbeing	7
Hair/Beauty	9
Retail	11
Professional	6
Training/Employment	0
TOTAL	40

RELOCATED

- **Adelaide Colonic Health** (relocated within the Precinct to 3 The Parade);
- **Norwood Family Practice** (relocated to 43 The Parade); and
- **Bupa Optical** (relocated to 254 The Parade).

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

- **Adelaide Reproductive Health Centre** (the Doctor operates out of various hospitals);
- **The Bod Squad** (moved to Fullarton Road, Norwood);
- **London Skin Clinic**;
- **Only 1 Hair Salon** (closed completely);
- **Campbell Page** (closed Norwood site);
- **Belroc Homes** (moved to Payneham Road);
- **Cosmetic Laser Solutions** (moved to Fullarton);
- **K-Baby Q** (closed completely);
- **Rain Modern Asian Bistro** (closed completely);
- **Phi Permanent Makeup** (closed completely);
- **Teamazing** (closed Norwood store);
- **Scribbles Junction** (closed completely);
- **Whole Foods by Argo** (closed completely);
- **Wok your Way** (sold franchise);
- **Tang Dessert** (closed completely);
- **Pasta Chef** (closed completely);
- **Hanger Lane** (closed completely);
- **Uncle Albert's** (closed completely);
- **Excel Nails** (sold franchise, rebranded to Norwood Nails Design & Eyelashes);
- **Prana Healing** (closed completely);
- **Intrepid**;
- **Pawnbrokers World** (closed completely); and
- **Joe & Frank's Dentures** (closed completely).

TABLE 6: SECTOR SUMMARY OF BUSINESSES - LEFT THE PRECINCT

Sector	Number of businesses to have left
Dining & Entertainment	7
Medical, Health & Wellbeing	5
Hair/Beauty	4
Retail	4
Professional	2
Training/Employment	1
TOTAL	23

The results of the occupancy survey have demonstrated that there is an increase in the number of food and beverage related businesses, as a result of the COMO development, however the number of dining/entertainment businesses overall has remained fairly stable. As can be seen via the two (2) summary tables of businesses to have entered and left the Precinct, all sectors experienced a growth, besides Dining & Entertainment which remained the same and Training/ Employment which declined.

Given the importance of having a good mix of businesses in the Precinct, it will be critical for the Committee and the Council to continue to monitor the number of businesses in each sector within the Precinct, as an oversupply in any one (1) sector could have a detrimental impact on the longevity of The Parade.

In respect to the location of vacant tenancies, the only clusters are at 231 The Parade, which has previously been listed as for sale, and the former Beaurepairs site, which has been earmarked for redevelopment. Beyond this, the vacant tenancies are spread throughout the Precinct.

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

- The Parade between Fullarton Road and Osmond Terrace = occupancy rate of 96.6% (112 out of 116)
- The Parade between Osmond Terrace and George Street = occupancy of 97.2% (138 out of 142)
- The Parade between George Street and Portrush Road = occupancy rate of 95.7% (110 out of 115)

The next assessment is scheduled to be undertaken in late 2024.

The information that has been presented and discussed in this report will be used to create the *Norwood Parade Precinct Occupancy Report 2023* document which will go onto the Council website under the 'Invest in NPSP' page. Feedback from businesses is that this document is used by a range of businesses and has been accessed by a number of investors in the Precinct.

In addition, the information will also be used to update the City-wide Occupancy Report, which will provide more detail on the importance of occupancy, tenancy mix, and turnover for a number of economic development precincts within the City of Norwood Payneham & St Peters.

OPTIONS

Not Applicable.

CONCLUSION

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

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

COMMENTS

Whilst it is acknowledged that a high occupancy level is a positive representation of the health of the Precinct, research has shown that when occupancy levels go above 95%, the rental market is considered to be in a good state and landlords consequently tend to increase rents, which in turn can have a negative impact on tenancy mix. It also means that landlords can afford to be selective about the type of tenants that they place in the individual properties. Therefore, maintaining an occupancy level of between 91% - 95% appears to be the optimal level for a successful precinct. The current occupancy rate of The Parade is 96.5%, which could be beneficial if landlords focussed on selecting tenants that added value to the Precinct, rather than duplicating what is already there. It is also critical that landlords do not see the high occupancy rates as an opportunity to increase rates, as this could have a detrimental impact on the vibrancy of the Precinct.

RECOMMENDATION

1. That The Parade Precinct assessment information be used to produce the *Norwood Parade Precinct Occupancy Report 2023* and update the *Activity Precincts Occupancy Report*.
 2. That an annual audit of The Parade Precinct Occupancy rate continue to occur.
-

Cr Callisto moved:

1. *That The Parade Precinct assessment information be used to produce the Norwood Parade Precinct Occupancy Report 2023 and update the Activity Precincts Occupancy Report.*
2. *That an annual audit of The Parade Precinct Occupancy rate continue to occur.*

Seconded by Cr Whittington and carried unanimously.

6. OTHER BUSINESS

6.1 Resignations

Cr Callisto moved:

That the Committee thanks Ms Brigitte Zonta and Mr William Swale for their contribution as Members of the Norwood Parade Precinct Committee and wished them all the best for their future endeavours.

Seconded by Cr Whittington and carried unanimously.

7. NEXT MEETING

Tuesday 30 April 2024

8. CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 7.38pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)