

Norwood Parade Precinct Committee Minutes

17 March 2020

Our Vision

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

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

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City of
Norwood
Payneham
& St Peters

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VENUE Mayors Parlour, Norwood Town Hall

HOUR 6.15pm

PRESENT

Committee Members Mayor Robert Bria (Presiding Member)
Cr Sue Whittington
Cr Fay Patterson
Cr John Callisto
Mr Mario Boscaini
Mr Tom McClure
Mr Joshua Baldwin
Mr Ross Dillon

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

APOLOGIES Cr Kester Moorhouse
Ms Annie Lovejoy
Mr Terry Dalkos
Mr Sebastian Joseph
Ms Elizabeth Donaldson

ABSENT Nil

TERMS OF REFERENCE:

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

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

1. CONFIRMATION OF MINUTES OF THE NORWOOD PARADE PRECINCT COMMITTEE MEETING HELD ON 26 NOVEMBER 2019

Cr Patterson moved that the minutes of the Norwood Parade Precinct Committee meeting held on 26 November 2019 be taken as read and confirmed. Seconded by Mr Ross Dillon and carried.

2. PRESIDING MEMBER'S COMMUNICATION
Nil

3. NORWOOD PARADE PRECINCT NEWS
Nil

4. STAFF REPORTS

4.1 CITY WIDE ECONOMIC DEVELOPMENT STRATEGY

REPORT AUTHOR: Economic Development & Strategic Projects Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4524
FILE REFERENCE: S.01916 S.05882
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee, with an update on the progress of the *City Wide Economic Development Strategy*.

BACKGROUND

At its meeting held on 21 May 2019, the Business & Economic Development Committee endorsed the following four (4) priority areas of economic development as the key focus areas for the Council's *City Wide Economic Development Strategy*:

- Food Manufacturing
- Retail
- Cultural & Creative Industries
- Professional, Scientific and Technical Services

The decision to prioritise these sectors was based on research and statistics undertaken by staff and presented to the Business & Economic Development Committee. The Business & Economic Development Committee resolved that the Education and Health Sectors also be recognised in the Strategy as important sectors due to their significant contribution to Community Well-being but not as two (2) of the Council's priority areas.

At its meeting held on Tuesday 25 February 2020, the Business & Economic Development Committee endorsed a draft set of Outcomes, Objectives and Strategies as the basis for the finalisation of the draft *City-Wide Economic Development Strategy 2020-2025*, which will be presented to the Committee for its consideration in April.

The Council's previous *Business & Economic Development Strategy 2008-2013* was developed to align with the Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future* and makes reference to the objectives contained in *CityPlan 2030* under the heading of *Economic Prosperity: A dynamic and thriving centre for business and services*. The Strategy was based on five (5) themes each of which contained a number of Objectives and Strategies

Given that the Council's Strategic Management Plan, *CityPlan 2030*, represents the Vision to 2030, it is important that the new *City Wide Economic Development Strategy* also references this document closely.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The following Strategic documents are considered to be of significance in the development of the Economic Development Strategy.

- *CityPlan 2030: Shaping Our Future*
- Kent Town Economic Growth Strategy 2020 - 2025
- 30 Year Plan for Greater Adelaide
- The Size, Structure and Growth of the Eastern Regions Alliance's Economy

FINANCIAL AND BUDGET IMPLICATIONS

The Council has allocated \$7,000 to develop the *City Wide Economic Development Strategy 2020 – 2025*.

RESOURCE ISSUES

This project requires a significant amount of research, analysis and consultation with businesses due to the size and scope of the Strategy, the majority of which will be undertaken by Council staff.

DISCUSSION

In seeking to establish the strategic framework for the development of the Economic Development Strategy and to ensure that the Strategy appropriately addresses the wide range of issues relating to economic development in the City, the following key stages were identified for the development of the *City Wide Economic Development Strategy 2020-2025*:

- Review of the Business & Economic Development Strategy 2008 – 2013
- Utilise REMPLAN to research and collect data at a City, ERA and State level
- Development of four (4) sector discussion papers
- Host visioning workshops with local business operators
- Develop a draft *City Wide Economic Development Strategy* for endorsement by the Business & Economic Development Committee and Council
- Community consultation
- Revise and amend the draft Strategy
- Present the final draft Strategy to the Business & Economic Development Committee and Council for final endorsement

Whilst the four (4) sector Discussion Papers provide a solid foundation upon which to develop the Economic Development Strategy, a best practice review of other Economic Development Strategies was also undertaken to assist in establishing the strategic framework for economic development in the City. The review of strategies from local, national and international cities has revealed several common cross-cutting themes including: the transformational impact of digital technology, the accessibility to both transport and business services, and the need to mitigate the impacts of climate change.

To further support the desktop research undertaken to-date, visioning workshops were held with business operators located within the City of Norwood Payneham & St Peters. The purpose of each workshop was to identify and gain a better understanding of the strengths, opportunities, weaknesses and threats that each business, sector, and more generally the City's business sector is likely to encounter over the next five (5) years.

Approximately two-hundred and forty (240) business operators were invited to attend one (1) of five (5) workshops, which were held during November 2019. Business owners and operators were contacted via email and telephone, which resulted in forty-three (43) participants attending the workshops. Whilst the final number of participants was below the expected target, those who did attend were actively engaged in the process and provided staff with useful information that will assist in developing the draft Strategy.

Workshops were themed around the four (4) key sectors of food and beverage, cultural and creative, retail and professional and scientific, with an additional multi-sector workshop held comprising business operators from a cross-section of the economy.

The workshops asked business owners and operators to explore the strengths, weaknesses, challenges and opportunities of operating a business in the Council, and to identify specific actions that could be undertaken by the Council to improve the economic environment for businesses. A summary of common themes identified in the workshops is outlined below.

Strengths

- Proximity to CBD.
- Diverse business mix.
- The Parade – A well-recognised retail strip.
- Affluent customer base.
- Sense of community.
- Good mix of business and residential.

Weaknesses

- Not well promoted.
- Red tape – council processes, development applications, grant restrictions.
- Limited parking.
- Insufficient signage.
- Individual property ownership.
- Lack of shaded areas.

Threats

- Loss of heritage buildings.
- Retail disruption.
- Competition from neighbouring Council areas and in particular other centres and mainstreets.
- Increasing cost of doing businesses (e.g. rents, taxes).
- Traffic congestion.

Opportunities

- Cross sector collaboration.
- Utilisation of empty spaces.
- Promotion and advertising of destinations.
- Outdoor activations, live music and art.
- The Creative Sector.
- Small bars.
- Extended trading hours.
- Strengthen the identity and promotion of precincts.
- Grow the number of small businesses exporting.
- Regular events and networking.

Action for Council

- Training programs.
- Short term activation program.
- Marketing and promotions.
- Maintain attractive street amenity.
- Increase population.
- Improved transport infrastructure and public transport.
- Interactive directional/information booths.
- Increase availability of parking.
- Sustainability/recycling/re-using for business
- Encourage residents to support local businesses

It should be noted that whilst a number of themes can and will be addressed in the draft Economic Development Strategy, a number of the abovementioned themes, such as management of congestion, will be addressed by the Council through other strategies and programs and will be not included in the *City Wide Economic Development Strategy 2020-2025*.

Subsequent to the conclusion of the five (5) workshops, staff have consolidated the thoughts and ideas presented by the various participants and have used the information, together with previous research which has been undertaken, to inform the development of the high level draft Outcomes, Strategies and Objectives for the *City Wide Economic Development Strategy 2020 – 2025*. These are outlined below:

Outcome 1: A City with thriving business sectors

Objective: To support the growth and viability of sectors with competitive strength and strategic priority.

1.1 Focus on the support and growth of the City's priority sectors:

- Food & beverage manufacturing sector
- Cultural & Creative Sector
- Professional, Scientific & Technical Services Centre
- Retail Sector

- 1.2 Support the Education Sector and Health Sector as key contributors to community well-being.
- 1.3 Monitor land use activity and economic growth to identify emerging trends and opportunities.
- 1.4 Promote collaboration across the sectors.
- 1.5 Identify and promote local competitive advantages.

Outcome 2: A destination with dynamic, vibrant and attractive precincts

Objective: To increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.

- 2.1 Showcase and promote the City's attractions and events to facilitate growth in visitation and spending.
- 2.2 Support the City's vibrant mainstreet precincts.
- 2.3 Promote the role of key precincts as focal points for the evening and night time economy.
- 2.4 Facilitate the activation of key spaces in the City.
- 2.5 Continue to work with local business operators to strengthen the viability of precincts and enhance the customer experience.

Outcome 3: An innovative City that supports business and attracts investment

Objective: To attract and maintain competitive businesses with the capacity for ongoing sustainability, innovation and growth.

- 3.1 Maximise new investment and growth opportunities
- 3.2 Recognise businesses that make a significant contribution to the City.
- 3.3 Facilitate communication, education and networking programs.
- 3.4 Embrace new and emerging technologies that will enhance business productivity.

Outcome 4: A Council that understands the needs of business

Objective: To remove barriers and make it easy for business owners to start, run and grow a business.

- 4.1 Ensure that Council processes are business friendly and contribute to a well-functioning City.
- 4.2 Embed economic outcomes in decision-making across the organisation.

A summary of the draft Outcomes, Strategies and Objectives that were endorsed by the Business & Economic Development Committee is contained in **Attachment A**. Indicative actions have also been included in **Attachment A** to demonstrate how the above Strategies can be delivered and Outcomes achieved. The actions are based on feedback received at the workshops, together with desktop research undertaken by staff.

CONCLUSION

The draft Outcomes, Strategies and Objectives outlined in this report have been endorsed by the Business & Economic Development Committee and will form the economic framework which will be used to inform the further development of the draft *City Wide Economic Development Strategy 2020-2025*. The establishment of a *City Wide Economic Development Strategy* will reflect the priorities and challenges for the City's business and economic sector, and set a roadmap for delivering economic growth in the City ensuring a healthy economy and subsequently a healthy community.

RECOMMENDATION

That the report be received and noted.

Cr Patterson moved:

That the report be received and noted.

Seconded by Mr Mario Boscaini and carried.

4.2 PROGRESS REPORT ON THE IMPLEMENTATION OF THE 2019-2020 ANNUAL BUSINESS PLAN

REPORT AUTHOR: Economic Development Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: S.01916
ATTACHMENTS: A - H

PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee (NPPC), with a progress report on the implementation of the 2019-2020 Annual Business Plan.

BACKGROUND

At its meeting held on Tuesday 28 May 2019, the Committee endorsed the Draft 2019-2020 Annual Business Plan for the Norwood Parade Precinct and resolved to forward it to the Council for its endorsement. Subsequently, the Council endorsed the Annual Business Plan as being suitable for implementation at its meeting held on Monday 3 June 2019.

Subsequent to the endorsement of the Annual Business Plan, investigations have progressed in respect to a number of the deliverables. 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 NORWOOD CHRISTMAS PAGEANT 2019

The *Norwood Christmas Pageant* was held on The Parade, between Woods Street and Queen Street, on Saturday 23 November 2019, starting at 10.00am and finishing at approximately 11.30am. There were seventy-four (74) floats including:

- local bands, school bands;
- commercial business;
- local schools and kindergartens; and
- community groups.

The Council-owned floats that were featured in the line-up, included Father Christmas, Pageant Princess, Norwood Town Hall, Rocket Ship and the newest float of the fleet, the Gingerbread House.

Norwood Place continued the celebrations by hosting the '*Pageant After Party*' that ran until 2.00pm with free entertainment, face painting, glitter tattoos, a photobooth, live music, giveaways and special retail offers.

1.2 TOUR DOWN UNDER 2020

The Norwood on Tour Street Event

The *Norwood on Tour Street Event* was held on Thursday 23 January 2020 from 5.00pm – 10.00pm at The Parade Norwood, between Edward Street and George Street (excluding intersections). The three (3) main components of the event included entertainment, food and beverage stalls and kids activities.

The weather reached a pleasant temperature of 23 degrees, which was significantly cooler than previous years and made it easier for suppliers and businesses during bump-in and busy service periods.

The businesses that were involved in the *Norwood on Tour Street Event* include:

- Amadio Wines
- Ben & Jerrys (Hoyts Cinemas)
- BikeSportz
- CW Wines
- Ferg's Stepney
- Fine & Fettle
- Gelato Bello
- Honey Puff Lads
- Jeanneret Wines
- Lambrook Wines
- Little Bang Brewing Company
- Moorooroo Park Vineyards
- Norwood Cycling Club
- Pan & Vine
- Rustic Gourmet
- Signature Wines - Ginscato
- VDR on the Parade
- Vineyard Road Cellar Door

Over the last twelve (12) months there have been several new Cellar Doors that have opened in the City and joined the Council's *Eastside Wine & Ale Trail*. Of the twelve (12) brands that are a part of the Trail, ten (10) were interested in participating in the *Norwood on Tour Street Event*. This number encouraged the Council's Event Coordinators to dedicate a section of the street to these businesses, creating an *Eastside Wine & Ale Trail* 'tasting area'. This allowed stallholders the opportunity to offer wine and ale tastings, as well as sell product for consumption on the night. This concept worked extremely well, with the majority of traders selling out of stock. The food businesses that served warm dinner dishes also performed well, with the gelato and dessert products performing slightly lower due to the temperature being cooler.

The Stage 4 Race Start, started from the Norwood Town Hall the following day on Friday 24 January 2020 and attracted a great number of attendees.

2. STRATEGY: MARKETING & COMMUNICATIONS

2.1 SOCIAL MEDIA

From 21 November 2019 – 10 March 2020, The Parade's Facebook page impressions increased by 71% from the previous period, with 386,717 impressions. The top performing posts by engagement are, an article written by Glam Adelaide on a new sushi restaurant in Parade Central named Hanamura Restaurant, the unfortunate closure of Windmill Educational Toys and Supplies and a Gelatissimo competition.

The Parade blog articles continue to attract users and gain interaction on the platform with the top three (3) blogs during this period, '*School Holiday Activities*', '*Bakmi Lim Restaurant Open*' and '*Sustainable Gift Giving Guide*'. Further information is detailed in the social media report contained in **Attachment B**.

2.3 PLASTIC-FREE PRECINCT PILOT PROGRAM

At its meeting held on Tuesday 27 August 2019, the Committee was informed that The Parade Precinct was one (1) of the four (4) precincts selected to participate in the *Plastic Free SA* Pilot Program, an initiative of Boomerang Alliance, with funding from Green Industries SA (GISA).

The Minister for Environment and Water, the Hon David Spiers MP, officially launched the program on Saturday 14 December 2019, at Brick + Mortar Creative and awarded them with the first 'Plastic Free Champion' certificate. Brick + Mortar Creative offer and accept reusable cups and containers, provide 100% compostable packaging for takeaway, actively reduce food waste in their kitchen, and compost all food and organic waste.

The program State-wide has a total of 45 members, within four (4) precincts and is continuously growing. There are six (6) businesses that have been certified as 'Plastic Free Champions' with another ten (10) that will reach this status once all remaining stock has been used.

Of the 45 members who have signed up to the program, eight (8) businesses are located on The Parade including two (2) Plastic Free Champions, namely:

- Argo on The Parade;
- Brick + Mortar Creative (Champion);
- Chapter Two;
- La Madeline;
- Manto Café;
- Norwood Concert Hall (Champion);
- Paul's on The Parade; and
- Sfizio Cucina.

The Council continues to work closely with the Project Coordinator, Ms Taryn Hansen to promote the program and assist where required. Due to the great response from the business community in such a short time, Plastic Free SA have contracted a second Coordinator, Kelly Smith, who started in February 2020. Kelly will work alongside Taryn on the pilot precincts, and will reach out to other precincts, following the announcement by MP David Spiers that the project will be expanding in the coming months.

Council Staff will continue to work with the Project Coordinators to advocate and promote the free program and its benefits. Council Staff will also continue to ensure that general information on the Council and Parade Norwood websites are relevant and up to date. All other information, including the project overview, Plastic Free SA Plan, and general enquiries will be managed by Plastic Free SA.

For more information on the program visit:

- Plastic Free SA website: www.plasticfreesa.org;
- Plastic Free SA Instagram: [@plastic.free.sa](https://www.instagram.com/plastic.free.sa); and
- Plastic Free SA Facebook: [@plasticfreesouthaustralia](https://www.facebook.com/plasticfreesouthaustralia)

A copy of the Media Release dated Saturday 14 December 2019, from the Minister for Environment and Water, the Hon David Spiers MP is contained in **Attachment C**.

2.4 SPENDMAPP PROPOSAL

The opportunity exists to subscribe to an online platform called '*Spendmapp*', which provides expenditure activity in, to and from a region. It does this by taking bank transaction (EFTPOS and credit/debit) data and applying a proprietary data transformation to capture virtually all economic activity within a region.

The data shown in *Spendmapp* provides an accurate, up-to-date, and detailed picture of expenditure activity for the region. It does this by taking real banking transaction data and transforming it to create a comprehensive representation of the City's economy. These steps ensure that *Spendmapp* is detailed, trustworthy, and, most importantly, safe. There is a complex process of ensuring outlier transactions don't skew the data and to maintain the privacy of merchants and cardholders by applying a degree of randomisation when there are small transaction volumes. The data is presented in the form of an online dashboard that provides several standard reports and takes into account a cash component which is informed by a RBA survey.

Spendmapp uses data that is provided by the Westpac Group, which includes Westpac, St. George, Bank of Melbourne, Bank SA, BT and RAMS. Through these brands the Group serve over 13million customers. The Westpac Group has approximately 20% market share of the Australian banking sector, which represents a fifth of the total data available and is seen as a significant proportion (and statistically viable) and therefore a suitable reflection of total spend.

The economic activity presented by Spendmapp can be split into five (5) main types of expenditure:

- **Resident Local Spend** refers to expenditure by cardholders and businesses located in the region spending at merchants also located in the region;
- **Visitor Local Spend** refers to expenditure by cardholders and businesses located outside the region and spend at merchants located inside the region, representing the amount of external demand met by local supply;
- **Total Local Spend** refers to all spend (Resident and Local Spend, including international visitor spends) in the region at local merchants;
- **Resident Escape Spend** refers to spend based on cardholders and businesses based in the region, spending outside of the region. This is useful for capturing and recognising the amount of local demand that is not adequately served by local supply; and
- **Resident Online Spend** refers to the spend by local cardholders and businesses on online goods and services. As supply chains globalise and the cost of online shopping and e-commerce decreases, this figure is already forming a significant part of local expenditure activity and is likely to keep rising.

Some of the benefits include, but are not limited to:

- Better understanding of the economic impact of major events and other activities on The Parade;
- Better understanding of escape expenditure of residents and identifying investment attraction opportunities;
- Better understanding of expenditure by time of day to encourage businesses to open longer or operate on different days;
- Better understanding of expenditure between City residents and neighbouring councils;
- Identification of gaps and opportunities for businesses; and
- Provide better reporting to the Committee and local business community.

The cost for a twelve (12) month subscription is approximately \$17,500 (ex GST), and includes:

- Spendmapp Suburbs (SSC) level breakdown for local analytics;
- Spendmapp SA2 level breakdown which is a higher level geography than the SSC;
- Category analysis tab (15 spend categories);
- Location analysis tab, SSC or SA2;
- Performance measure (impact of change in spending on full time equivalents and floor space by expenditure category); and
- Daily tracker (spend by day, location and category).

The package starts with fifteen (15) months of historical data and is updated monthly usually within 6-8 weeks (e.g. January data becomes available by mid-March).

The City of Adelaide and City of Holdfast Bay are currently using the application and have found the tool useful. The Council Staff foresee that Spendmapp can assist the Committee and Council to make informed decisions on projects and initiatives. It will also help to provide a better understanding of the Precincts target market, which will assist in future targeted marketing.

The reason behind the Council Staff seeking this application is because currently, economic data is sparsely available and time consuming to gather. The application will have the potential to drive more informed and responsive economic strategies and projects for The Parade Precinct.

It should be noted that Spendmapp is an annual purchase, which the Committee can select to renew or simply purchase as a once off. It will help the Committee to establish a better understanding of The Parade's customers and the amount of money that is being spent and when.

Based on the research, it is recommended that funds be allocated from the 2019- 20 Budget to purchase *Spendmapp* for implementation in July 2020.

3. STRATEGY: IDENTITY & BRAND

3.1 CHRISTMAS DECORATIONS

On Tuesday 19 November 2019, the three (3) large illuminated Christmas trees, in addition to the twenty (20) light pole decorations and Christmas branded banners were installed along The Parade, Norwood. To complement the decorations along The Parade, the Council installed decorations along the windows of the Town Hall and in the three (3) street trees that surround the Norwood Town Hall. One (1) on George Street and the other two (2) located on The Parade.

The most recent and final decoration that was purchased and installed as a part of the Council's Christmas Decoration package was the 3metre x 3metre illuminated 3D Silver LED Star.

Images of the Star situated on The Parade at the front of the Norwood Town Hall Arch are contained in **Attachment D**.

The decorations remained in place for a period of seven (7) weeks over the Christmas period and were removed on Monday 6 January 2020 and delivered to storage.

For the fourth year running, the Council installed decorated wooden Christmas trees on Osmond Terrace to create an outdoor gallery for the public to enjoy. 'Merry Christmas' signage was installed in the same vicinity to complement the twenty-three (23) decorated wooden Christmas trees. The Council's Youth Development Officer worked closely with the local schools to deliver this initiative.

Education institutes that were involved in this initiative include:

- Agnes Goode Kindy;
- East Marden Primary School;
- East Torrens Primary School;
- Felixstow Community School;
- Marryatville Out of School Hours Care (OSHC);
- Norwood Primary School;
- St Ignatius College Junior School;
- St Peter's Childcare Centre
- St Peter's College Junior School; and
- Trinity Gardens Primary School.

The *Festive Gallery on Osmond Terrace* was available for the public to enjoy between Thursday 14 November 2019 and Friday 3 January 2020. As part of this initiative, the community were invited to visit and walk through the display on Osmond Terrace taking in the creative sights before voting for their favourite Christmas tree in the People's Choice competition on The Parade Facebook page.

The photograph that gained the most likes and the winner of the *Festive Gallery on Osmond Terrace* Competition was Felixstow Community School. The prize was a \$250 voucher to Dillons Norwood Bookshop for the school, plus \$1,000 to a charity of choice. Felixstow Community School chose to donate \$1,000 to Kickstart for Kids.

KickStart For Kids is a not-for-profit organisation that helps disadvantaged school children in South Australia achieve positive educational outcomes and increased self-esteem through school breakfast and lunch programs, mentoring programs and the Camp KickStart school holiday care program. On Tuesday 10 March 2020, the Council's Economic Development Coordinator received a thank you letter from Ian Steel OAM, on behalf of the Committee.

A copy of the letter, including a photograph of the winning tree is contained in **Attachment E**.

3.2 2020 ART ON PARADE

The *2020 Art on Parade* event will provide an opportunity to encourage creative expression and invite new audiences to The Parade whilst at the same time supporting local artists and promoting The Parade as an arts-friendly precinct.

All businesses within The Parade Precinct were invited during the months of January, February and March 2020 to express their interest in being a host venue for the *Art on Parade* event. Due to the success of last year's event and positive contribution made by curator and artist Kerry Reid, the Council has engaged a curator again in 2020. This year the Council has engaged Evy Moschakis to curate the trail, as Kerry was unavailable.

Evy will be the liaison between the businesses that have expressed their interest and the artists that are showcasing their work. Evy is currently in the process of matching artworks to venue spaces that are appropriate logistically and are visually complementary. There is currently twenty-seven (27) businesses that have signed up to participate in *Art on Parade*.

The *2020 Art of Parade* launch event will be held on Monday 20 March 2020 at the Collective Haunt Inc. located at Level 1, 68 the Parade, Norwood. A copy of the invitation is contained in **Attachment F**.

3.3 ANNUAL COMPETITION

At its meeting held on Tuesday 20 August 2019, Mr Marcus Rolfe facilitated a workshop with the Committee and the Members agreed on the theme and destination for this year's annual competition to be '*Norwood to New York*'. Since that time, Council Staff have investigated and met with several travel businesses on The Parade to seek sponsorship for the competition. As you are aware, the travel sector is currently going through significant challenges and restrictions due to the Coronavirus outbreak, and therefore businesses are unable to provide this type of prize.

In lieu of a major prize that has included a holiday along with gift cards and accessories in recent competitions, the Council Staff propose that the Committee gather a selection of prizes from various Parade businesses to create a generic 'Shop on The Parade to Win' competition. This competition will be Parade branded and will allow a greater mix of prizes, with multiple winners.

The competition will run in the same format as previous years. To enter the competition, shoppers will be required to spend a minimum of \$25 at any participating business within The Parade Precinct, hold onto their receipt and enter online via The Parade Norwood website (www.theparadenorwood.com) Shoppers can enter as many times as they like. One entry per receipt.

Due to the type of competition, it is proposed that the competition runs for four (4) weeks, in the month of July and that the budget allocated to this competition be reduced from \$20,000 to \$17,000.

4. STRATEGY: BUSINESS DEVELOPMENT

NETWORKING

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: Tuesday 23 June 2020

Time: 6.00pm – 8.00pm

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

The invitations to the event will be distributed in April 2020.

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:

https://www.npsp.sa.gov.au/business_and_economy/supporting_local_business/mayors_business_commen_dation_awards.

The Mayor's Business Commendation Awards will be announced at the Mid-Year Networking Event on 23 June 2020.

BUSINESS DEVELOPMENT

4.2 GROWTH WORKSHOPS

The Council Staff have sourced four (4) external facilitators, three (3) of which are businesses that are located within the Council area and with backgrounds in digital marketing, social media and business development to host five (5) workshops during the year.

The workshops have been scheduled for the following dates and will run from 6.00pm – 8.00pm.

Topic	Date	Location	Facilitators
Marketing 101	Tuesday 24 March 2020	Bendigo Bank, Norwood	Steve Osborne
Utilising Social Media's Digital Capabilities for Business	Tuesday 5 May 2020	Brick + Mortar Creative, Norwood	Georgi Roberts
Instagram for Business	Tuesday 16 June 2020	Aura Objects, Stepney	Chloe Grayling
What is Intellectual Property and How Best to Protect it	Wednesday 19 August 2020	Mezzanine 55, Kent Town	Drazen Lesicar
Facebook – Are you Getting the Most out of It	Tuesday 15 October 2019	Australian Dance Theatre, Norwood	Georgi Roberts

The Growth Workshops have and will continue to be promoted to all businesses within the Council area via social and digital channels including target electronic newsletters and printed collateral.

For more information on the Growth Workshops and to book a spot, visit www.npsp.eventbrite.com. The workshops are free and bookings are essential.

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

4.4 2020 EASTSIDE BUSINESS AWARDS

The *2020 Eastside Business Awards* are a partnership between the City of Norwood Payneham & St Peters and News Corp and have been established to:

- recognise and celebrate the success of businesses within the City;
- raise the profile of the Council's business sector;
- provide a platform for businesses that fall both within and outside of the Council's business precincts the opportunity to be promoted;
- highlight the "hidden gems";
- encourage exceptional customer service from businesses;
- make the City of Norwood Payneham & St Peters a destination of choice for shopping, dining and services;
- increase patronage for businesses within the City; and
- associate the Council with a high profile awards program.

These awards celebrate excellence across the following twelve (12) categories which remain unchanged from the 2019 to 2020 program:

- Hall of Fame (20+ years in the City of Norwood Payneham & St Peters)
- Best Café
- Best Restaurant
- Best Coffee
- Best Pub/Bar
- Best Hair/Beauty Salon
- Best Customer Experience
- Best Fashion Retailer
- Best Entertainment Venue
- Best Emerging/Startup Business
- Best Food/Beverage Manufacturer

The Awards Program was launched on Wednesday 5 February, with three (3) weeks of general marketing and promotion to generate awareness of the Awards, prior to the voting stage open. During this time, the Council communicated to the business community via The Parade, Magill Road and Council's websites, associated social media platforms and via electronic direct mail (EDM), to inform and prepare businesses for the voting stage. The Council has made printed collateral available to all businesses, and has encouraged business owners and employees to collect and display the material within their business. To complement the printed collateral, digital assets are available to download and use online.

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

The Council, in association with The Messenger Newspaper has designed an extensive campaign including print and digital advertising, editorial and social media. The campaign delivers a clear and direct message, followed by a quick, user friendly voting process that can be completed online at: www.eastsidebusinessawards.com.au. To encourage public vote, the Council has engaged with People's Choice Credit Union to sponsor the 'Voters Competition', by donating a \$250 voucher for Discover South Australia.

Voting is open from Wednesday 26 February – Wednesday 25 March 2020. At the conclusion of the voting stage, the top four (4) businesses in each category with the highest number of votes become the finalists. The finalists are judged by a panel including Mayor Robert Bria, together with two (2) NewsCorp representatives.

The winner of each category will be announced at an Awards Night on Tuesday 21 April 2020 at the St Peters Banquet Hall and each winner will win a slice of the \$18,000 prize pool to put towards business marketing with The Messenger.

A copy of the 2020 Eastside Business Awards marketing collateral is contained in **Attachment H**.

RECOMMENDATION

1. That the report be received and noted.
 2. That the Committee notes the status of the 2019-2020 Annual Business Plan Budget contained in Attachment A.
 3. That the Committee allocates funds from the 2019- 20 budget to purchase *Spendmapp* for implementation in July 2020.
 4. That the budget allocated to the annual competition be reduced from \$20,000 to \$17,000.
-

Cr Callisto moved:

1. *That the report be received and noted.*
2. *That the Committee notes the status of the 2019-2020 Annual Business Plan Budget contained in Attachment A.*

Seconded by Cr Whittington and carried unanimously.

Cr Patterson moved:

That staff prepare a report regarding the annual competition with a cash prize allocation to be spent by winners on The Parade and that the report be presented to the Committee at the May 26 2020 meeting.

Seconded by Cr Whittington and carried unanimously.

4.3 EXTENSION OF THE SEPARATE RATE FOR THE PARADE PRECINCT

REPORT AUTHOR: Economic Development Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: S.01916
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to seek the Norwood Parade Precinct Committee's endorsement (NPPC) to continue to levy a Separate Rate on The Parade Precinct for a further three (3) years.

BACKGROUND

At its meeting held on 14 June 2017, the Council resolved the following:

1. *That the Separate Rate for The Parade Precinct, (as shown on the Norwood Parade Precinct Committee map contained in Attachment B), be endorsed for a further three (3) years commencing on 1 July 2017.*
2. *That the Separate Rate based upon achieving revenue of \$205,000 in the first year (2017-2018), which is then increased annually by the Consumer Price Index (CPI), for the following two (2) years (i.e. 2018-2019 and 2019-2020) be implemented.*
3. *That the Council apply a discretionary rebate of 50% of the amount payable to offices and consulting rooms within The Parade Precinct.*
4. *That at the end of the three (3) year period, a full review evaluating the effectiveness of the Separate Rate on The Parade by undertaken.*

In accordance with Part 4 above, a report will be prepared for the Council's consideration at its 6 April 2020 meeting. The report will include a review and evaluation of the programmes and initiatives which have been undertaken with the revenue which has been raised from the Separate Rate over the last three (3) financial years (namely 2017-2018, 2018-2019 and 2019-2020).

The purpose of this report is to advise the Committee that the Separate Rate is up for review and to seek the Committee's endorsement to extend the Separate Rate on The Parade for a further three (3) year period. The Committee's recommendations will then be presented to the Council for consideration as part of the evaluation report.

FINANCIAL AND BUDGET IMPLICATIONS

The revenue collected from the Separate Rate on The Parade Precinct is currently based on raising \$205,000 in its base year (2017-2018) which has been increased in line with the Consumer Price Index (CPI) annually, resulting in total amount of revenue of \$209,715 collected in 2018-2019 and \$215,000 in 2019-2020.

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
2019-2020	Village Heart, Prospect Road	\$19,500
2019-2020	Goodwood Road, Goodwood	\$57,225
2019-2020	Unley Road, Unley	\$113,395
2019-2020	King William Road, Hyde Park	\$147,400
2019-2020	The Parade, Norwood	\$215,000
2019-2020	Jetty Road, Glenelg	\$578,088

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

Should the Separate Rate be extended for a further three (3) years, it is recommended that the Separate Rate be set at \$215,000 for the 2020-2021, 2021-2022 and 2022-2023 financial years. This proposal would ultimately result in a zero revenue increase for the next three (3) consecutive years which is a change from the current model, which would reset the base year and then apply a CPI increase over the following two (2) years. The proposed amount will still enable to Committee to deliver The Parade Precinct's Annual Business Plan.

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

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

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

RESOURCE ISSUES

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

CONSULTATION

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

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

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

DISCUSSION

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

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

- To develop and recommend to the Council in each financial year, an Annual Business Plan and Budget for The Parade Precinct.
- To develop a budget in conjunction with the Annual Business Plan that meets the objectives set out in the Annual Business Plan, for the Council's approval.
- To oversee the implementation of the Annual Business Plan as approved.
- To oversee the implementation of the approved Marketing and Promotional Plan for The Parade.
- To assist in the development and promotion of a vibrant cultural and leisure tourism destination for businesses, residents and visitors.
- To facilitate and encourage networking and communication between the businesses.

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

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

Over the last three (3) years the NPPC, through its Annual Business Plans has implemented a range of initiatives designed to promote the entirety of the Norwood Parade Precinct, including the east and west ends and support the diverse range of businesses on The Parade. Whilst the majority of these initiatives are difficult to measure quantitatively, the anecdotal evidence suggests that The Parade is a successful mainstreet both through the low vacancy rates, the primary feedback received as well as the number of visitors observed in the precinct each day and the overall vibrancy of the precinct.

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

As outlined earlier in this report, the Council has requested a review for the purpose of evaluating the effectiveness of the Separate Rate to assist it in determining whether to extend the Separate Rate for a further three (3) year period. In considering whether to recommend the extension, the Council must consider why both it and the NPPC, supported the proposal of a Separate Rate for The Parade in the first instance. A summary of these reasons is set out below.

- The Parade is facing increased competition from master planned, off-street shopping centres such as the Westfields, Burnside Village, Mitcham Shopping Centre and even Marryatville and Firlie. These centres enjoy co-ordinated centre management, which includes a compulsory marketing levy along with maintenance of centre infrastructure and management of retail mix. While the charm and unique character of mainstreets like The Parade act as a significant drawcard, they simply cannot continue to compete in this increasingly competitive retail environment without a more coordinated marketing approach.
- At the same time, it is important that the unique charm, character and '*sense of place*' of The Parade, is carefully managed – to do otherwise would be counterproductive to what the Council and indeed the property owners, tenants and the community wish to achieve. In this respect, it should be noted that the Council is very cognisant of this fact.
- The unique charm, character and '*sense of place*' has been recognised for a long time by Adelaide's other major mainstreet precincts including Unley Road, King William Road, Prospect Road, Jetty Road Glenelg and Rundle Mall, which are considered to be The Parade's principle competitors and are themselves undertaking major marketing, promotion and development programmes in order to stay competitive in metropolitan Adelaide's retail environment.
- Historically, the Council has supported The Parade through grant funding over a number of years, however it is clear that The Parade must contribute to its own marketing, promotion and development, in order to stay competitive today and into the future, particularly in light of the fact that the Council has an obligation to consider how it can support other significant business precincts in the City such as Magill Road, Payneham Road and the Glynde Corner.

OPTIONS

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

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

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

CONCLUSION

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

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 further three (3) year period.
 2. That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$215,000 for the 2020-2021, 2021-2022 and 2022-2023 financial years.
-

Cr Patterson moved:

1. *That the Committee advises and recommends to the Council that it supports the continuation of the Separate Rate for The Parade for a further three (3) year period.*
2. *That the Committee supports the amount of revenue raised by the Separate Rate on The Parade to be set at \$215,000 for the 2020-2021, 2021-2022 and 2022-2023 financial years.*

Seconded by Mr Ross Dillon and carried.

4.4 DEVELOPMENT OF THE 2020-2021 NORWOOD PARADE PRECINCT COMMITTEE ANNUAL BUSINESS PLAN

REPORT AUTHOR: Economic Development & Strategic Projects Officer
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4512
FILE REFERENCE: S/01916
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present to the Norwood Parade Precinct Committee the Draft 2020-2021 Norwood Parade Precinct Committee Annual Business Plan, for its consideration and approval.

BACKGROUND

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

The purpose of this report is to present to the Committee, the Draft 2020-2021 Norwood Parade Precinct Committee Annual Business Plan, for consideration and endorsement. Following the Committee's endorsement of the Draft 2020-2021 Norwood Parade Precinct Committee 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 2019-2020 Annual Business Plan was based on a budget of \$215,000, which was the amount collected by the Council through The Parade Separate Rate.

The budget which has been allocated in the Draft Annual Business Plan for the 2020-2021 financial year is again \$215,000. This figure reflects the amount which is proposed to be collected by the Council through The Parade Separate Rate in 2020-2021.

At the conclusion of the 2019-2020 financial year, the Committee and the Council will be provided with a report outlining any carry forward amounts and will be provided with the opportunity to allocate these additional funds into the 2020-2021 Annual Business Plan.

As such, the Draft 2020-2021 Norwood Parade Precinct Committee Annual Business Plan is based on a total budget of \$215,000.

RESOURCE ISSUES

The implementation of the 2020-2021 Norwood Parade Precinct Committee Annual Business Plan will be undertaken by Council staff and managed by the Manager, Economic Development & Strategic Projects. Input and involvement from other Council staff and/or external contractors will be sought as required.

CONSULTATION

Once the Draft 2020-2021 Annual Business Plan is endorsed by the Committee, the draft document will be presented to the Council for its endorsement, prior to being released for consultation with The Parade Precinct business community for a period of twenty-one (21) days.

DISCUSSION

The Vision for The Parade has been identified as:

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

Based on the Vision, staff have identified the following four (4) Objectives, which form the basis of the draft 2020-2021 Annual Business Plan:

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

It is proposed that supporting all of these Objectives will be a number of Strategies and Deliverables. Similar to the 2019-2020 Annual Business Plan, it is recommended that the proposed Strategies and Deliverables be grouped into the following five (5) categories, all of which have been developed with the aim of meeting these Objectives:

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

A copy of the Draft 2020-2021 Norwood Parade Precinct Committee Annual Business Plan, which sets out the Strategies and Deliverables and associated funding under each of the above categories, is contained in **Attachment A**.

It should be noted that the details regarding the range of projects and initiatives that are proposed under each of these categories will be presented to the Committee at the meeting. The intent is not to include the specific projects and initiatives in the Annual Business Plan.

OPTIONS

The Committee can endorse the recommended Strategies and Deliverables and associated funding presented in the Draft 2020-2021 Norwood Parade Precinct Committee Annual Business Plan as being suitable. Alternatively, the Committee can amend, omit or propose new Objectives, Strategies, initiatives or programmes for inclusion in the Annual Business Plan.

CONCLUSION

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

COMMENTS

Nil.

RECOMMENDATION

That the Draft 2020-2021 Annual Business Plan be endorsed as being suitable to present to the Council for endorsement and approval to be released for consultation with The Parade Precinct business community for a period of twenty-one (21) days.

Cr Callisto moved:

That the Draft 2020-2021 Annual Business Plan be endorsed as being suitable to present to the Council for endorsement and approval to be released for consultation with The Parade Precinct business community for a period of twenty-one (21) days.

Seconded by Mr Ross Dillon and carried.

5. OTHER BUSINESS
Nil

6. NEXT MEETING
Tuesday 26 May 2020

7. CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 7.22pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)