

Business & Economic Development Advisory Committee

Agenda & Reports

20 May 2025

Our Vision

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

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

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

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
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City of
Norwood
Payneham
& St Peters

15 May 2025

To all Members of the Business & Economic Development Advisory Committee

Committee Members

- Mayor Robert Bria (Presiding Member)
- Cr Grant Piggott
- Cr Garry Knoblauch
- Cr Hugh Holfeld
- Ms Amanda Grocock
- Ms Amanda Pepe
- Mr Ben Pudney
- Mr Joshua Baldwin
- Mr Matt Grant
- Ms Trish Hansen

Staff

- Mario Barone (Chief Executive Officer)
- Claire Betchley (Manager, Marketing & Place Activation)
- Eve Green (Co-ordinator, Place Activation & Economy.)
- Akarra Klingberg (Co-ordinator, Place Activation & Economy)

NOTICE OF MEETING

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

Tuesday 20 May 2025, commencing at 6.30pm

Please advise Claire Betchley on 83664582 or email cbetchley@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

A light meal will be available at the meeting.

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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City of
Norwood
Payneham
& St Peters

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VENUE Mayors Parlour, Norwood Town Hall

HOUR

PRESENT

Committee Members

Staff

APOLOGIES

ABSENT

1. **CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING HELD ON 8 APRIL 2025**
2. **PRESIDING MEMBER'S COMMUNICATION**
3. **COMMITTEE MEMBER DECLARATION OF INTEREST**
4. **MATTERS FOR DECISION**

4.1 THE PARADE NORWOOD PRECINCT SEPARATE RATE AND 2025-2026 ANNUAL BUSINESS PLAN

REPORT AUTHOR: Manager, Marketing & Place Activation
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4582
FILE REFERENCE: qA100657
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to present the results of the consultation on the proposed continuation of The Parade Norwood Precinct Separate Rate and to present the *2025-2026 The Parade, Norwood Precinct Annual Business Plan*, to the Business and Economic Development Advisory Committee for the purpose of providing advice to the Council.

BACKGROUND

At its meeting held on 3 March 2025, the Council considered a report and resolved the following:

1. *That the continuation of the Separate Rate for The Parade Precinct for one (1) financial year, be endorsed 'in principle'.*
2. *That the revenue raised by the Separate Rate for The Parade Precinct to be set at \$225,000 for the 2025-2026 financial year.*
3. *That consultation with business and commercial property owners located within The Parade Precinct be undertaken on the proposal to extend the application of a Separate Rate for The Parade Precinct into the 2025-2026 financial year, for a period of twenty-one (21) days.*

Following the Council's endorsement of the draft documents, consultation on the Separate Rate and the *Draft 2025-2026 The Parade, Norwood Precinct Annual Business Plan*, was undertaken with all businesses and property owners, located within The Parade, Norwood Precinct, from Tuesday 8 April to Monday, 5 May 2025.

A copy of the submissions that have been received are contained in **Attachment A**.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant Objectives and Strategies contained in *CityPlan2030* 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.**
 - *Strategy 3.1.1*
Support and encourage local small, specialty, independent and family-owned businesses.
- **Objective 3.2 Cosmopolitan business precincts contributing to the prosperity of the City.**
 - *Strategy 3.2.1*
Retain, enhance and promote the unique character of all our City's business precincts.
 - *Strategy 3.2.3*
Promote the City as a visitor destination.
- **Objective 3.5 A local economy supporting and supported by its community.**
 - *Strategy 3.5.1*
Support opportunities for people to collaborate and interact in business precincts.
 - *Strategy 3.5.2*
Retain accessible local shopping and services.

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

Dynamic & Diverse City

A City with thriving and resilient business sectors that drive employment and deliver growth.

- **Objective: Support the growth and viability of the City's business sectors that drive employment and deliver growth.**
 - *Strategy 1.3*
Identify emerging trends and support opportunities for economic growth.
 - *Strategy 1.4*
Promote opportunity and collaboration across the sectors.
 - *Strategy 1.5*
Identify and promote local competitive advantage.

Destination City

A destination with dynamic, cultural, vibrant and attractive precincts.

- **Objective: Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.**
 - *Strategy 2.1*
Showcase and promote the City's attractions and events to facilitate growth and visitation.
 - *Strategy 2.3*
Facilitate the activation of key spaces and precinct in the City.
 - *Strategy 2.4*
Work with local business operators to strengthen the viability of precincts and enhance the customer experience.

Innovative City

An innovative City that supports business and attracts investment.

- **Objective: Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.**
 - *Strategy 3.2*
Recognise businesses and business sectors that make a significant contribution to the City.

Business Friendly City

A City that understands the needs of business.

- **Objective: Remove barriers and make it easy for business owner to start, run and grow a business.**
 - *Strategy 1.3*
Foster a local evening/night-time economy

FINANCIAL AND BUDGET IMPLICATIONS

Should the Committee resolve to recommend to the Council to continue the Separate Rate for a further year, it is recommended that the total revenue collected through the Separate Rate be set at \$225,000.

The 2025-2026 The Parade Norwood Annual Business Plan is based on this budget allocation and a copy of the Plan is contained in **Attachment B**.

The proposed Separate Rate model for The Parade, Norwood has been designed to ensure that the funds are used to ensure that The Parade remains viable in an increasingly competitive market, whilst bearing in mind the additional cost to the property owners and businesses.

Larger centrally operated shopping centres (i.e. Burnside Village and Westfields) undertake marketing which is paid for by the individual shop tenants through the respective lease arrangements and this is possible because they all have a single landlord. The Parade has multiple landlords and therefore the Council acts as the 'centre management' and undertakes the marketing and promotion for all of the businesses (i.e. tenants) located within The Parade Precinct.

RESOURCE ISSUES

The collection of The Parade Precinct Separate Rate will occur as part of the distribution of Council Rates Notices, which is undertaken by the Council's administration. The Separate Rate is then allocated in alignment with the *2025-2026 The Parade, Norwood Precinct Annual Business Plan*, which is implemented by the Council's Place Activation & Economy Unit with the involvement from other Council staff and external contractors as required.

CONSULTATION

An information package was released for consultation for a period of twenty-eight (28) days, from Tuesday 8 April until Monday, 5 May 2025.

An additional week was added to the usual consultation period of twenty-one (21) days due to Easter and Anzac Day long weekends. Letters, a Fact Sheet and Sample Effect Table, were distributed to all businesses and property owners within The Parade Norwood Precinct. In addition to this, posters were placed on The Parade and information was published on the Council and The Parade websites. The *Business on The Parade* Electronic Direct Marketing (EDM) was sent advising The Parade traders of the consultation details.

Comments were invited via email and in writing. In total three (3) submissions were received in respect to the consultation on the continuation of the Separate Rate and the draft 2025-2026 The Paade Norwood Annual Business Plan.

A copy of the submissions received are contained in **Attachment A**.

DISCUSSION

Despite releasing the proposed continuation to the Separate Rate and the *Draft 2025-2026 The Parade, Norwood Precinct Annual Business Plan* for consultation at the same time, the three (3) submissions received during the consultation period related specifically to the Separate Rate. One (1) of the submissions was opposed to the Separate Rate and two (2) were in support of the Separate Rate.

A summary of the issues raised in the submissions are set out below:

- business received no benefit from the promotion and marketing of The Parade;
- businesses are charged while others are not (neighbouring businesses in side streets); and
- with the completion of Burnside Village Shopping Centre, this is not the time to consider removing the Separate Rate.

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

For the purposes of comparison, the Separate Rate collected in 2024-2025 for other mainstreet precincts in metropolitan Adelaide are outlined in Table 1 below.

TABLE 1: COMPARISON OF THE SEPARATE RATE COLLECTED FOR SIMILAR MAINSTREET FOR 2024-2025 PRECINCTS IN METROPOLITAN ADELAIDE*

Year	Mainstreet/Precinct	Separate Rate Revenue
2024-2025	Village Heart, Prospect Road	\$19,500
2024-2025	Goodwood Road, Goodwood	\$60,658
2024-2025	Unley Road, Unley	\$146,440
2024-2025	King William Road, Hyde Park	\$159,940
2024-2025	Fullarton Road	\$16,500
2024-2025	The Parade, Norwood	\$215,000
2024-2025	Jetty Road, Glenelg	\$707,115

OPTIONS

The Committee has the following options:

1. To recommend to Council to continue the collection of the Separate Rate for The Parade, Norwood Precinct and endorse the *2025-2026 The Parade, Norwood Precinct Annual Business Plan* as it was presented for community consultation. This would result in the collection of \$225,000 for the 2025-2026 financial year.
2. To recommend to Council to not collect the Separate Rate in 2025-2026.

Option 2 would result in no budget being available to fund the activities outlined in the 2025-2026 The Parade Norwood Precinct Annual Business Plan.

CONCLUSION

The Separate Rate model for The Parade has been designed to ensure that The Parade continues to remain viable in an ever increasing competitive market.

COMMENTS

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

RECOMMENDATION

1. The Committee recommends to the Council that the Separate Rate for The Parade Norwood Precinct is to be endorsed for twelve (12) months commencing on 1 July 2025.
2. The Committee recommends to the Council that the revenue raised by the Separate Rate for The Parade Norwood Precinct be set at \$225,000 for the 2025-2026 financial year, having considered all submissions that have been received during the consultation period.
3. The Committee recommends to the Council that the *2025-2026 The Parade, Norwood Annual Business Plan* be endorsed.

Attachment A

The Parade Norwood Precinct Separate Rate and 2025-2026 Annual Business Plan

From: [REDACTED]
Sent: Monday, 14 April 2025 9:45 AM
To: Townhall
Subject: Separate Rate for Norwood Parade Precinct

Hi,

Can this email please be passed on to the 'Place Activation & Economy Unit'.

The below points outline my position and recommendations:

1. The rate should be doubled to achieve \$550,000.00 and should increase each year with CPI.
2. The money should be portioned for particular purposes ie. 225k used for street improvements, christmas decorations etc. Capital spent on improving infrastructure. The other portion for events, promotions etc.
3. The NPSP council should portion towards the budget adding either 50% or the whole amount to bring it up to 750k to 1mil.
4. The committee doesn't seem to understand its mandate and is not agile enough.

Happy to discuss further and to also lead the charge to increase the levy.

Best regards,

[REDACTED]

[REDACTED]

[REDACTED]

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From: [REDACTED]
Sent: Monday, 5 May 2025 12:48 PM
To: Townhall
Subject: The Parade Seperate Rate

Hi,

I'm sorry I'm a little late on responding, but it seems I'm just on time.

My wife and I have provided dancing classes at 200 the parade for 20 years and lately 30 years from 56 George Street Norwood. From the time this separate rate was implemented we haven't received any benefit to our business.

Our business brings around 200-250 people per week to The Parade of which none are walk-ins unlike the restaurants or retail stores who do benefit directly.

The plan highlighting the business that are being charged the rate doesn't seem to have our neighbour (Razz Hair), participating but does benefit from passing traffic.

For the past 3 years we have had to look at Betty's Burgers overflowing rubbish bins that have become a fixture on the footpath in front of their shop. These bins often close off the wheelchair access to their business and after many complaints continue to do so. Walking on the west side of George Street, travel west to turn left down the Parade (Betty's Burgers Corner) is generally impossible due to pedestrian numbers waiting at the lights. Trying to walk along the shared footpath with Betty's Burgers tables is also not possible due to over seating. You should try it some time. I understand this area to still be a footpath for the public, not a private seating arrangement?

What I am saying is that our immediate area (George St & The Parade) isn't enticing or user friendly at all. Not to mention the pigeon droppings all along the Parade footpaths. If Council was truly interested in promoting The Parade, there was plenty of opportunity to clean up the area to make it appeal whilst Burnside was undertaking major works. Too little too late as far as I am concerned.

Therefore, as mentioned earlier, we have never received any benefit from this extra rate charge and therefore request we be removed from the revenue collection.

Thank you & kind regards

[REDACTED]

[REDACTED]

From: City of Norwood Payneham & St Peters | Business on The Parade
Reply to: City of Norwood Payneham & St Peters | Business on The Parade
Date: Wednesday, 30 April 2025 at 3:57 pm

From: [REDACTED]
Sent: Wednesday, 16 April 2025 8:22 AM
To: Townhall
Subject: The Parade, Norwood - Separate Rant and Draft Annual Business Plan 2025-2026

Hi

We refer to correspondence dated 8 April 2025 received from Claire Betchley, Manager – Place Activation & Marketing, about continuation of the Separate Rate for The Parade, Norwood. We write as Property Managers on behalf of [REDACTED]

We strongly support the continuation of the Separate Rate. The Parade is a vibrant precinct but has continuing competition from other traditional shopping centres and other precincts. For retailers and other businesses to prosper, The Parade needs to remain front of mind with its clientele. The marketing and promotions implemented and paid for by the Separate Rate are an important initiative in this process. With the Burnside Village SC extension nearing completion, we assert that now is not the time to consider removing the Separate Rate.

Thank you for the opportunity to submit.

Please contact me if you require further information or have any questions.

Regards

[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

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Attachment B

The Parade Norwood Precinct Separate Rate and 2025-2026 Annual Business Plan

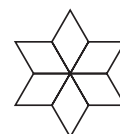
The Parade Norwood Precinct

ANNUAL BUSINESS PLAN

2025—2026



THE PARADE
NORWOOD



City of
Norwood
Payneham
& St Peters



VISION /

TO MAINTAIN THE STATUS OF SOUTH AUSTRALIA'S PREMIER MAINSTREET AS A VIBRANT DESTINATION WHERE RESIDENTS AND VISITORS CAN EXPERIENCE AND ENJOY A PLACE TO DINE, SHOP, PLAY AND DO BUSINESS.

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A Successful
Precinct

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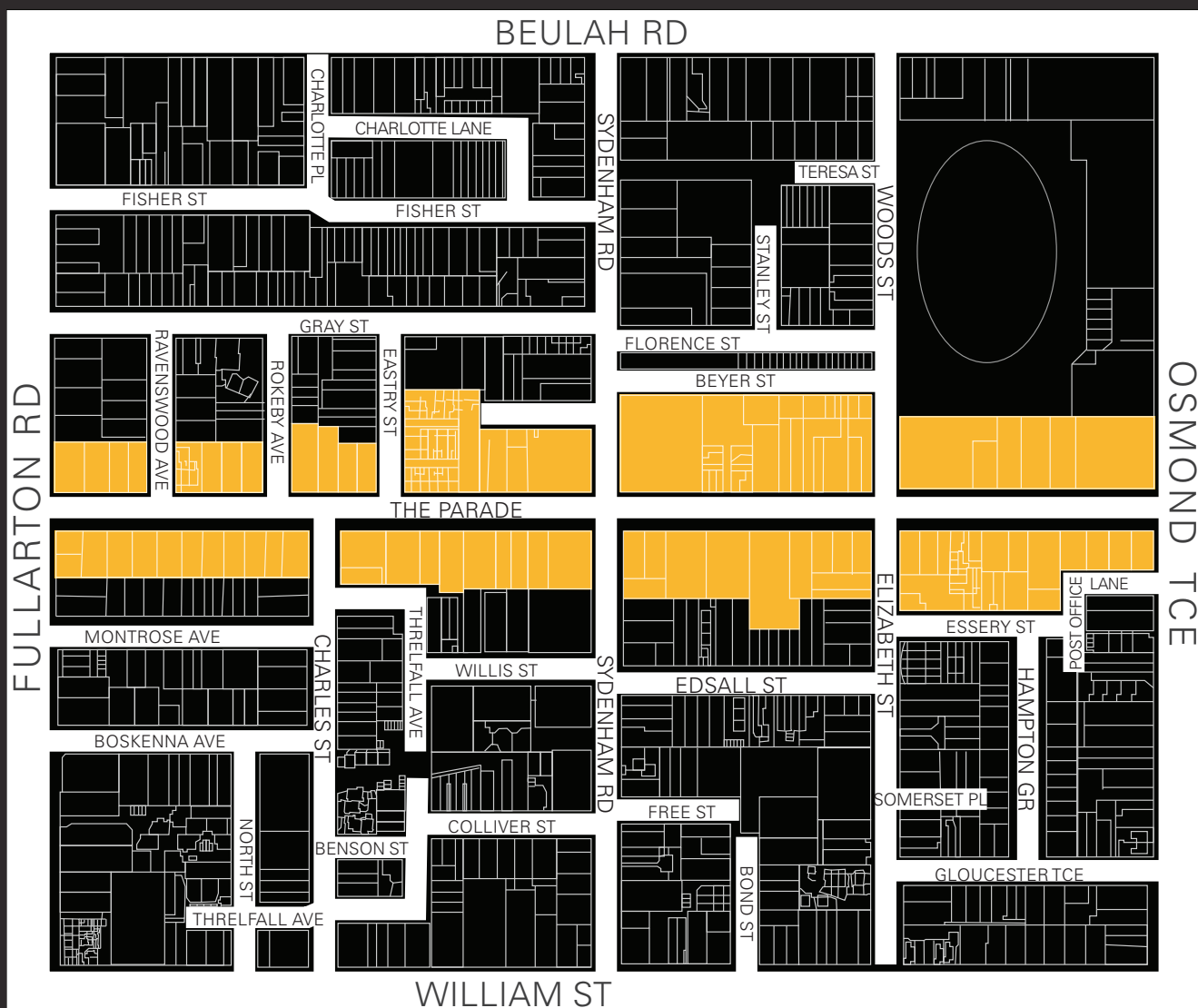
Monitoring
& Reporting

OVERVIEW

The Parade, Norwood, is a dynamic retail and commercial hub that offers a unique blend of shopping, dining and cultural experiences. Just five minutes from the CBD, it has become the vibrant heart of both the City of Norwood Payneham & St Peters and the eastern suburbs.

Spanning from Fullarton Road to Portrush Road, this section of The Parade is known as the State's premier main street, drawing locals and visitors alike with its mix of local, national and international businesses, as well as exclusive stores unique to the precinct.

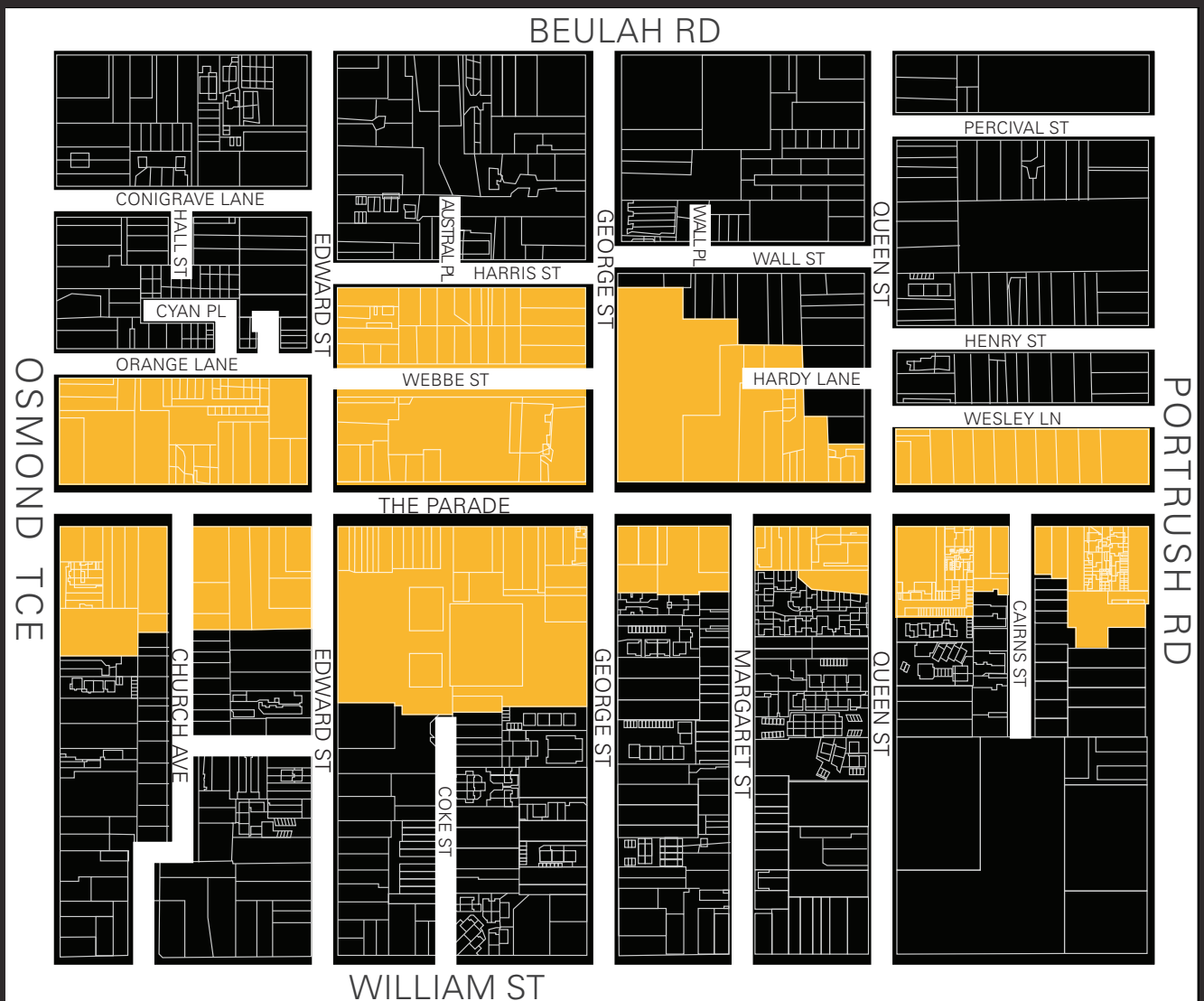
In addition to its vast array of shops and eateries, The Parade is home to two major retail anchors—Norwood Place and Norwood Mall Shopping Centres—and a wealth of non-retail commercial services, office buildings and medical consulting rooms.



For sports enthusiasts, Norwood Oval (Coopers Stadium), the home of the Norwood Football Club, adds to the area's appeal, while the Norwood Concert Hall and Norwood Town Hall cater to a wide range of cultural events.

Popular events such as the Tour Down Under, AFL Gather Round and the beloved Norwood Christmas Pageant further enhance The Parade's status as a must-visit destination.

With more than 250 shops, cafes and restaurants, The Parade offers something for everyone, making it the perfect place to live, work, shop, dine and enjoy life.







PURPOSE

The City of Norwood Payneham & St Peters works to support, educate and facilitate a healthy, vibrant business community with an emphasis on placemaking for the enhancement of The Parade, Norwood. At the heart of it, the Council is tasked with helping to drive the economic prosperity of The Parade, Norwood.

The Parade Norwood Precinct Annual Business Plan 2025–2026 outlines a series of objectives and strategies that will achieve The Parade, Norwood’s overall vision.

OBJECTIVES

The objectives of The Parade Norwood Precinct Annual Business Plan 2025–2026 are to:

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

A SUCCESSFUL PRECINCT

THERE ARE A NUMBER OF
ELEMENTS THAT WORK
TOGETHER TO CREATE
A SUCCESSFUL PRECINCT.



THE SIX KEY ELEMENTS THAT UNDERPIN THE PARADE'S SUCCESS ARE:



Diversity

A diverse mix of businesses including retail, services, dining and office spaces with a healthy combination of daytime and night-time trade.



Local Economy

A strong connection to the local area, offering residents and visitors quality and convenience.



Identity

A unique character, history and value that is expressed in creative ways including marketing and events.



Drawcards

A number of drawcards that regularly attract a large number of people, including sporting facilities, supermarkets, movie complex, restaurants and flagship retail stores.



Placemaking

Built infrastructure and landscaping that enhances appeal, inviting and encouraging visitors to stay and enjoy The Parade and all it offers.



Accessibility

Footpaths, public transport linkages, car parking and clear signage that enables people to easily access the precinct.

BUDGET

The total budget for The Parade Norwood Precinct Annual Business Plan 2025–2026 is \$225,000 which is the amount the Council will collect through the Separate Rate.

The Separate Rate is charged to commercial properties within The Parade Norwood Precinct. The revenue collected is used for the purpose of marketing and promotion and enhancing business viability within The Parade Precinct.



BUDGET ALLOCATION

STRATEGY 01—EVENTS & PLACEMAKING	\$35,000
STRATEGY 02—MARKETING & COMMUNICATIONS	\$70,000
Website	\$2,500
Social Media	\$20,000
Advertising	\$47,500
STRATEGY 03—IDENTITY & BRAND	\$110,000
Signage & Street Decorations	\$45,000
Merchandise	\$5,000
Competitions	\$60,000
STRATEGY 04—BUSINESS SUPPORT & DEVELOPMENT	\$5,000
Training & Workshops	\$3,000
Other	\$2,000
STRATEGY 05—ADMINISTRATION	\$5,000
TOTAL	\$225,000

STRATEGIES

Strategy 01 Events & Placemaking	11
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Strategy 03 Identity & Brand	13
Strategy 04 Business Support & Development	14
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STRATEGY 01

EVENTS & PLACEMAKING



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

1.1 Major Events

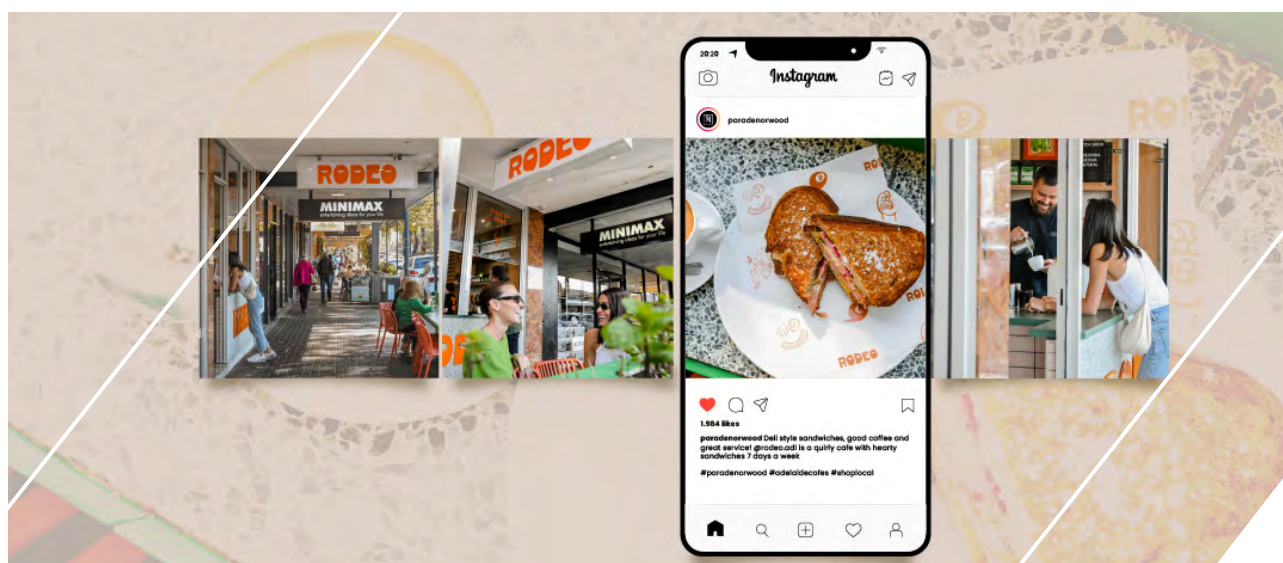
Support the Council's major events held on The Parade, including but not limited to Tour Down Under, Norwood Christmas Pageant, AFL Gather Round and Norwood Food & Wine Festival.

1.2 Event Collaborations

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

STRATEGY 02

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.

2.1 Website

Continuously improve The Parade Norwood website and its functionality to maintain relevancy and engagement.

2.2 Social Media

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

2.3 Advertising

Develop and deliver advertising campaigns to promote The Parade Norwood across a wide variety of mediums to increase visitation and spending from Adelaide, intra and interstate.

STRATEGY 03

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.

3.1 Signage & Street Decorations

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

3.2 Merchandise

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

3.3 Competitions

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

STRATEGY 04

BUSINESS SUPPORT & DEVELOPMENT



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

4.1 Training & Workshops

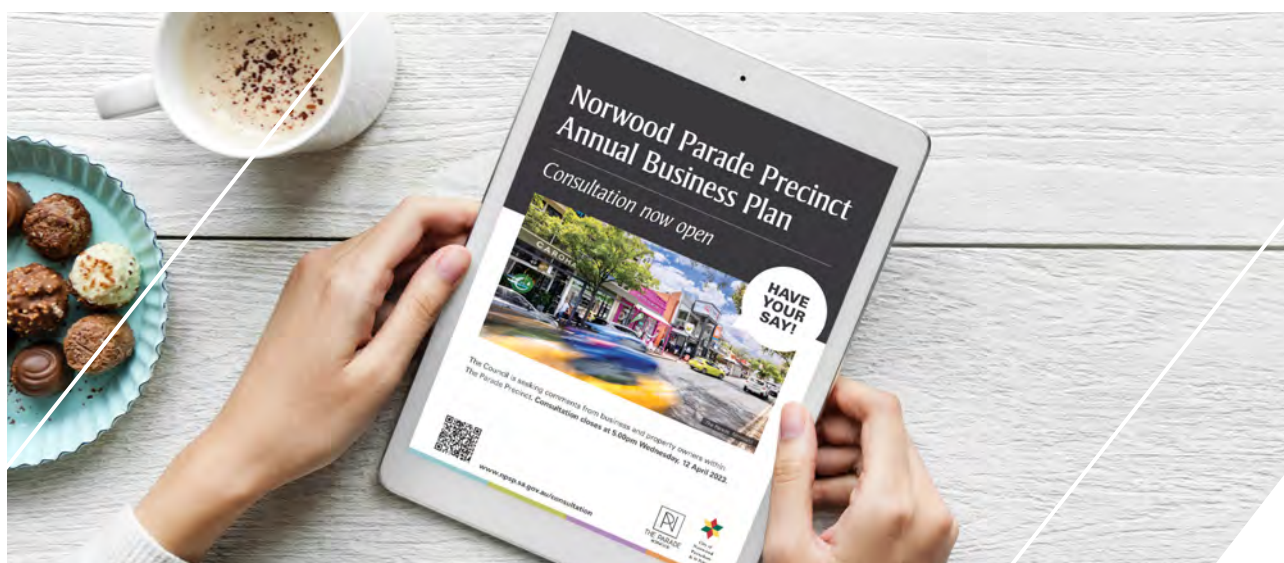
Host business training and workshops, to educate the business community on a range of topics such as marketing, finance, business planning, wellbeing and leadership in business.

4.2 Adhoc Support

Provide additional support to businesses within the Precinct as necessary.

STRATEGY 05

ADMINISTRATION



THE ONGOING
AND EFFECTIVE
ADMINISTRATION OF
THE PRECINCT.

5.1 Trader Forums

Host (at least three) trader forums with property and business owners to keep them informed of decision pertaining to this Annual Business Plan.

MONITORING & REPORTING

The Parade Norwood Precinct Annual Business Plan will be monitored and evaluated by the Council.

Methods of measurement may include:

- Website and social media reports
- Visitation and attendance numbers at events
- Business participation in events and initiatives
- Analysis data from competition entries
- Level of spending within the Precinct
- Occupancy rates
- Written and verbal feedback received from businesses and the community.



Visit Us



City of Norwood Payneham & St Peters

175 The Parade, Norwood
theparadenorwood.com

Get Social With Us

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City of Norwood Payneham & St Peters
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5. PRESENTATIONS / MATTERS FOR DISCUSSION

- 5.1 Presentation – AUKUS – Mr Dylan Jones
- 5.2 Presentation – Where Main Street meets Sesame Street
- 5.3 Presentation - Business Grants Program Proposal
- 5.4 Presentation - AFL Gather Round
- 5.5 Presentation - Eastside Business Awards

6. OTHER BUSINESS
(Of an urgent nature only)

7. NEXT MEETING

Tuesday 8 July 2025

8. CLOSURE