



City of
Norwood
Payneham
& St Peters

Norwood Parade Precinct Committee | ANNUAL BUSINESS PLAN 2008-09

Strategic Plan for The Parade and Magill Road Precincts

In March 2006, the City of Norwood Payneham & St Peters endorsed the *Strategic Plan for The Parade and Magill Road Precincts*, a document which was developed over the preceding three to four years in consultation with a committee of local business representatives and Elected Members of the Council.

The *Strategic Plan for The Parade and Magill Road Precincts* contains vital information about the City's profile including its:

- people,
- population projections,
- catchment characteristics,
- household income quintiles,
- annual household retail expenditure,
- retail centres competing with The Parade and Magill Road, and
- detailed retailing information about The Parade and Magill Roads.

The Parade and Magill Road Strategy section of this document then considers:

- Vision
- Branding
- Urban Culture
- Streetscape
- Zoning
- Tourism (including events and markets)
- Public Space
- Access
- Car Parking and Traffic
- Funding of Actions

This Strategic Plan provides the Council with a framework from which to develop specific programmes and initiatives to promote and develop its two major retail precincts, The Parade and Magill Road.

The Strategic Plan is available to Parade and Magill Road business and property owners on the Council website at www.npsp.sa.gov.au (For Business section) or in hard copy from the Council's Manager, Business & Economic Development, Skana Gallery on 8366 4564 or email sgallery@npsp.sa.gov.au

Norwood Parade Precinct Committee

Also in 2006, the Council reaffirmed its commitment to business and economic development and established a Business & Economic Development Committee comprising a number of local business leaders and Elected Members, to guide business and economic development in the City of Norwood Payneham & St Peters. The establishment of this Committee was recommended in the *Strategic Plan for The Parade and Magill Road Precincts* as was the establishment of specific precinct committees, including the Norwood Parade Precinct Committee (NPPC), which was subsequently established as a committee of the Council in May 2007.

The Terms of Reference for the NPPC were developed within the framework of the *Strategic Plan for The Parade and Magill Road Precincts* and describe the functions of the Committee as follows:

- To develop and recommend to the Business & Economic Development Committee in each financial year, an Annual Business Plan and Budget.
- Each Annual Business Plan must address objectives determined by the Business & Economic Development Committee which will include (but not be limited to) marketing, development and promotion of the Norwood Parade Precinct.
- Each Budget developed by the Norwood Parade Precinct Committee must be considered in conjunction with the Annual Business Plan and recommend to the Committee an amount that needs to be approved by the Council to meet the objectives of the Annual Business Plan.
- To implement the Annual Business Plan as approved.
- To co-operatively market The Parade as a single destination through the coordination of activities, joint advertising, sales and promotions, and branding.
- To assist in the development and promotion of a vibrant cultural and leisure tourism destination for businesses, residents and visitors.
- To initiate events to increase tourism and to promote The Parade as a destination for residents and visitors, including Christmas events and decorations, and other special promotions.
- To represent the majority voice of businesses on The Parade and to be the peak body for advocacy and lobbying with respect to issues such as traffic and parking.
- To facilitate and encourage networking and communication through a range of measures as identified and relevant.
- To undertake regular customer surveys and determine the most appropriate responses to the outcomes.
- To advocate for improvements to the appearance of The Parade.

Separate Rate (Trader Levy)

The *Strategic Plan for The Parade and Magill Road Precincts* recommended the implementation of a Trader Levy (Separate Rate) to “ensure that sufficient funds are in place to implement the strategies and actions which have been identified” in the Strategic Plan (page 49).

“Whilst some of the funding can be specifically set aside by the Council from its General Revenue, there are some projects which will require specific funding as they are projects which will be specifically aimed at improving the economic development of the precincts.” (page 49).

The Strategic Plan cites the advantages of a Separate Rate as follows:

- the ability to implement projects and actions within a reasonable and sustainable time frame;
- introduction of accountability in respect to the revenue raising on allocation of expenditure;
- traders, property owners and the community are able to see the implementation of the Strategic Plan;
- projects and actions identified as important for The Parade and Magill Road (such as marketing and promotion etc) would not need to compete against other projects and an ever decreasing revenue base.

Consequently, both the Council's Business & Economic Development Committee and the Norwood Parade Precinct Committee have recommended to the Council that a Separate Rate be implemented on The Parade for an initial three year period from the 2008-2009 financial year.

NPPC Draft Annual Business Plan 2008-2009

Before a Separate Rate can be declared, the Council must consult business and property owners who would be subject to the Separate Rate. In order to do this, the NPPC has developed a Draft Annual Business Plan for the 2008-09 financial year based on raising \$150,000 in revenue from the Separate Rate in addition to the annual \$55,000 grant it currently receives from the Council. The Draft Annual Business Plan is detailed below.

STRATEGY 1:	Brand and promote The Parade as a centre for fashion
OUTPUT ACTION:	Adelaide Fashion Festival
OUTCOMES:	The Parade perceived as a prime fashion shopping destination
EVALUATION:	Market research – survey visitors; reports on performance from Parade fashion retailers; new business attraction
STRATEGIC LINK:	Brand Strategy – To maximise opportunities to maintain and develop the primary psychological branding of being a premier food/dining and shopping/fashion street and the secondary brandings of being a premier business / services destination and hair and beauty hub. Tourism/Events – Further develop events to increase tourism and to promote The Parade as the destination for residents and visitors.
COSTS:	\$35,000 (and seek significant sponsorship in addition)
TIMELINE:	November 2008

STRATEGY 2:	Market Research & Precinct Promotion
OUTPUT ACTION:	On-street car raffle.
OUTCOMES:	Acquisition of database of visitors to The Parade including information on where visitors are coming from. Competition draws visitors to The Parade.
EVALUATION:	Database developed. Businesses report increased business activity during and following raffle period.
STRATEGIC LINK:	Vision - Consider demographic and psychographic surveys and research to determine the impact of the spending patterns of the current population and baby boomers for the next 10 years, followed by a retail tenant mix study. Brand Strategy - To strengthen the branding of the street to achieve repeat business from customers, and to develop a customer database.
COSTS:	\$20,000
TIMELINE:	December 2008

STRATEGY 3:	Increase Customer/Client Loyalty
OUTPUT ACTION:	Investigate options to develop a customer loyalty card for The Parade.
OUTCOMES:	Recommendation to proceed or not.
EVALUATION:	Validity of recommendation.
STRATEGIC LINK:	Brand Strategy - To strengthen the branding of the street to achieve repeat business from customers, and to develop a customer database.
COSTS:	Nil (Precinct Co-ordinator to investigate options)
TIMELINE:	August 2008

STRATEGY 4:	Promote the Parade precinct as “the business centre of the east”
OUTPUT ACTION:	Develop a predominantly web-based precinct shopping and business guide/map – to be printed on an “as needs” basis.
OUTCOMES:	Increased awareness of The Parade as a precinct destination.
EVALUATION:	Increased visitor numbers to The Parade.
STRATEGIC LINK:	Brand Strategy – To maximise opportunities to maintain and develop the primary psychological branding of being a premier food/dining and shopping/fashion street and the secondary brandings of being a premier business / services destination and hair and beauty hub.
COSTS:	\$2,000
TIMELINE:	October 2008

STRATEGY 5:	Tourist attraction
OUTPUT ACTION:	Develop a bus service to run between conferences/events and The Parade.
OUTCOMES:	Increased conference tourism visitors to The Parade.
EVALUATION:	Usage of bus service; reports from Parade businesses.
STRATEGIC LINK:	Tourism - Developing and promoting a vibrant cultural and leisure tourism destination for businesses.
COSTS:	\$5,000
TIMELINE:	June 2009

STRATEGY 6:	Business Communications
OUTPUT ACTION:	Business networking sessions at various venues along The Parade to facilitate information dissemination by NPPC and to gain trader feedback.
OUTCOMES:	Increased awareness for traders of NPPC activities Feedback and evaluation from traders to NPPC for programme refinement
EVALUATION:	Number of people attending events Feedback received at events
STRATEGIC LINK:	To represent the majority voice of businesses on The Parade and to be the peak body for advocacy and lobbying with respect to issues such as traffic and parking. To facilitate and encourage networking and communication through a range of measures as identified and relevant.
COSTS:	\$2,000
TIMELINE:	Quarterly

STRATEGY 7:	Promote The Parade as a centre for the arts
OUTPUT ACTION:	Sculpturing Norwood event
OUTCOMES:	Increased visitor numbers to The Parade
EVALUATION:	Feedback from Parade businesses, survey of Parade visitors during event.
STRATEGIC LINK:	Streetscape - Support the identity and branding of being a place to eat, meet and shop by increasing the overall appearance of the street encouraging a partnership between artists and commercial operators to enhance the aesthetic quality of the street.
COSTS:	\$5,000
TIMELINE:	September 2008

STRATEGY 8:	Make The Parade Adelaide's Christmas Shopping Destination
OUTPUT ACTION:	Install high impact Christmas decorations starting from the western end of The Parade working eastwards. Build on stock annually.
OUTCOMES:	Develop (over time) reputation as Adelaide's most festive Christmas shopping destination.
EVALUATION:	Increased shopper numbers on The Parade at peak Christmas shopping periods.
STRATEGIC LINK:	Streetscape – To enhance the look of The Parade to offer an attractive streetscape to businesses, residents and visitors that supports the identity and characteristics of The Parade.
COSTS:	\$10,000
TIMELINE:	December 2008

STRATEGY 9:	The Parade Entry Statement
OUTPUT ACTION:	Installation of a feature entry statement for the Fullarton Road entrance to The Parade.
OUTCOMES:	An iconic and easily recognisable feature for The Parade, which provides a sense of inclusiveness to the western end of The Parade.
EVALUATION:	Increased foot traffic to The Parade between Fullarton Road and Osmond Terrace. Increased perception of The Parade as a single cohesive Precinct.
STRATEGIC LINK:	Public Space – Offering a public space to meet and eat that supports surrounding businesses including food outlets whilst underpinning a sense of place for residents and visitors.
COSTS:	\$40,000
TIMELINE:	December 2009

STRATEGY 10:	Promote The Parade as a centre for the arts
OUTPUT ACTION:	Develop an Art Gallery Directory.
OUTCOMES:	Branding of The Parade as creative arts precinct.
EVALUATION:	Survey of shoppers, feedback from traders.
STRATEGIC LINK:	Streetscape - Support the identity and branding of being a place to eat, meet and shop by increasing the overall appearance of the street encouraging a partnership between artists and commercial operators to enhance the aesthetic quality of the street.
COSTS:	<i>Nil</i>
TIMELINE:	<i>Deferred to 2009-2010 financial year</i>

STRATEGY 11:	Develop business mix analysis and strategy
OUTPUT ACTION:	Strategy developed to guide appropriate business mix to ensure a vibrant and successful precinct.
OUTCOMES:	Improved retail mix resulting in increased visitors to The Parade.
EVALUATION:	Use of strategy by property owners.
STRATEGIC LINK:	Vision - To ensure that consumer needs are met and that opportunities are being maximised in providing appropriate services and products.
COSTS:	Function of the Precinct Co-ordinator
TIMELINE:	Ongoing

STRATEGY 12:	Strategic workshops for business owners and staff
OUTPUT ACTION:	Business owners and staff access business development and improvement workshops.
OUTCOMES:	Improved customer service, retail presentation, energy efficiency, etc.
EVALUATION:	Survey of workshop participants.
STRATEGIC LINK:	Vision - To ensure that consumer needs are met and that opportunities are being maximised in providing appropriate services and products.
COSTS:	\$2,000
TIMELINE:	Ongoing

STRATEGY 13:	Attract visitors to The Parade from outside the area
OUTPUT ACTION:	<ul style="list-style-type: none"> Advertising and promotion of The Parade precinct in the Messenger, Adelaide Matters, SA Life, flyers - \$20,000 Support for Parade events - \$10,000
OUTCOMES:	Increased visitor numbers to The Parade.
EVALUATION:	Increased awareness of, and visitors to, The Parade.
STRATEGIC LINK:	Brand Strategy - To maximise opportunities to maintain and develop the primary psychological branding of being a premier food/dining and shopping/fashion street and the secondary brandings of being a premier business / services destination and hair and beauty hub.
COSTS:	\$30,000
TIMELINE:	Ongoing

STRATEGY 14:	Enhance the branding of The Parade
OUTPUT ACTION:	Subsidise the production of Parade branded bags, stickers and other merchandise.
OUTCOMES:	Increased visitor numbers to The Parade.
EVALUATION:	Increased awareness of, and visitors to, The Parade.
STRATEGIC LINK:	Brand Strategy - To maximise opportunities to maintain and develop the primary psychological branding of being a premier food/dining and shopping/fashion street and the secondary brandings of being a premier business / services destination and hair and beauty hub.
COSTS:	\$5,000
TIMELINE:	Ongoing

STRATEGY 15:	Implement the NPPC Annual Business Plan
OUTPUT ACTION:	Engage the Precinct Co-ordinator for an additional three days per week to work specifically on implementing the NPPC's Annual Business Plan.
OUTCOMES:	The initiatives and programmes in the Annual Business Plan are achieved.
EVALUATION:	The Goals in the Annual Business Plan are met.
STRATEGIC LINK:	Vision - To ensure that consumer needs are met and that opportunities are being maximised in providing appropriate services and products.
COSTS:	\$30,000
TIMELINE:	July 2008

STRATEGY 16:	Maintain and enhance the online marketing of The Parade
OUTPUT ACTION:	The Parade website is up-to-date and dynamic.
OUTCOMES:	Increased awareness and usage of The Parade website.
EVALUATION:	Number of hits on site.
STRATEGIC LINK:	Brand Strategy - To maximise opportunities to maintain and develop the primary psychological branding of being a premier food/dining and shopping/fashion street and the secondary brandings of being a premier business / services destination and hair and beauty hub.
COSTS:	\$3,000
TIMELINE:	July 2008

STRATEGY 17:	Committee administration
OUTPUT ACTION:	Development and implementation of the NPPC Annual Business Plan.
OUTCOMES:	The Parade is marketed and developed in a way that attracts more visitors.
EVALUATION:	Visitor numbers increase.
STRATEGIC LINK:	Vision - To ensure that consumer needs are met and that opportunities are being maximised in providing appropriate services and products.
COSTS:	\$1,500
TIMELINE:	Ongoing

STRATEGY 18:	Business Communications
OUTPUT ACTION:	Parade business newsletter.
OUTCOMES:	Business awareness of NPPC activities.
EVALUATION:	Survey of businesses re awareness of NPPC activities.
STRATEGIC LINK:	Vision - To ensure that consumer needs are met and that opportunities are being maximised in providing appropriate services and products.
COSTS:	\$1,500
TIMELINE:	Quarterly

STRATEGY 19:	Investigate strategies to develop The Parade as a “green precinct”
OUTPUT ACTION:	Options to develop The Parade as a “green precinct” are investigated and considered.
OUTCOMES:	The Parade takes action towards becoming a “green precinct”.
EVALUATION:	Viability of implementing options.
STRATEGIC LINK:	Vision - To ensure that consumer needs are met and that opportunities are being maximised in providing appropriate services and products.
COSTS:	Nil
TIMELINE:	February 2009

STRATEGY 20:	Investigate strategies to assist Parade businesses with paper and cardboard recycling
OUTPUT ACTION:	Options for improved paper and cardboard recycling are investigated and considered.
OUTCOMES:	Decision on strategy to improve paper and cardboard recycling for Parade traders.
EVALUATION:	Survey of businesses.
COSTS:	Nil
TIMELINE:	February 2009

STRATEGY 21:	Develop branding and marketing opportunities for The Parade
OUTPUT ACTION:	Increased and diverse branding and marketing opportunities developed.
OUTCOMES:	Increased awareness of The Parade as a café/ dining hub, fashion and beauty centre and “business centre of the east” precinct.
EVALUATION:	Increased visitor numbers to The Parade.
STRATEGIC LINK:	Brand Strategy - To develop supplementary branding of The Parade as the business destination of the eastern suburbs as well as a hair and beauty hub to underpin the sustainability of the businesses and the street’s identity.
COSTS:	Nil
TIMELINE:	Ongoing

STRATEGY 22:	Promote opportunities for business to support arts projects on The Parade
OUTPUT ACTION:	Links developed between arts projects and Parade businesses.
OUTCOMES:	Businesses aware of opportunities to support arts projects on The Parade.
EVALUATION:	Increased support by businesses of arts projects on The Parade. Increased number of arts projects on The Parade.
STRATEGIC LINK:	Streetscape - Support the identity and branding of being a place to eat, meet and shop by increasing the overall appearance of the street encouraging a partnership between artists and commercial operators to enhance the aesthetic quality of the street.
COSTS:	Nil
TIMELINE:	February 2009