Special Meeting of Norwood Parade Precinct Committee
Agenda & Reports

30 June 2014

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.
To all Members of the Norwood Parade Precinct Committee

Committee Members
- Mayor Robert Bria (Presiding Member)
- Ms Ida Tirilacce (Deputy Presiding Member)
- Cr Geoff Rundle
- Cr Sue Whittington
- Cr Paul Wormald
- Ms Sue Wightman
- Ms Cathie Manuelli
- Ms Annie Lovejoy
- Mr Craig Feely
- Dr Derek McNair
- Mr Daniel Milky
- Mr David Chehade

Staff
- Mario Barone (Chief Executive Officer)
- Keke Michalos (Senior Strategic Projects Officer)
- Catherine Mfundo-Maynard (Precinct Co-ordinator)

NOTICE OF SPECIAL MEETING

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

Monday 30 June 2014, commencing at 7.00pm

Please advise Catherine Mfundo-Maynard on 83664616 or email cmfundo@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

Yours faithfully

Mario Barone
CHIEF EXECUTIVE OFFICER
1. CONFIRMATION OF MINUTES OF THE NORWOOD PARADE PRECINCT COMMITTEE MEETING HELD ON 11 JUNE 2014 .......................................................................................................................... 1

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VENUE
Mayors Parlour, Norwood Town Hall

HOUR

PRESENT
Committee Members
Staff

APOLOGIES

ABSENT

TERMS OF REFERENCE:
The Norwood Parade Precinct Committee will report to the Council’s Business & Economic Development Committee for the purposes of fulfilling its role and functions.

- 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.

1. CONFIRMATION OF MINUTES OF THE NORWOOD PARADE PRECINCT COMMITTEE MEETING HELD ON 11 JUNE 2014

2. STAFF REPORTS
2.1 EXTENSION OF THE SEPARATE RATE FOR THE PARADE

REPORT AUTHOR: Manager, Business & Economic Development
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4564
FILE REFERENCE: S/02011
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to advise the Norwood Parade Precinct Committee of the outcomes of consultation on the proposal to extend and increase the Separate Rate on The Parade and the subsequent Council decision.

BACKGROUND

On the recommendation of the Norwood Parade Precinct Committee (NPPC), the Council undertook consultation with The Parade business community on a proposal to extend the Separate Rate on The Parade for a further three (3) years and to increase the revenue collected to $200,000, indexed to increase with CPI annually. The twenty-six (26) day consultation period concluded on 2 June 2014.

The submissions received during the consultation period were compiled into a report which was presented to the Council for consideration at a Special Council meeting held on 17 June 2014. A copy of this report is contained within Attachment A.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

Not Applicable.

FINANCIAL AND BUDGET IMPLICATIONS

The NPPC has developed two (2) Draft 2014-2015 Annual Business Plans based on two (2) different budgets, one (1) incorporating the proposed increase to the Separate Rate and one (1) without. Consultation with The Parade business community on the Draft 2014-2015 Plan was based on a budget of $215,370 (that is, without the proposed increase in Separate Rate revenue). However, consultation regarding the Separate Rate was based on a Draft 2014-2015 Plan with a budget of $255,250, comprising $200,000 in Separate Rate revenue and an allocation of $55,250 from the Council.

DISCUSSION

The Council considered the report contained within Attachment A at its meeting held on 17 June 2014 and resolved the following:

1. That a Separate Rate be implemented for properties located on The Parade in the following zones (as contained in the Council’s Development Plan): District Centre Zone, Business Zone and Mixed Use Zone (adjacent The Parade) except that the Council will apply a discretionary rebate of 50% of the amount payable for offices and consulting rooms within this location.

2. That the revenue to be raised from the Separate Rate on The Parade be set at $200,000 for the first year and increased annually by the Consumer Price Index.

3. That at the end of the three (3) year period, a full review evaluating the effectiveness of the Separate Rate on The Parade be undertaken.

The report considered by the Council (as attached) compiled all of the submissions received during the consultation period.
OPTIONS
The Council resolution is in accordance with the recommendations of the Committee.

CONCLUSION
Nil.

COMMENTS
Nil

RECOMMENDATION
That the report be received and noted.
Attachment A

Extension of the Separate Rate for The Parade
2.1 PROPOSED EXTENSION TO THE SEPARATE RATE ON THE PARADE

REPORT AUTHOR: Manager, Business & Economic Development
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4564
FILE REFERENCE: S/02011
ATTACHMENTS: Nil

PURPOSE OF REPORT

The purpose of this report is to present to the Council, the outcomes of the consultation on the proposed extension of, and increase to, the Separate Rate on The Parade.

BACKGROUND

At its meeting held on 7 April 2014, the Council considered an evaluation of the Separate Rate on The Parade over the last three (3) years and resolved the following:

That the Norwood Parade Precinct Committee be requested to advise the Council whether it wishes to levy a Separate Rate for a further three (3) years.

The Norwood Parade Precinct Committee (NPPC) was advised of the Council’s request at its meeting held on 9 April 2014 and resolved the following:

1. That the Committee advises the Council that it supports the continuation of the Separate Rate for The Parade for a further three (3) year period.

2. That the revenue raised by the Separate Rate on The Parade be increased to $200,000 per annum indexed to increase with CPI for a period of three (3) years with the balance of the increase from 2013-2014 to 2014-2015, to be used exclusively for marketing and promotion.

The Council considered the Committee’s recommendation at its meeting held on 14 April 2014 and resolved the following:

That consultation be undertaken on the proposal to apply a Separate Rate on The Parade Norwood Precinct, based upon achieving revenue of $200,000 per annum for three (3) years indexed to increase with CPI, in line with the programme outlined in this report, with The Parade business and commercial property owners.

As such, consultation has been undertaken with The Parade business community on the proposal to continue the Separate Rate for a further three (3) years and to raise the revenue to achieve a total of $200,000 per year for three years, indexed to increase with CPI annually.

RELEVANT POLICIES & STRATEGIC DIRECTIONS

The relevant strategic directions and policies contained in CityPlan 2030 are shown below.

Outcome 3: A dynamic and thriving centre for business and services.

Objective 3.1: A diversity of business and services attractive to consumers.
- Retain and attract small, specialty and family businesses.
- Attract specific businesses to locate in our City.
- Promote the City as a tourist destination.
The Annual Business Plans for The Parade Precinct have over the past three (3) years, contained initiatives to achieve all of these strategies including subsidised advertising in publications such as Adelaide Matters, The Adelaide Magazine, SA Weekend and local Messenger newspapers designed to support small, specialty and family businesses; the Adelaide Fashion Festival to attract more fashion businesses to locate on The Parade and to support the independent boutiques already there; as well as advertising in various tourism publications.

Objective 3.2: Cosmopolitan character business precincts contributing to the prosperity of the City.
- Preserve and enhance the unique character of all our City's business precincts.

The Annual Business Plans over the past three (3) years, have contained initiatives to achieve these strategies including the development of a new logo and branding to capture and reflect the essence of The Parade.

Objective 3.5: A local economy supporting and supported by its community.
- Support opportunities for people to interact in business areas.
- Promote the preservation of accessible, local shopping.

Past initiatives have included events to attract locals and visitors to the Precinct such as the Adelaide Fashion Festival, as well as advertising to encourage the local community to support their local businesses by 'shopping local'.

The relevant strategic directions and policies contained in the Business & Economic Development Strategy 2008-2013 are shown below.

Theme 1: Village precincts that service locals and attract visitors.

Objective 1.1: Maintain the diversity of business and services and cosmopolitan character of precincts.
- Strategy 1.1.2: Develop precinct plans for each commercial precinct to articulate identity, clear visions and a framework of strategies and actions to frame the development of business and commercial precincts.

The Annual Business Plans contain strategies and actions to guide the development of The Parade Precinct including the Retail Strategy for The Parade.

- Strategy 1.1.3: Support existing businesses to maintain a diverse business mix within each precinct (via the Eastside Business Enterprise Centre and precinct groups).

Promotion of The Parade includes highlighting the diversity of its offering. In addition, an Eastside Business Enterprise Centre (EBEC) business advisor consults from an office on The Parade for improved accessibility for local businesses, and EBEC training programs and other events are promoted through the NPPC's fortnightly e-newsletter. The Breakfast on The Parade program also provides free business development forums for existing Parade businesses.

Objective 1.2: Support a year-round calendar of events.
- Strategy 1.2.1: Work with precinct and business groups to help businesses understand how they can capitalise on tourism events.

SATC representatives have presented at Parade networking events on how businesses can capitalise on tourism events. Businesses on The Parade have also been encouraged to become Fringe venues.
- Strategy 1.2.2: Use events to generate activity, attract visitors, provide local community engagement opportunities, promote learning and creativity.

Objective 1.4: Actively target tourism and visitation that capitalises on the proximity to Adelaide.
- Strategy 1.4.5: Encourage the uptake of customer service and retailing skills in local businesses to enhance the experience of visitors and improve business profitability.

The Breakfast on The Parade events are designed to offer free professional development for local business owners and their staff in the areas of customer service and other small business skills.
FINANCIAL AND BUDGET IMPLICATIONS

The NPPC has requested the Council to increase the revenue raised from the Separate Rate to $200,000 in 2014-2015, indexed to increase with CPI over the subsequent two (2) years. In the current 2013-2014 financial year, the Separate Rate raised $156,520. Thus, the total increase between this financial year and next financial year would be $43,480.


EXTERNAL ECONOMIC IMPLICATIONS

The Separate Rate revenue must be used expressly for the benefit of the area from which it is raised and for the property owners who pay the Separate Rate. The Council, through the activities of the NPPC, aim to attract high quality businesses and services to locate on The Parade thus contributing to the diversity of businesses and services available.

The Annual Business Plans contain strategies to attract tourists to The Parade and are aimed at enhancing the prosperity and sustainability of The Parade by maintaining and enhancing a pleasant environment for residents and visitors. This in turn is likely to attract additional business opportunities to the area with the spinoff effect of increasing local employment opportunities.

A dynamic and thriving commercial centre creates a community hub and a sense of pride for residents.

SOCIAL ISSUES

Economic and social issues are invariably intertwined. Business and economic development impacts on both the business sector and the local community, and the future development of key business precincts such as The Parade and Magill Road also impacts on those local areas. The structure that the Council is implementing by endorsing this process will also assist in developing social capital and substantially contribute to the ongoing development of a vibrant local community.

The Council, through the NPPC, is working to maintain and enhance The Parade as "the CBD of Adelaide's east" providing a single precinct where residents and visitors can access a variety of services including all major banks and credit unions as well as a Centrelink office.

CULTURAL ISSUES

The Annual Business Plans contain strategies for supporting arts-based activities to enhance the expression of creativity in and around the precinct.

In addition, many of the activities aim to enhance the "sense of place" and unique character of The Parade.

ENVIRONMENTAL ISSUES

Nil.

RESOURCE ISSUES

A portion of the revenue raised by the Separate Rate is allocated to the salary of the Norwood Parade Precinct Co-ordinator (0.8FTE) and the Council directly funds the remaining 0.2FTE. The Norwood Parade Precinct Co-ordinator is responsible for engaging business and commercial property owners on The Parade and implementing the its Annual Business Plan.
RISK MANAGEMENT

Prior to implementing a Separate Rate, the Council must comply with the provisions of the Local Government Act 1999, in respect to the consultation requirements regarding a Separate Rate.

In this regard, consultation on the proposal to extend the Separate Rate on The Parade was comprehensive and sought to engage The Parade business community in a number of ways including advertisements in the local Messengers, written information packs sent to all business and commercial property owners located in the affected area, information posted on the Council website, and information sessions. More detail regarding the proposed consultation programme is shown below.

CONSULTATION

- **Elected Members**
  Elected Members have been presented with a number of reports regarding the effectiveness of the Separate Rate on The Parade, as well as the impact of extending and increasing the Separate Rate.

- **Community**
  Information packs were posted to all business and commercial property owners (x 554) located in the District Centre, Business and Mixed Use zones of The Parade Norwood Precinct containing the following items:

  - Cover letter
  - *Fact Sheet*, including ‘How you can have your say’
  - Zoning Map for The Parade
  - Sample Effect of Separate Rate on The Parade
  - Achievements 2008-2011

Consultation commenced on 7 May 2014, with an advertisement in the *Eastern Courier Messenger* and the abovementioned distribution of the information packs to all stakeholders. The information pack also contained details of two (2) Information Sessions to which all stakeholders were invited. Consultation closed on 2 June 2014.

- **Staff**
  Not applicable.

- **Other Agencies**
  Not Applicable.

DISCUSSION

Six (6) business or property owners provided comments on the proposal to extend and increase the Separate Rate on The Parade via email. A summary of the comments which have been received is set out in Table 1 below:

**TABLE 1 – SUMMARY OF COMMENTS PROVIDED BY BUSINESS OR PROPERTY OWNERS**

<table>
<thead>
<tr>
<th>RESPONDENT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morgans Financial - 50 Edward Street, Norwood</td>
<td>We are not located on The Parade but on a side street (Edward Street) for a reason. We do not want or need foot traffic going past our office. Indeed increased traffic &amp; noise is a distinct disadvantage to us. We, like many other businesses who are not located on the actual Parade such as Doctors, Specialist, accountants etc, do not get our business from passing foot traffic or advertising. It is all done by qualified referrals. This is totally different to a retail shop that needs to be located in a prominent location such as on The Parade or in a shopping centre or mall. If you want to drive businesses like ours out of The Parade precinct by all means go ahead with this proposed extension of increased rates but I believe over time you will have a host of angry landlords with unleased properties on the surrounding side streets.</td>
</tr>
</tbody>
</table>
Dillons Book Shop
Yes, I support Council’s proposal to extend the separate rate.
I note in your comments regarding the provision of additional street sweeping for
The Parade.
I understand the quantum of Parade street sweeping has been reduced (i.e. less
days swept). Is that correct and what was the basis of that decision? One of the
strengths of The Parade is that it continues to have greater potential as a seven day
shopping experience.
My observation is that Parade street sweeping does not occur on Thursdays and
Sundays. I recommend reconsideration as Thursday (with extended trading hours)
is the second biggest trading day of the week for other than hotels and
restaurants. I recommend that if a week day needs to be missed for budgetary
purposes, either obtain other supplier quotes in an endeavour to have a clean
Parade seven days per week or target Tuesdays (regularly the quietest retail
weekday) as the day the street is not swept.
Response: This business owner was provided with the current footpath sweeping
schedule, as shown below:

<table>
<thead>
<tr>
<th>DAY OF WEEK</th>
<th>SECTION OF THE PARADE TO BE SERVICED</th>
<th>ADDITIONAL SEASONAL SWEEPING FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mondays</td>
<td>Sydenham Road to Portrush Road</td>
<td>At Council’s request</td>
</tr>
<tr>
<td>Wednesdays</td>
<td>Osmond Terrace to Portrush Road</td>
<td>At Council’s request</td>
</tr>
<tr>
<td>Fridays</td>
<td>Edward Street to Queen Street</td>
<td>At Council’s request</td>
</tr>
<tr>
<td>Saturdays</td>
<td>Osmond Terrace to Portrush Road</td>
<td>At Council’s request</td>
</tr>
</tbody>
</table>

Professionals – 1 The Parade, Norwood
The Precinct Boundaries should be adjusted from Sydenham Road to Portrush
Road, the ‘Trader levy’ is designed and all promotion is for the direct benefit of
retail/food/beverage in nature, an advertisement for a Real Estate office online or
print does not justify promotion in the same category. Most of the initiatives for
events take place on The Parade between Osmond Terrace and Portrush Road
and are for retail style businesses, hence no benefit to us as owners and
occupiers of office space at 1 The Parade, Norwood.
It is not about the additional cost but if our part of The Parade is to be included
within the boundary and levy then events should be staged at the start of The
Parade and not only the middle.
Response: one of the Council’s guiding principles is to develop initiatives that can
benefit the whole precinct.

Property owner, western end
I like to express my support for this because as you point out it is important in order
for The Parade to remain a competitive shopping area.
Perhaps one thing I like to add is that a summary of the main activities and
achievements resulting from this extra fee is provided to the rate payers once a
year.
Response: All Parade business and commercial property owners are invited to an
evaluation of each year’s Annual Business Plan, however a summary could also be
sent directly to stakeholders as suggested.
This respondent has since given permission to be added to the mailing list for the
fortnightly newsletter.

Mr Luke Salagaras
First, no objection to Rate Payment.
Second, have a real issue as to who controls this money…Wasn’t this the initial
Norwood Parade Traders Association money. ??? If so I would want it to be placed
back into the hands of such a relevant group..
I STRONGLY DISAGREE WITH THE NORWOOD COUNCIL ASSUMING
CONTROL OF THIS MONEYS. The people originally running this committee were
proven business operators, leave them to control where it is spent !!!
Thirdly, While I am in agreement with some of the spending items I disagree with
others. Let us control our funds.. and NOT be manipulated by the council !!!
Response: information about the history and composition of the NPCC was
provided to this respondent including that it is majority business members and
evolved from the independent Parade Development Association.
Coles

Has any market research been done to drive the business plan/strategy? How would we get involved in marketing in the future?

Response: This respondent was advised of the market research, brand benchmarking study and retail strategy and a conversation has commenced about ways that business can be involved in future marketing.

Two (2) information sessions were held during the consultation period to which all business and commercial property owners from the Precinct were invited. Three (3) Parade commercial property owners (two (2) were husband-and-wife owners of the same building) attended the session held on Monday, 19 May 2014 from 2.30-4.00pm, and one (1) business owner attended the information session held on Tuesday, 20 May 2014 from 6.00-7.00pm. A summary of the sessions is provided below.

Property and business owner Mr Gary Waite was prepared to pay the average Separate Rate but no more. He stated that Council events do not benefit his businesses and are often the worst trading days of the year. He was opposed to the Food, Wine & Music Festival, the amount being budgeted for street decorations and suggested user pays networking events. Mr Waite advised that he likes The Parade website which generates business for SE Waite & Sons. He was concerned that The Parade ‘retain its heritage feel’ and ‘must not descend to the quality of Jetty Road’.

The owners of the property housing Dick Smith, felt that all the promotion is centred around the retail core of The Parade and would like to see some tangible proof of the impact of the actions which have been initiated by NPPC. These owners do not pass the Separate Rate onto their tenants yet believe that the business owners benefit more from the initiatives funded by the Separate Rate than property owners do. They are concerned that the Rate is here to stay.

The business owner of Yoga Fusion (western end) believes the Separate Rate initiatives do not promote the west end and do not attract customers to his business who come from all over town. He suggested promoting the west end as a wellness hub and also suggested advertising The Parade in screens inside businesses around The Parade. He also thought the Council should engage a person to act as a ‘mediator’ between the Council and businesses to help guide businesses through the Council’s processes. He also encouraged better use of The Parade’s social media and advocated for more bike parking, especially at the west end.

Three (3) of the email respondents were broadly supportive of the Separate Rate, one was neutral, one (1) was opposed as their business is located on Edward Street and is a services business, and one (1) thought the western boundary should be Sydenham Road instead of Fullarton Road and therefore would not affect his building.

A total of nine (9) representations were made to the Council from 554 business and commercial property owners, which represent a response rate of 1.6%. Stakeholders were offered numerous ways to respond including email, mail, telephone and in person at an information session.

In considering whether to recommend the extension of the Separate Rate on The Parade for a further three (3) years, the Council must consider why both it, the NPPC and the Business & Economic Development Committee, supported the proposal of a Separate Rate for The Parade in the first instance. A summary of those 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 Firle. 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 drawcard, they simply cannot continue to compete in this increasingly competitive retail environment. In particular, as Members are aware, Burnside Village is currently undergoing an extensive redevelopment which will indeed place much greater pressure on The Parade to compete in what is undoubtedly a very tight retail environment.

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.
This has long been recognised by Adelaide’s other major mainstreet commercial precincts including Unley, King William, Goodwood and Glen Osmond Roads Unley, Jetty Road Glenelg, John Street Salisbury, Mt Barker and Rundle Mall. Indeed, some of these precincts can be considered 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. For example, the Rundle Mall Management Authority has a marketing budget of more than $2 million over and above the major redevelopment of the Mall currently underway, and is one of The Parade’s major competitors.

The Council’s Strategic Plan for The Parade and Magill Road Precincts, which underwent extensive consultation, recommends the implementation of a Separate Rate in order to enable the strategies and actions identified in the Plan to be implemented.

The Council is seeking an equitable approach to supporting businesses across the City of Norwood Payneham & St Peters. By implementing its current Business & Economic Development model, it has recognised a number of significant commercial precincts and business sectors which play a crucial role in the economic prosperity of our City. Historically, this Council has supported The Parade through grant funding over a number of years, however it is clear that The Parade must continue to 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 must now also consider how it can support other significant business precincts in the City such as Magill Road, Payneham Road and the Glynde Corner, in particular through the current proposal to implement a Separate Rate on Magill Road.

OPTIONS

Minimal feedback has been received on the proposal to increase the revenue raised by the Separate Rate on The Parade to $200,000 and indeed very little feedback on the proposal to extend it for a further three (3) years. The feedback that has been received is mixed.

The Council can consider a number of options, namely:

1. Extend the current model of applying the Separate Rate to all commercial assessments in the Norwood Parade Precinct raising $150,000 and apply a 50% rebate on offices and consulting rooms for a further three years, indexed to increase annually with CPI.
2. Extend the current model of applying the Separate Rate to all commercial assessments in the Norwood Parade Precinct raising $200,000 and apply a 50% rebate on offices and consulting rooms for a further three years, indexed to increase annually with CPI.
3. Do not extend the Separate Rate for a further three (3) years.

Consultation was undertaken on the Council’s proposal to extend the current model of applying the Separate Rate to all commercial assessments in the Norwood Parade Precinct raising $200,000 and apply a 50% rebate on offices and consulting rooms for a further three years, indexed to increase annually with CPI, in accordance with option 2 above. Based upon the feedback which has been received during the consultation period on this proposal, option 2 is recommended.

CONCLUSION

The Separate Rate model for The Parade has been designed to ensure that The Parade remains viable in metropolitan Adelaide’s increasingly competitive market. 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.

The Separate Rate enables the Council to raise sufficient revenue to ensure high impact marketing, promotions and development 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

The Council through the NPPC is about to embark on an exciting new phase of marketing and promoting The Parade, initially through the imminent launch of a new logo and branding for the precinct.
RECOMMENDATION

1. That a Separate Rate be implemented for properties located on The Parade in the following zones (as contained in the Council’s Development Plan): District Centre Zone, Business Zone and Mixed Use Zone (adjacent The Parade) except that the Council will apply a discretionary rebate of 50% of the amount payable for offices and consulting rooms within this location.

2. That the revenue to be raised from the Separate Rate on The Parade be set at $200,000 for the first year and increased annually by the Consumer Price Index.

3. That at the end of the three (3) year period, a full review evaluating the effectiveness of the Separate Rate on The Parade be undertaken.

Cr Duke entered the meeting at 7.04pm.

Cr Wormald moved:

1. That a Separate Rate be implemented for properties located on The Parade in the following zones (as contained in the Council’s Development Plan): District Centre Zone, Business Zone and Mixed Use Zone (adjacent The Parade) except that the Council will apply a discretionary rebate of 50% of the amount payable for offices and consulting rooms within this location.

2. That the revenue to be raised from the Separate Rate on The Parade be set at $200,000 for the first year and increased annually by the Consumer Price Index.

3. That at the end of the three (3) year period, a full review evaluating the effectiveness of the Separate Rate on The Parade be undertaken.

Seconded by Cr Rundle and carried.
ENDORSEMENT OF THE AMENDED DRAFT NPPC 2014-2015 ANNUAL BUSINESS PLAN

REPORT AUTHOR: Precinct Co-ordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: S/01916
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to present to the Norwood Parade Precinct Committee (NPPC) an amended Draft 2014-2015 Annual Business Plan for final review and endorsement prior to the Council’s consideration and approval at its meeting to be held on 7 July 2014.

BACKGROUND

At its meeting held on 9 April 2014, the Committee resolved as follows:

That the Committee advises the Council that it supports the continuation of the Separate Rate for The Parade for a further (3) year period.

That the revenue raised by the Separate Rate on The Parade be increased to $200,000 per annum indexed to increase with CPI for a period of three (3) years with the balance of the increase from 2013-2014 to 2014-2015, to be used exclusively for marketing and promotion.

Following consultation on the proposal to extend the Separate Rate on The Parade, the Council considered all of the feedback received from The Parade business community at its special meeting held on 17 June 2014, and resolved to extend the Separate Rate on The Parade for a further 3 years and to increase the revenue collected each year to $200,000 (+CPI).

In accordance with the Council’s resolution the Draft NPPC 2014-2015 Annual Business Plan has been amended to include a total proposed budget of $255,250. The amended Draft Plan now needs to be endorsed by the NPPC prior to the Council’s consideration and approval.

The amended Draft NPPC 2014-2015 Annual Business Plan is contained in Attachment A.

A summary of the proposed budget allocation to be included in the amended Draft NPPC 2014-2015 Annual Business Plan is contained within Attachment B.

FINANCIAL AND BUDGET IMPLICATIONS

The NPPC endorsed its Draft 2013-2014 Annual Business Plan based on a budget of $211,250 comprising of $55,250, which is directly allocated by the Council to assist with the implementation of the Annual Business Plan, and the amount of, $156,520 which was raised by the Council through The Parade Development Rate.

The decision of the Council to increase The Parade Development Rate to $200,000 (+CPI), means that in the 2014 – 2015 financial year, the NPPC will have a total budget of $255,250. The NPPC is again seeking an allocation of funding of $55,250 from the Council.

RESOURCE ISSUES

The implementation of the NPPC 2014-2015 Annual Business Plan will be undertaken by the Council’s Senior Strategic Project Officer and the Norwood Parade Precinct Co-ordinator. Input and involvement from other Council staff and/or external contractors will be sought where needed.
CONSULTATION

- **Committee Members**
  The NPPC Members were consulted on the proposed amendment to the *Draft NPPC 2014-2015 Annual Business Plan* at its meeting held on 9 April 2014.

- **Community**
  The amended *Draft NPPC 2014-2015 Annual Business Plan*, which includes the endorsed $200,000 from The Parade Development Rate was included in the information pack, which was distributed to all of the business and commercial property owners located in the District Centre, Business and Mixed Use zones of The Parade, Norwood Precinct, when the proposal to extend the Separate Rate was released for consultation.

  The consultation commenced on 7 May 2014 and closed on 2 June 2014.

  A separate report has been prepared advising the NPPC of the outcomes of the consultation on the proposal to implement a Separate Rate on The Parade and the subsequent Council decision.

DISCUSSION

At the meeting held on 9 April 2014, the Committee resolved to allocate the additional revenue to increase the Marketing and Promotions budget. The increased budget would provide the NPPC with scope to develop ideas to effectively promote The Parade in the right communications mediums.

The Parade, Norwood’s new brand and website will be launched in early September 2014. Council staff are currently working on various initiatives to assist in the launch of the new brand, logo and website for The Parade, Norwood. Following the launch, the Committee will have the opportunity to consider strategic ways of promoting the new branding for The Parade, Norwood in order to get maximum exposure and value for money during the 2014 - 2015 financial year.

The Parade’s main competitors including Rundle Mall, Rundle East, Burnside Village and Rundle Place are spending significant amounts of their marketing budgets to consistently promote their main streets or shopping centres as ideal destinations for shopping and dining to the wider audience. Therefore, The Parade, Norwood brand needs to be consistently at the fore front of its potential customers and provide reasons for them to keep coming back to The Parade, Norwood.

The Parade, Norwood is ranked as one of the highly sought after mainstreets in South Australia, however the Committee should not rely on this reputation alone and think that visitors will come to The Parade, Norwood because it is a popular destination, but instead should develop strategic marketing initiatives to enable The Parade to distinctively differentiate its offer from its competitors.

OPTIONS

The Committee can add, amend or delete other strategies and budget allocations.

CONCLUSION

The strategies proposed within the Draft Plan give the Committee an opportunity to focus on promoting the precinct and engage consumers with The Parade brand. The initiatives within the Marketing Communications Plan and social media strategies are designed to bring more visitors to The Parade and events such as *Parade Get Together* and *Breakfast on The Parade* have been generally well received by The Parade business community and continue to be very popular. These events provide a forum for The Parade business community to network, raise issues relevant to their businesses or The Parade directly with the Council staff and the Committee Members.

COMMENTS

Nil
RECOMMENDATION

Attachment A

Endorsement of the Amended Draft NPPC 2014-2015 Annual Business Plan
AMENDED DRAFT NPPC 2014-2015
ANNUAL BUSINESS PLAN

Goal 1 – Promoting The Parade – $121,420
Goal 2 – Improve the shopping experience of visitors to The Parade - $61,448
Goal 3 – Listening and talking to The Parade business community – $72,382

TOTAL PROPOSED BUDGET - $255,250

GOAL 1: PROMOTING THE PARADE

<table>
<thead>
<tr>
<th>STRATEGY 1.1</th>
<th>Marketing &amp; Promotions</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT ACTION:</td>
<td>• Target marketing and promotion initiatives, messages and audiences to increase visitor numbers and spend.</td>
</tr>
<tr>
<td>OUTCOMES:</td>
<td>• Brand and position The Parade as the ultimate shopping, dining and tourist destination, which will connect with the audience, motivate them to act, encourage loyalty, convey credibility, personality and character.</td>
</tr>
<tr>
<td></td>
<td>• Distinctively differentiate The Parade offer from its competitors.</td>
</tr>
<tr>
<td>EVALUATION:</td>
<td>• Increased level of activity on social media networking sites and The Parade website</td>
</tr>
<tr>
<td></td>
<td>• Seek regular feedback from The Parade business community on the effectiveness of promotions carried out for the precinct</td>
</tr>
</tbody>
</table>

STRATEGIC LINK: The Parade & Magill Road Precincts Strategic Plan 2006
3.2 - Strategy 1: 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 & beauty hub.
3.2 - Strategy 2: Strengthen the branding of the street to achieve repeat business from customers, and to develop a customer database.
3.5 – Developing and promoting a vibrant cultural and leisure tourism destination for businesses, residents and visitors

Business & Economic Development Strategy 2008-2013
Strategy 1.4.2: Develop promotional activities and materials that position the City as a major retail destination, differentiating offerings from each precinct.

Objective 1.4: Actively target tourism and visitation that capitalises on the proximity to Adelaide

CityPlan 2030 – Shaping Our Future
Strategy 3.1.1: Retain and attract small, specialty and family businesses.
Strategy 3.1.2: Attract specific businesses to locate in our City.

BUDGET: $67,420
TIMELINE: June 2015
<table>
<thead>
<tr>
<th>STRATEGY 1.2</th>
<th>Social Media for The Parade</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUTPUT ACTION:</strong></td>
<td>Continue to build the online and social media presence of The Parade, Norwood that allow the precinct to connect with the local community, shoppers, visitors and The Parade business community and develop strategic ways of maintaining these connections.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>OUTCOMES:</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Engage a social media consultant for 15 hours per month to update and monitor all social media platforms</td>
<td></td>
</tr>
<tr>
<td>• Develop effective campaigns which will increase the number of followers on all social media platforms</td>
<td></td>
</tr>
<tr>
<td>• Develop campaigns which will capitalise on activities/events during the year such as Easter, Mother’s Day, Father’s Day, Parades on Norwood Parade, Christmas Pageant, SANFL, Baseball, SALA, Fringe Festival and any other events/activities relevant to The Parade. These campaigns will engage and maintain connections with followers</td>
<td></td>
</tr>
<tr>
<td>• Encourage The Parade business community who have a social media presence to follow The Parade, Norwood on various social media platforms</td>
<td></td>
</tr>
<tr>
<td>• Promote the diversity of services and shops available on The Parade</td>
<td></td>
</tr>
<tr>
<td>• Promote The Parade as a convenient, vibrant and cosmopolitan destination</td>
<td></td>
</tr>
<tr>
<td>• Promote The Parade’s night time culture of dining and entertainment</td>
<td></td>
</tr>
<tr>
<td>• Promote accessibility and ease of parking on The Parade</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EVALUATION:</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Track the progress of various social media platforms using any of the free reporting tools such as Facebook Insights, Twitter Counter, Klout and Social Mention</td>
<td></td>
</tr>
<tr>
<td>• Provide a social media report to the NPPC at each meeting</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>STRATEGIC LINK:</strong></th>
<th>The Parade &amp; Magill Road Precincts Strategic Plan 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2 - <strong>Strategy 1:</strong> 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 &amp; beauty hub.</td>
<td></td>
</tr>
<tr>
<td>3.2 - <strong>Strategy 2:</strong> Strengthen the branding of the street to achieve repeat business from customers, and to develop a customer database.</td>
<td></td>
</tr>
<tr>
<td>3.5 – Developing and promoting a vibrant cultural and leisure tourism destination for businesses, residents and visitors</td>
<td></td>
</tr>
</tbody>
</table>

**Business & Economic Development Strategy 2008-2013**

**Strategy 1.1.3:** Support existing businesses to maintain a diverse business mix within each precinct.

**Strategy 1.4.2:** Develop promotional activities and materials that position the City as a major retail destination, differentiating offerings from each precinct.

**Objective 1.4:** Actively target tourism and visitation that capitalises on the proximity to Adelaide

**CityPlan 2030 – Shaping Our Future**

**Strategy 3.1.1:** Retain and attract small, specialty and family businesses.
**Strategy 3.1.1**: Retain and attract small, specialty and family businesses.

**Strategy 3.1.2**: Attract specific businesses to locate in our City.

**Strategy 3.1.3**: Promote the City as a tourist destination.

**Strategy 3.2.1**: Preserve and enhance the unique character of all of our City’s business precincts.

**Strategy 3.2.2**: Improve ease and convenience of access to our City’s business precincts.

<table>
<thead>
<tr>
<th>STRATEGY 1.3</th>
<th>The Parade website</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT ACTION</td>
<td>On-going maintenance and improvement of The Parade website (<a href="http://www.theparadenorwood.com">www.theparadenorwood.com</a>)</td>
</tr>
</tbody>
</table>
| OUTCOMES                | • The Parade website is up-to-date and dynamic  
                          • Be an online representation and demonstration of The Parade offer, vibe and difference  
                          • Clearly communicate brand, identity and key messages  
                          • Enable website compatibility for mobile devices  
                          • A dynamic marketing tool that is an integral part of on-going marketing and communications activities |
| EVALUATION              | • Measure website performance by using appropriate tools such as Google Analytics to track the number of unique visitors to the site. |
| STRATEGIC LINK          | The Parade & Magill Road Precincts Strategic Plan 2006  
                          3.2 - **Strategy 1**: 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 & beauty hub.  
                          3.2 - **Strategy 2**: Strengthen the branding of the street to achieve repeat business from customers, and to develop a customer database. |

**Business & Economic Development Strategy 2008-2013**

**Strategy 1.1.3**: Support existing businesses to maintain a diverse business mix within each precinct.

**Strategy 1.4.2**: Develop promotional activities and materials that position the City as a major retail destination, differentiating offerings from each precinct.

**CityPlan 2030 – Shaping Our Future**

**Strategy 3.1.1**: Retain and attract small, specialty and family businesses.

**Strategy 3.1.2**: Attract specific businesses to locate in our City.

**Strategy 3.1.3**: Promote the City as a tourist destination.

**Strategy 3.2.1**: Preserve and enhance the unique character of all of our City’s business precincts.

**Strategy 3.2.2**: Improve ease and convenience of access to our City’s business precincts.

<table>
<thead>
<tr>
<th>BUDGET:</th>
<th>$24,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIMELINE:</td>
<td>Ongoing.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STRATEGY 1.3</th>
<th>The Parade website</th>
</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>
| OUTCOMES           | • The Parade website is up-to-date and dynamic  
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                          • Clearly communicate brand, identity and key messages  
                          • Enable website compatibility for mobile devices  
                          • A dynamic marketing tool that is an integral part of on-going marketing and communications activities |
| EVALUATION         | • Measure website performance by using appropriate tools such as Google Analytics to track the number of unique visitors to the site. |
| STRATEGIC LINK     | The Parade & Magill Road Precincts Strategic Plan 2006  
                          3.2 - **Strategy 1**: 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 & beauty hub.  
                          3.2 - **Strategy 2**: Strengthen the branding of the street to achieve repeat business from customers, and to develop a customer database. |

**Business & Economic Development Strategy 2008-2013**

**Strategy 1.1.3**: Support existing businesses to maintain a diverse business mix within each precinct.

**Strategy 1.4.2**: Develop promotional activities and materials that position the City as a major retail destination, differentiating offerings from each precinct.

**CityPlan 2030 – Shaping Our Future**

**Strategy 3.1.1**: Retain and attract small, specialty and family businesses.

**Strategy 3.1.2**: Attract specific businesses to locate in our City.

**Strategy 3.1.3**: Promote the City as a tourist destination.

**Strategy 3.2.1**: Preserve and enhance the unique character of all of our City’s business precincts.

**Strategy 3.2.2**: Improve ease and convenience of access to our City’s business precincts.
<table>
<thead>
<tr>
<th>STRATEGY 1.4</th>
<th>Parades on Norwood Parade event as part of the 2014 Adelaide Fashion Festival</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT ACTION:</td>
<td>Provide a platform to promote fashion businesses on The Parade and to promote the Precinct as a premier fashion and shopping destination in Adelaide. Support independent fashion businesses on The Parade.</td>
</tr>
<tr>
<td>OUTCOMES:</td>
<td>• Attracting more shoppers to The Parade. • Attracting new fashion businesses to The Parade. • The Parade Precinct is branded as an attractive and stylish precinct.</td>
</tr>
<tr>
<td>STRATEGIC LINK:</td>
<td>The Parade &amp; Magill Road Precincts Strategic Plan 2006. 3.2 - Strategy 1: 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 &amp; beauty hub. 3.2 - Strategy 2: Strengthen the branding of the street to achieve repeat business from customers, and to develop a customer database. 3.5.1 - Strategy 1: Research and define current and new events to support the identity of the street and to maintain the events as having a point of difference. Business &amp; Economic Development Strategy 2008-2013. Strategy 1.1.3: Support existing businesses to maintain a diverse business mix within each precinct. Strategy 1.2.2: Use events to generate activity, attract visitors, provide local community engagement opportunities, promote learning and creativity. Strategy 1.4.2: Develop promotional activities and materials that position the City as a major retail destination, differentiating offerings from each precinct. Strategy 4.5.1: Facilitate greater use of existing community and sporting facilities (such as Norwood Oval) for community recreation. CityPlan 2030 – Shaping Our Future. Strategy 3.1.2: Attract specific businesses to locate in our City. Strategy 3.1.3: Promote the City as a tourist destination. Strategy 3.2.1: Preserve and enhance the unique character of all of our City’s business precincts. Strategy 3.3.1: Foster emerging enterprises and industries. Strategy 2.1.3: Provide opportunities and facilities for creative expression.</td>
</tr>
<tr>
<td>BUDGET:</td>
<td>$30,000</td>
</tr>
<tr>
<td>TIMELINE:</td>
<td>October 2014.</td>
</tr>
</tbody>
</table>
### STRATEGY 1.5  Business Newsletters

**OUTPUT ACTION:**
NPPC business news is included within the Council’s *Look East* newsletter which is distributed to all properties within the City of Norwood Payneham & St Peters outlining the activities of the NPPC and the Council.

NPPC business news updates to be distributed electronically to all local business and commercial property owners with email addresses.

The NPPC business news update to be uploaded onto The Parade website.

<table>
<thead>
<tr>
<th>OUTCOMES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increased business and residential community awareness of NPPC activities.</td>
</tr>
<tr>
<td>• Engagement with The Parade business community.</td>
</tr>
<tr>
<td>• Improved relationship between the Council and The Parade business community.</td>
</tr>
<tr>
<td>• Promotion of Parade business activity to the wider Council community.</td>
</tr>
</tbody>
</table>

**EVALUATION:**
Response and involvement of local businesses in the activities of the NPPC.

**STRATEGIC LINK:**
NPPC Terms of Reference

*Function 2.9:* To facilitate and encourage networking and communication through a range of measures as identified and relevant.

**BUDGET:**
$0.00

**TIMELINE:**
July and December 2014

### GOAL 2: IMPROVE THE SHOPPING EXPERIENCE OF VISITORS

### STRATEGY 2.1  Street (Christmas) decorations on The Parade

**OUTPUT ACTION:**
Investigate and install high impact street decorations which will enhance visitors’ experience on The Parade.

**OUTCOMES:**
The Parade becomes (over time) Adelaide’s most visually attractive and festive shopping destination especially during the Christmas period.

Work with local artists and external contractors where possible to develop dynamic and creative street decorations for The Parade.

**EVALUATION:**
Increased visitor numbers on The Parade at peak festive shopping periods.

**STRATEGIC LINK:**
The Parade & Magill Road Precincts Strategic Plan 2006

*3.3 - Strategy 3:* 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.

Business & Economic Development Strategy 2008-2013

*Strategy 1.4.2:* Develop promotional activities and materials that position the City as a major retail destination, differentiating offerings from each precinct.

CityPlan 2030 – Shaping Our Future
**Strategy 3.2.1:** Preserve and enhance the unique character of all of our City's business precincts.

**BUDGET:** $55,448

**TIMELINE:** June 2015

**STRATEGY 2.2**  
**Business Development (focus on fantastic customer service) – Breakfast on The Parade event**

**OUTPUT ACTION:**
- Co-ordinate four business development workshops or seminars a year at various locations on The Parade.
- Investigate opportunities to provide business development workshops or seminars which are specifically tailored to the business needs of The Parade business community.
- Build partnerships with visual merchandising departments at TAFE SA, University of Adelaide, University of South Australia and industry experts to work with various businesses to improve their retail presentation skills.

**OUTCOMES:**
- Improved customer service, retail presentation and business management skills.
- Increased profitability.
- Identify any common shortfalls, with a view to tailoring workshops to address these.

**EVALUATION:** Number of participating businesses and feedback from participating businesses.

**STRATEGIC LINK:**
- The Parade & Magill Road Precincts Strategic Plan 2006
  - **Goal 3.1:** Ensure that consumer needs are met and that opportunities are being maximised in providing appropriate services and products.
- Business & Economic Development Strategy 2008-2013
  - **Strategy 1.4.5:** Encourage the uptake of customer service and retailing skills in local businesses to enhance the experience of visitors and improve business profitability.

**BUDGET:** $6,000

**TIMELINE:** June 2015
GOAL 3: LISTENING AND TALKING TO THE PARADE BUSINESS COMMUNITY

<table>
<thead>
<tr>
<th>STRATEGY 3.1</th>
<th>Business Networking Event – Parade Get Together</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT ACTION:</td>
<td>Business Networking Events held to facilitate information dissemination by the NPPC and to gain feedback from the local business community. Provide an opportunity to consult The Parade business community about the NPPC Annual Business Plan. The Parade business community networks in a friendly atmosphere. Build relationships between the Council and The Parade business community.</td>
</tr>
<tr>
<td>OUTCOMES:</td>
<td>• Increased business community awareness of NPPC activities. • Feedback and evaluation from businesses to the NPPC for program refinement.</td>
</tr>
<tr>
<td>EVALUATION:</td>
<td>Number of The Parade businesses attending events. Feedback received from The Parade businesses.</td>
</tr>
</tbody>
</table>
| STRATEGIC LINK: | CityPlan 2030: Shaping Our Future
Objective 3.5: A local economy supporting and supported by its community
Strategy 1: Facilitate the sharing of information and consultation between businesses and residents.
NPPC Terms of Reference
Function 2.9: To facilitate and encourage networking and communication through a range of measures as identified and relevant. |
| BUDGET: | $3,000 |
| TIMELINE: | Biannual. |

<table>
<thead>
<tr>
<th>STRATEGY 3.2</th>
<th>Norwood Parade Precinct Co-ordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT ACTION:</td>
<td>Engage the Precinct Co-ordinator for an additional 4.25 days per week to work specifically on implementing the NPPC’s Annual Business Plan. Focus on face-to-face contact with businesses.</td>
</tr>
<tr>
<td>OUTCOMES:</td>
<td>The Parade is marketed and developed in a way that attracts more visitors.</td>
</tr>
<tr>
<td>EVALUATION:</td>
<td>Strategies of the NPPC Annual Business Plan are implemented on time and within the allocated budget.</td>
</tr>
</tbody>
</table>
| STRATEGIC LINK: | Business & Economic Development Strategy 2008-2013
Strategy 1.1.2: Develop precinct plans for each commercial precinct to articulate identity, clear visions and a framework of strategies and actions to frame the development of business and commercial precincts.
CityPlan 2030 – Shaping Our Future
Strategy 3.2.1: Preserve and enhance the unique character of all of our City’s business precincts. |
<p>| BUDGET: | $67,632 |</p>
<table>
<thead>
<tr>
<th>STRATEGY 3.3</th>
<th>Committee Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTPUT ACTION:</td>
<td>Development and implementation of the NPPC Annual Business Plan</td>
</tr>
<tr>
<td>OUTCOMES:</td>
<td>Ensure all administration tasks such as postage and catering are implemented.</td>
</tr>
<tr>
<td>EVALUATION:</td>
<td>Strategies of the NPPC Annual Business Plan are implemented</td>
</tr>
<tr>
<td>STRATEGIC LINK:</td>
<td>Business &amp; Economic Development Strategy 2008-2013</td>
</tr>
<tr>
<td></td>
<td>Strategy 1.1.2: Develop precinct plans for each commercial precinct to articulate identity, clear visions and a framework of strategies and actions to frame the development of business and commercial precincts.</td>
</tr>
<tr>
<td></td>
<td>CityPlan 2030 – Shaping Our Future</td>
</tr>
<tr>
<td></td>
<td>Strategy 3.2.1: Preserve and enhance the unique character of all of our City’s business precincts.</td>
</tr>
<tr>
<td>BUDGET:</td>
<td>$1,750</td>
</tr>
<tr>
<td>TIMELINE:</td>
<td>Ongoing.</td>
</tr>
</tbody>
</table>
Attachment B

Endorsement of the Amended Draft NPPC 2014-2015 Annual Business Plan
### Proposed strategies

<table>
<thead>
<tr>
<th>Proposed strategies</th>
<th>Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing &amp; Promotions</td>
<td>$67,420</td>
</tr>
<tr>
<td>Social Media</td>
<td>$24,000</td>
</tr>
<tr>
<td>Parades on Norwood Parade event as part of the 2014 Adelaide Fashion Festival</td>
<td>$30,000</td>
</tr>
<tr>
<td>Street Decorations</td>
<td>$55,448</td>
</tr>
<tr>
<td>Breakfast on The Parade Business Development</td>
<td>$6,000</td>
</tr>
<tr>
<td>Parade Get Together Networking Events</td>
<td>$3,000</td>
</tr>
<tr>
<td>Norwood Parade Precinct Co-ordinator</td>
<td>$67,632</td>
</tr>
<tr>
<td>Committee Administration</td>
<td>$1,750</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$255,250</strong></td>
</tr>
</tbody>
</table>

### Proposed Income

- Separate Rate: $200,000
- Council Contribution: $55,250

**TOTAL: $255,250**
3. OTHER BUSINESS
   (Of an urgent nature only)

4. CLOSURE