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## Jetty Road Mainstreet Committee

# NOTICE OF MEETING

Notice is hereby given that a meeting of the Jetty Road Mainstreet Committee will be held in the

**Glenelg Library Meeting Room  
Colley Terrace, Glenelg**

**Wednesday 11 April 2018 at 6.00pm**

Justin Lynch  
CHIEF EXECUTIVE OFFICER

## Jetty Road Mainstreet Committee Agenda

### 1. OPENING

The Chairman, Mark Faulkner will declare the meeting open at 6:00 pm.

### 2. APOLOGIES

2.1 Apologies received

2.2 Absent

### 3. DECLARATION OF INTEREST

*If a Committee Member has an interest (within the terms of the Local Government Act 1999) in a matter before the Committee they are asked to disclose the interest to the Committee and provide full and accurate details of the relevant interest. Committee Members are reminded to declare their interest before each item.*

### 4. CONFIRMATION OF MINUTES

#### Motion

**That the minutes of the Jetty Road Mainstreet Committee held on 7 March 2018 be taken as read and confirmed.**

### 5. QUESTIONS BY MEMBERS

5.1 **Without Notice**

5.2 **With Notice**

### 6. MOTIONS ON NOTICE - Nil

### 7. ADJOURNED ITEMS - Nil

### 8. REPORTS/ITEMS OF BUSINESS

8.1 City of Holdfast Bay Economic Activation Plan 2018-2023 presentation

*Ms V Miller, Business Development Partner will present on the work being undertaken by the City of Holdfast Bay on developing an Economic Activation Plan 2018-2023 that will guide future prosperity and growth in Holdfast Bay and Jetty Road Glenelg.*

8.2 Monthly Finance Report (Report No: 121/18)

8.3 JRMC Extension of Terms of Membership (Report No: 123/18)

8.4 Draft Jetty Road Retail Strategy 2018-2022 (Report No: 124/18)

8.5 Jetty Road Christmas Decorations – Verbal Report

8.6 Marketing Project – New Visual Assets (Report No: 125/18)

**9. URGENT BUSINESS – Subject to the Leave of the Meeting**

**10. DATE AND TIME OF NEXT MEETING**

The next meeting of the Jetty Road Mainstreet Committee will be held on Wednesday 2 May 2018 in the Glenelg Library Meeting Room, Colley Terrace, Glenelg

**11. CLOSURE**

**JUSTIN LYNCH  
CHIEF EXECUTIVE OFFICER**

Item No: **8.2**  
Subject: **MONTHLY FINANCE REPORT**  
Date: 11 April 2018  
Written By: Jetty Road Development Coordinator  
General Manager: Community Services, Trish Aukett

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### **SUMMARY**

Jetty Road Mainstreet Committee March 2018 variance report as prepared by the Jetty Road Development Coordinator is presented for information of the members of the Jetty Road Mainstreet Committee.

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### **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee note this report.**

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### **COMMUNITY PLAN**

Placemaking: Creating lively and safe places  
Economy: Supporting and growing local business  
Economy: Making it easier to do business  
Economy: Harnessing emerging technology  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

The Jetty Road Mainstreet Committee (JRMC) has been established to undertake work to benefit the traders on Jetty Road Glenelg, using the separate rate raised for this purpose. An annual budget is endorsed by Council each year. Expenditure is monitored against budget each month to ensure that all expenditure and income is within approved parameters.

**REPORT**

Current 2017/2018 Jetty Road Mainstreet budget is on track.

*Refer Attachment 1*

**BUDGET**

Not Applicable

**LIFE CYCLE COSTS**

There are no life cycle costs associated with this report.

## INCOME & EXPENDITURE STATEMENT 31 March 2018

	Annual Budget	YTD Budget	YTD Actuals	Variance	2016/17 Comparatives	
					Actuals 31 March	Actuals 30 June
<b>Revenue</b>						
General Rates Raised	564,539	564,539	564,510	(29)	553,470	553,470
Other Income	4,200	-	1,093	1,093	8,744	9,352
Gift Card Revenue	-	-	19,295	19,295	8,264	8,977
	<b>568,739</b>	<b>564,539</b>	<b>584,899</b>	<b>20,360</b>	<b>570,478</b>	<b>571,799</b>
<b>Expenses</b>						
Employee Costs	163,286	124,295	110,695	13,600	118,105	155,197
Sponsorships	12,500	8,483	10,000	(1,517)	8,259	8,259
Professional Services	17,315	8,998	19,421	(10,423)	2,200	2,268
Event Management	69,938	44,351	41,121	3,230	84,986	95,457
Marketing	119,500	54,054	96,775	(42,721)	85,280	107,952
Repairs & Maintenance	5,000	5,000	994	4,006	5,538	5,591
Food & Drink	3,250	2,595	1,890	705	2,368	4,465
Office Expenses	1,750	1,367	813	554	979	2,478
Directory Board	2,500	896	535	361	1,262	1,563
Christmas Decorations	20,000	20,000	2,564	17,436	154	154
Operation Shopfront	500	500	195	305	350	678
Gift Card Expenditure	-	-	22,121	(22,121)	7,951	11,960
Unallocated credit card expenditure	-	-	4,216	(4,216)	5,983	145
Greening the Precinct (2016/17 project)	-	-	-	-	-	25,012
<b>Christmas Pageant</b>	<b>35,717</b>	<b>34,917</b>	<b>30,146</b>	<b>4,771</b>	21,711	29,770
<b>Winter Wonderland</b>	<b>74,421</b>	<b>69,047</b>	<b>35,199</b>	<b>33,848</b>	60,094	61,705
<b>Tour Down Under</b>	<b>50,000</b>	<b>49,585</b>	<b>41,956</b>	<b>7,629</b>	24,850	31,630
<b>November Street Party</b>	<b>30,000</b>	<b>30,000</b>	<b>34,127</b>	<b>(4,127)</b>	-	-
<b>Tram Track Marketing Campaign</b>	<b>(80)</b>	<b>(80)</b>	<b>(2,393)</b>	<b>2,313</b>	-	40,080
	<b>605,597</b>	<b>454,008</b>	<b>450,374</b>	<b>3,634</b>	<b>430,070</b>	<b>584,364</b>
<b>Net Profit/(Loss)*</b>	<b>(36,858)</b>	<b>110,531</b>	<b>134,524</b>	<b>23,993</b>	<b>140,408</b>	<b>(12,565)</b>

\*Annual Budget includes carry forward amount from 2016/17 of \$42,358

**Marketing - Breakdown**

	<b>Actual</b>	<b>Budget</b>
Digital Marketing	26,718	
Radio	296	
Television	-	
Outdoor Signage	48,170	
Print Media	14,449	
Promotional Collateral	7,143	
	<b><u>96,775</u></b>	<b><u>119,500</u></b>

**Glenelg Mainstreet**

Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
131,080	0	131,080	97,931	83,543	14,388	0	83,543	47,537
0	0	0	0	100	(100)	0	100	(100)
0	0	0	0	80	(80)	0	80	(80)
4,000	0	4,000	4,001	4,565	(564)	0	4,565	(565)
12,303	0	12,303	9,193	10,461	(1,268)	0	10,461	1,842
12,500	0	12,500	8,483	32,121	(23,638)	0	32,121	(19,621)
0	0	0	0	221	(221)	0	221	(221)
17,315	0	17,315	8,998	19,200	(10,202)	0	19,200	(1,885)
90,000	(20,062)	69,938	44,351	41,121	3,230	0	41,121	28,817
0	5,000	5,000	5,000	564	4,436	0	564	4,436
0	0	0	0	430	(430)	0	430	(430)
500	0	500	791	195	596	0	195	305
20,000	0	20,000	20,000	2,564	17,436	0	2,564	17,436
1,250	0	1,250	724	1,565	(841)	0	1,565	(315)
2,000	0	2,000	1,871	324	1,547	0	324	1,676
750	0	750	750	125	625	0	125	625
100,000	19,500	119,500	54,054	96,775	(42,721)	46,982	143,757	(24,257)
2,500	0	2,500	896	535	361	0	535	1,965
6,500	2,500	9,000	6,267	5,232	1,035	0	5,232	3,768
6,903	0	6,903	6,903	6,714	189	0	6,714	189
1,000	0	1,000	617	688	(71)	0	688	312
0	0	0	0	4,216	(4,216)	0	4,216	(4,216)
0	0	0	0	(19,416)	19,416	0	(19,416)	19,416
(4,200)	0	(4,200)	265	(972)	1,237	0	(972)	(3,228)
(564,539)	0	(564,539)	(564,539)	(564,510)	(29)	0	(564,510)	(29)
<b>(160,138)</b>	<b>6,938</b>	<b>(153,200)</b>	<b>(293,444)</b>	<b>(273,559)</b>	<b>(19,885)</b>	<b>46,982</b>	<b>(226,577)</b>	<b>73,377</b>



**Christmas Pageant**

<b>Original Budget</b>	<b>Carry Forwards / Budget Reviews</b>	<b>Current Adopted Budget</b>	<b>Current Adopted YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Orders</b>	<b>Total Actuals</b>	<b>Balance Available</b>
7,223	0	7,223	7,223	492	6,731	0	492	6,731
7,000	0	7,000	7,000	7,500	(500)	0	7,500	(500)
9,754	0	9,754	9,754	9,789	(35)	0	9,789	(35)
1,200	0	1,200	1,200	0	1,200	0	0	1,200
6,000	0	6,000	6,000	7,261	(1,261)	196	7,457	(1,457)
2,520	0	2,520	2,520	1,079	1,441	0	1,079	1,441
573	0	573	573	860	(287)	0	860	(287)
5,447	0	5,447	5,447	4,666	781	0	4,666	781
(4,000)	0	(4,000)	(4,800)	(1,500)	(3,300)	0	(1,500)	(2,500)
<b>35,717</b>	<b>0</b>	<b>35,717</b>	<b>34,917</b>	<b>30,146</b>	<b>4,771</b>	<b>196</b>	<b>30,342</b>	<b>5,375</b>

**Winter Wonderland**

Original Budget	Carry Forwards / Budget Reviews	Current Adopted Budget	Current Adopted YTD Budget	YTD Actuals	YTD Variance	Orders	Total Actuals	Balance Available
541	0	541	178	0	178	0	0	541
100,000	0	100,000	100,000	104,085	(4,085)	0	104,085	(4,085)
2,207	0	2,207	2,207	0	2,207	0	0	2,207
0	0	0	0	587	(587)	0	587	(587)
12,000	0	12,000	12,000	10,657	1,343	0	10,657	1,343
0	0	0	0	1,250	(1,250)	0	1,250	(1,250)
18,000	0	18,000	17,666	14,214	3,452	0	14,214	3,786
170	0	170	170	77	93	0	77	93
4,677	0	4,677	0	1,855	(1,855)	0	1,855	2,822
15,485	0	15,485	15,485	0	15,485	0	0	15,485
6,356	0	6,356	6,356	0	6,356	0	0	6,356
0	0	0	0	(1,909)	1,909	0	(1,909)	1,909
(81,720)	0	(81,720)	(81,720)	(95,617)	13,897	0	(95,617)	13,897
(3,295)	0	(3,295)	(3,295)	0	(3,295)	0	0	(3,295)
<b>74,421</b>	<b>0</b>	<b>74,421</b>	<b>69,047</b>	<b>35,200</b>	<b>33,847</b>	<b>0</b>	<b>35,200</b>	<b>39,221</b>

**Tour Down Under**

<b>Original Budget</b>	<b>Carry Forwards / Budget Reviews</b>	<b>Current Adopted Budget</b>	<b>Current Adopted YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Orders</b>	<b>Total Actuals</b>	<b>Balance Available</b>
1,400	0	1,400	1,400	1,339	61	0	1,339	61
0	0	0	0	1,044	(1,044)	0	1,044	(1,044)
2,750	0	2,750	2,750	3,957	(1,207)	0	3,957	(1,207)
35,000	0	35,000	34,800	1,919	32,881	0	1,919	33,081
10,100	0	10,100	10,100	33,626	(23,526)	0	33,626	(23,526)
0	0	0	0	19	(19)	0	19	(19)
0	0	0	0	851	(851)	0	851	(851)
750	0	750	535	0	535	0	0	750
0	0	0	0	700	(700)	0	700	(700)
0	0	0	0	(1,500)	1,500	0	(1,500)	1,500
<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>49,585</b>	<b>41,956</b>	<b>7,629</b>	<b>0</b>	<b>41,956</b>	<b>8,044</b>

**November Street Party**

<b>Original Budget</b>	<b>Carry Forwards / Budget Reviews</b>	<b>Current Adopted Budget</b>	<b>Current Adopted YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Orders</b>	<b>Total Actuals</b>	<b>Balance Available</b>
0	0	0	0	3,989	<b>(3,989)</b>	0	3,989	(3,989)
0	30,000	30,000	30,000	26,478	<b>3,522</b>	0	26,478	3,522
0	0	0	0	1,755	<b>(1,755)</b>	0	1,755	(1,755)
0	0	0	0	1,905	<b>(1,905)</b>	0	1,905	(1,905)
<b>0</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>34,127</b>	<b>(4,127)</b>	<b>0</b>	<b>34,127</b>	<b>(4,127)</b>

**Tram Track Campaign**

<b>Original Budget</b>	<b>Carry Forwards / Budget Reviews</b>	<b>Current Adopted Budget</b>	<b>Current Adopted YTD Budget</b>	<b>YTD Actuals</b>	<b>YTD Variance</b>	<b>Orders</b>	<b>Total Actuals</b>	<b>Balance Available</b>
0	0	0	0	1,598	(1,598)	0	1,598	(1,598)
0	39,920	39,920	39,920	36,010	3,910	0	36,010	3,910
0	(40,000)	(40,000)	(40,000)	(40,000)	0	0	(40,000)	0
<b>0</b>	<b>(80)</b>	<b>(80)</b>	<b>(80)</b>	<b>(2,393)</b>	<b>2,313</b>	<b>0</b>	<b>(2,393)</b>	<b>2,313</b>

Item No: **8.3**  
Subject: **JRMC EXTENSION OF TERMS OF MEMBERSHIP**  
Date: 11 April 2018  
Written By: Manager City Activation  
General Manager: Ms T Aukett, Community Services

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### **SUMMARY**

In preparation for the 2018 Local Government Elections in November, the Jetty Road Mainstreet Committee wish to recommend to Council that it extend the terms of membership for the current Committee members to end on 31 March 2019, instead of concluding on 9 November 2018, to allow the committee to continue operating across the busy summer season and to allow for the advertising of vacant positions in January 2019.

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### **RECOMMENDATION**

**That the Jetty Road Mainstreet Committee recommends to Council that the term of appointment for the current committee members is extended to 31 March 2019, to allow the Committee to continue operate during the 2018/19 summer period and allow for recruitment of new Committee members in 2019.**

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## **COMMUNITY PLAN**

Placemaking: Creating lively and safe places

Community: Providing welcoming and accessible facilities

Economy: Supporting and growing local business

Economy: Boosting our visitor economy

Culture: Supporting excellent, efficient operations

## **COUNCIL POLICY**

Not Applicable.

## **STATUTORY PROVISIONS**

Local Government Act 1999

## **BACKGROUND**

Current committee membership has served a 4 year term. Council last advertised and filled vacancies on the Jetty Road Mainstreet Committee in January 2018.

## **REPORT**

### ***Term of Appointment***

The current term for Independent Members serving on the JRMC expires at the end of the term of the current Council, which is 9 November 2018.

It is recommended that the Committee seek Council's endorsement of an extension of term of office for all current members of the committee until March 2019 to allow the Committee to continue to operate across the busy summer season and provide sufficient time for the new Council to select and appoint Independent Members to the Committee.

## **BUDGET**

Not applicable

## **LIFE CYCLE COSTS**

Not applicable

Item No: **8.4**

Subject: **DRAFT JETTY ROAD RETAIL STRATEGY 2018-2022**

Date: 11 April 2018

Written By: Jetty Road Development Coordinator

General Manager: Ms T Aukett, Community Services

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### **SUMMARY**

At the 7 March 2017 JRMC meeting the JRMC endorsed the vision, strategic objectives and direction of the draft Jetty Road Retail Strategy 2018-2022. Presented for information of the JRMC is the high level public facing Jetty Road Retail Strategy Summary 2018-2022 document that is ready for consultation via the City of Holdfast Bay's Your View website throughout May 2018.

The Strategy will be provided to Council for their information at their meeting on 24 April 2018, and is also attached to this Report.

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### **RECOMMENDATION**

**That the JRMC endorse the high level public facing Jetty Road Retail Strategy Summary 2018-2022 for consultation during May 2018.**

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### **COMMUNITY PLAN**

Community: Providing welcoming and accessible facilities  
Economy: Supporting and growing local business  
Economy: Harnessing emerging technology  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.



**BACKGROUND**

At the 7 March 2017 JRMC meeting the JRMC endorsed the vision, strategic objectives and direction of the draft Jetty Road Retail Strategy 2018-2022.

**REPORT**

Following the last JRMC meeting the draft document delivered by Premier Retail Marketing has undergone final editing and this draft has informed the delivery of a high level public facing document which includes an action and implementation plan. A copy of the Jetty Road Retail Strategy Summary document and the Jetty Road Retail Strategy Full Report are attached to this report.

*Refer Attachment 1 & 2*

The Jetty Road Retail Strategy Summary will be:

- Placed on the City of Holdfast Bay's Your View website throughout May 2018 for consultation,
- Promoted to traders for comment in the Jetty Road trader newsletter, and;
- Flyers will be hand delivered to traders to make them aware of the engagement.

Importantly an Engagement and Communications Plan is currently being developed for JRMC review.

**BUDGET**

The cost of public consultation will be absorbed within existing budget lines.

**LIFE CYCLE COSTS**

The 2-18/2019 budget includes \$40,000 for implementing actions contained in the Summary.



**JETTY ROAD GLENELG SUMMARY**  
RETAIL STRATEGY 2018-2022  
DRAFT

**JETTY RD  
GLENELG**



# OUR VISION

Jetty Road, Glenelg will be the premier shopping and dining destination; supported by a dynamic local economy. The iconic precinct will attract new and exciting retail brands.

**JETTYRD  
GLENELG**



# INTRODUCTION

The retail sector is one of the City of Holdfast Bay's key economic drivers.

Contributing \$172 million per annum<sup>1</sup>, retail plays an important role in attracting visitors, providing local jobs and catering for the needs of local residents.

A thriving retail sector helps to create a lively and safe city, generating both economic and social benefits that radiate throughout the community.

With its attractive seaside location, direct tram link to Adelaide city centre, and diverse and vibrant business mix, Jetty Road, Glenelg is the City of Holdfast Bay's premier retail precinct. It generates more than 40% of the city's total annual retail turnover and acts as a major drawcard for visitors.

In conjunction with council's Jetty Road Masterplan, the Jetty Road Retail Strategy 2018-22 will position the precinct for continued success and growth in the context of an increasingly challenging retail environment.

The Retail Strategy aligns with council's Tourism Plan 2020, and supports the third pillar of council's strategic plan – Our Place 2030, building a diverse and resilient economy by:

- supporting and growing local business
- making it easier to do business
- harnessing emerging technology
- boosting the visitor economy

1. Remplan Retail Trade Output December 2017



## CURRENT SCENARIO

Jetty Road, Glenelg is South Australia's leading seaside shopping and leisure destination.

The mainstreet is home to over 300 shops and services including many unique, independent specialty and hospitality businesses.

Thirty percent of Jetty Road's businesses are service-related including travel, medical and health businesses, while another third are food-related including restaurants, cafes, takeaways, pubs and bars. This reflects the strip's role as a retail precinct for the local community as well as a destination for tourists.

The remainder of the business mix comprises fashion, leisure and homewares stores complemented by key anchor destinations – Woolworths Bayside Village, a free-standing Coles Supermarket and the GU Film House.

The precinct's vacancy rate has remained consistent at around 5% over the last five years.

Shoppers (including residents, day trippers, interstate and international tourists, business tourists, and local workers) enjoy the friendly service, village atmosphere, and leisurely pace of Jetty Road.

Latent demand research conducted in September 2016 by Adelaide based research agency, McGregor Tan highlighted the existing attributes that should be promoted to drive demand. The research identified 'attending festivals' and 'eating out' as having the highest appeal for residents, day trippers and tourists.

The strong identity and profile of Glenelg as a must-see destination for local, interstate and international visitors provides a significant opportunity for promotion to retailers as a desirable location for their stores.



## PLANNED DEVELOPMENT

Millions of dollars of projects are in the pipeline for Jetty Road which will drive its renewal as a world class location to live, work and play.

Council has developed a draft masterplan to guide the development of Jetty Road over the next decade. The masterplan retains the distinctive character of Jetty Road, while proposing new ideas and improvements that contribute to the precinct's attractiveness and functionality.

The resident population is expected to grow, with the first of several premium apartment projects set to commence construction in 2018.

A proposal initiated by the Jetty Road Mainstreet Committee would see a multimillion dollar regeneration of the Glenelg jetty. Featuring a boutique hotel, public baths, a pavilion, event space, a terminal for ferries and seaplanes, moorings for luxury yachts and a possible marine research centre, the intention is to attract thousands of additional interstate and international visitors each year.



## WHY WE NEED A STRATEGY

The Australian retail sector is experiencing significant challenges. Digital disruption, uncertain economic conditions, waning consumer confidence and relentless competition have created unprecedented conditions for traditional retailers and shopping centre operators.

Online shopping accounts for 7.4% of Australian spending (source NAB Online Index) and is expected to grow to 15% by 2027. Sophisticated retailers are increasingly using digital marketing techniques to target customers, manage customer relationships and create memorable in-store experiences.

Mega-retail environments such as Westfield Marion offer shoppers the convenience of all their favourite brands in a single, undercover environment with ample parking. And home-maker centres are drawing furniture, electrical and homewares stores away from mainstreets. The nearby Harbour Town outlet centre has become a fashion shopping destination for bargain savvy consumers, and IKEA competes for the homeware dollar.

Limited population growth and stagnant wages have restricted consumer spending in South Australia over the past five years. Low consumer confidence continues to dampen retail demand in all except the food and hospitality segments, which have continued to grow and account for a significant proportion of new leasing demand.

In order to remain relevant and appealing to shoppers and compete with alternative shopping modalities and leisure destinations, Jetty Road must evolve and differentiate its offering.

*The Jetty Road Retail Strategy will guide the future direction and identify the actions required to maintain a prosperous retail sector. It will leverage the opportunities created through the masterplan and new development investment, bringing place-making and place-management together to create a unique offering in a high-quality environment.*



# STRATEGIES FOR SUCCESS

The retail strategy identifies four key strategies for success:

1. Drive awareness of shopping and dining as the key reasons to visit
2. Develop and enhance the appeal of the retail experience
3. Grow the capabilities of the retail sector
4. Work better together

## Strategy 1: Promote shopping and dining as the key reasons to visit

Jetty's Road's marketing and promotional campaigns will incorporate a mix of mainstream and digital media to highlight the small, independent businesses not found in the large shopping centres, and showcase the food-scene, leveraging the number and variety of cafes, restaurants and bars along the strip.

Campaigns should target the day tripper and tourist markets and seek to build traffic during off-peak months by promoting Jetty Road as a great all-year-round destination.

A working group will help engage local traders, encourage cross-promotion, and ensure business operators have sufficient advance notice to enable their participation in promotional activities.

<b>Drive awareness of shopping and dining as a key reason to visit actions</b>
Drive awareness of easily accessible shopping and dining experiences through integrated marketing campaigns.
Increase Jetty Road, Glenelg's digital presence to showcase businesses, experiences, shopping, promotions and what's on.
Grow demand for food and wine as part of the visitor experience by showcasing the produce and restaurant offer on Jetty Road.
Actively seek and collaborate with unique brands and partners across an array of sectors (food and wine, fashion, lifestyle, services) to add value to the destination appeal and drive sale conversion.
Encourage locals, Adelaide day trippers and domestic tourist markets to re-discover Jetty Road, Glenelg.
Promote Jetty Road as a great place to visit and shop all year round, focusing on growing off-peak periods.
Encourage retailers to create cross promotions to increase visitor length of stay, repeat visitation and expenditure.



## Strategy 2: Develop and enhance the appeal of the retail experience

Jetty Road will seek to attract unique, independent traders and high-end restaurants and bars to complement the existing business mix. A targeted list of desired retailers will be developed that align with the vision for each of the three zones identified in the masterplan.

Zone 1 – Coast: hospitality and entertainment

Zone 2 – Central: fashion, gifts and homewares

Zone 3 – Gateway: fresh food and services

A new website will showcase the precinct to consumers and potential tenants and printed collateral will set out the business case for leasing.

Existing businesses will be encouraged to take advantage of the Shopfront Improvement Grant, enhance their forward planning, and improve the instore experience offered to consumers.

### Develop and enhance an appealing retail experience actions

Attract investment by developing a Jetty Road retail website to showcase the precinct, retail investment and leasing opportunities.

Develop a targeted list of desired retailers to enhance the mix of businesses, aligned to the Jetty Road brand and the three zones set out in the masterplan.

Promote the Shopfront Improvement Grant to encourage enhancements in line with the improvements identified in the masterplan.

Promote the unique brands, products and services available on Jetty Road.

Encourage retailers to improve the in-store experience through meaningful customer experiences, brand engagement, unique merchandise offers and improved digital capabilities.

Encourage retailers to holistically plan and execute across all channels to drive conversion whether it be in store or online.



### Strategy 3: Grow the capabilities of the retail sector

Council will support Jetty Road retailers to adapt to the changing retail environment and embrace new technologies that enable them stay competitive.

Up-to-date information, training and workshops will help traders understand consumer expectations and develop compelling online and instore experiences.

Partnerships and collaborations between traders will result in packages that encourage visitors to stay longer and spend more.

<b>Grow the capabilities of the retail sector actions</b>
Provide the retail industry with information and insights on the latest emerging ecommerce and digital technologies to grow their business.
Provide training and workshops to the retail sector, that help them make the right investment decisions and to keep their businesses at the forefront of the industry.
Encourage local businesses to partner with one another to create packages to provide a stronger reason for consumers to choose Jetty Road as a place to shop or visit.
Work collaboratively and support existing businesses to continue to be innovative and drive expenditure.



## Strategy 4: Work better together

The Jetty Road Retail Strategy requires the support of key private and public stakeholders. A well-coordinated and professional approach to mainstreet management will be applied that covers:

- An inclusive governance model
- Marketing and promotion
- Business mix development and support
- Streetscape planning and management

Council and the Jetty Road Mainstreet Committee will continue to work closely to ensure that the needs of traders, landlords and consumers are respected, to advocate for the precinct, and to leverage the opportunities presented through partnerships and future development.

### Working better together actions

Develop partnerships across the retail, hospitality, entertainment and service sectors to drive retail outcomes.

Continue to provide a strong and best practice management structure with the JPMC.

Continue to foster a positive relationship with council to drive growth in Jetty Road Glenelg's retail economy.

Working with State Government, including DPTI, particularly in relation to planning reforms and the tram.

Work with landlords to ensure a clear vision for the tenancies in the precinct align to the zones in the Jetty Road Masterplan.

# HOW WILL WE MEASURE SUCCESS?

The success of the Jetty Road Retail Strategy will be measured by its impact on a range of factors, including:

- Pedestrian traffic along Jetty Road
- Customer spending and retail market share
- Dwelling time in the mainstreet
- The mix of shops and services
- Vacancy rate
- Awareness of and attitudes towards Jetty Road as a leisure, shopping and dining destination

A progress report will be prepared annually and distributed to Jetty Road Mainstreet traders and service providers.

# WANT TO KNOW MORE?

Jetty Road Mainstreet Committee  
[hello@jettyroadglenelg.com](mailto:hello@jettyroadglenelg.com)

**JETTY RD  
GLENELG**

JETTY ROAD GLENELG  
RETAIL STRATEGY 2018-2022

## Table of Contents

<u>1.</u>	<u><a href="#">Introduction</a></u> .....	4
<u>2.</u>	<u><a href="#">Background</a></u> .....	5
<u>2.1</u>	<u><a href="#">About Jetty Road</a></u> .....	5
<u>2.2</u>	<u><a href="#">Planned development</a></u> .....	5
<u>2.3</u>	<u><a href="#">Jetty Road Mainstreet Committee</a></u> .....	5
<u>3.</u>	<u><a href="#">Why do we need a strategy?</a></u> .....	7
<u>4.</u>	<u><a href="#">Where are we now?</a></u> .....	8
<u>4.1</u>	<u><a href="#">Business mix</a></u> .....	8
<u>4.2</u>	<u><a href="#">Changes to the business mix</a></u> .....	10
<u>4.3</u>	<u><a href="#">Access</a></u> .....	11
<u>4.4</u>	<u><a href="#">Events and attractions</a></u> .....	11
<u>4.5</u>	<u><a href="#">Digital presence</a></u> .....	12
<u>4.6</u>	<u><a href="#">Seasonality</a></u> .....	13
<u>4.7</u>	<u><a href="#">Trading hours</a></u> .....	13
<u>4.8</u>	<u><a href="#">Current perceptions</a></u> .....	13
<u>5.</u>	<u><a href="#">Market Profiles</a></u> .....	14
<u>6.</u>	<u><a href="#">Competition</a></u> .....	16
<u>7.</u>	<u><a href="#">Economic climate</a></u> .....	17
<u>8.</u>	<u><a href="#">Key influences</a></u> .....	18
<u>6.1</u>	<u><a href="#">Jetty Road Masterplan</a></u> .....	18
<u>6.2</u>	<u><a href="#">Major projects</a></u> .....	18
<u>6.3</u>	<u><a href="#">Western Region Tourism Destination Action Plan</a></u> .....	19
<u>9.</u>	<u><a href="#">Challenges and opportunities</a></u> .....	20
<u>9.1</u>	<u><a href="#">SWOT Analysis</a></u> .....	20
<u>9.2</u>	<u><a href="#">Challenges</a></u> .....	21
<u>9.3</u>	<u><a href="#">Opportunities</a></u> .....	21
<u>10.</u>	<u><a href="#">Where do we want to be?</a></u> .....	21
<u>10.1</u>	<u><a href="#">Vision</a></u> .....	21
<u>10.2</u>	<u><a href="#">Objectives</a></u> .....	21
<u>11.</u>	<u><a href="#">How will we get there?</a></u> .....	22
<u>Strategy 1:</u>	<u><a href="#">Drive awareness of shopping and dining as the key reasons to visit</a></u> .....	22
<u>Strategy 2:</u>	<u><a href="#">Develop and enhance the appeal of the retail experience</a></u> .....	23

[Strategy 3: Grow the capabilities of the retail sector](#) ..... 24

[Strategy 4: Work better together](#) ..... 25

[12. How will we measure success?](#) ..... 25

[13. Want to know more?](#) ..... 26

[14. Reference publications](#) ..... 26



## 1. Introduction

The retail sector is a key driver of the City of Holdfast Bay's economy.

Contributing \$172 million per annum<sup>1</sup>, retail plays an important role in attracting visitors, providing local jobs and catering for the needs of local residents.

A thriving retail sector helps to create a lively and safe city, generating both economic and social benefits that radiate throughout the community.

With its attractive seaside location, direct tram link to Adelaide city centre, and diverse and vibrant business mix, Jetty Road Glenelg is the City of Holdfast Bay's premier retail precinct and a major drawcard for visitors.

In conjunction with council's Jetty Road Masterplan, the Jetty Road Retail Strategy 2018-22 will position the precinct for continued success and growth in the context of an increasingly challenging retail environment.

The Retail Strategy aligns with council's Tourism Plan 2020, and supports the third pillar of council's strategic plan – Our Place 2030, building a diverse and resilient economy by:

- supporting and growing local business
- making it easier to do business
- harnessing emerging technology
- boosting the visitor economy

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<sup>1</sup> Remplan Retail Trade Output December 2017

## 2. Background

### 2.1 About Jetty Road

Running from Brighton Road to the foreshore at Moseley Square, Jetty Rd Glenelg is one kilometre long, and is home to over 330 businesses.

Thirty percent of Jetty Road's businesses are service-related including travel, medical and health businesses, while another third are hospitality-related including restaurants, cafes, takeaways, pubs and bars. This reflects the strip's role as a retail precinct for the local community as well as a destination for tourists.

The remainder of the business mix comprises fashion, leisure and homewares stores complemented by key anchor destinations – Woolworths Bayside Village, a free-standing Coles Supermarket and the GU Film House.

Shoppers (including residents, day trippers, interstate and international tourists, business tourists, and local workers) enjoy the friendly service, village atmosphere, and leisurely pace of Jetty Road.

### 2.2 Planned development

Millions of dollars of projects are in the pipeline for Jetty Road which will drive its renewal as a world class location to live, work and play.

Council has developed a draft masterplan to guide the development of Jetty Road over the next decade. The masterplan retains the distinctive character of Jetty Road, while proposing new ideas and improvements that contribute to the precinct's attractiveness and functionality.

The resident population is expected to grow, with the first of several premium apartment projects set to commence construction in 2018.

A proposal initiated by the Jetty Road Mainstreet Committee would see a multimillion dollar regeneration of the Glenelg jetty, designed to attract thousands of additional interstate and international visitors each year.

### 2.3 Jetty Road Mainstreet Committee

The Jetty Rd Mainstreet Committee (JRMC) was established by City of Holdfast Bay for the benefit of traders and is funded by a separate council rate.

The role of the JRMC is to provide advice to council in order to:

- Enhance and promote the precinct as a vibrant shopping, leisure and recreational area with year-round appeal to residents and visitors.
- Oversee the economic development of the precinct, encouraging further retail investment in the precinct.

- Establish a clear brand and marketing strategy for the Jetty Rd environs.
- Establish formal lines of communication between the council, traders, landlords, tourism providers, consumers and residents in the precinct.

The JRMC will help guide the future of the precinct and fund many of the actions identified in this strategy via the mainstreet levy.

### 3. Why do we need a strategy?

The Australian retail sector is experiencing significant challenges. Digital disruption, uncertain economic conditions, waning consumer confidence and relentless competition have created unprecedented conditions for traditional retailers and shopping centre operators.

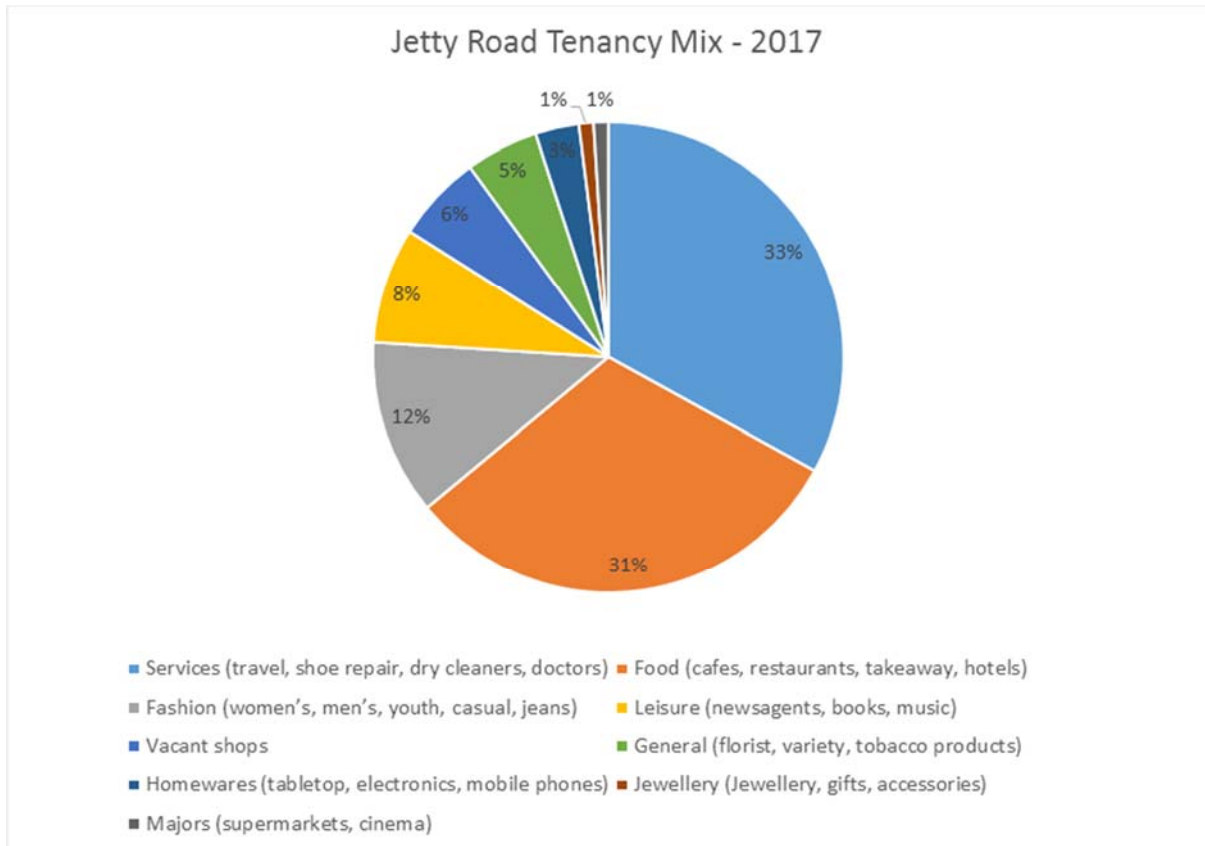
Despite its significance as a tourist destination, Jetty Road must evolve and differentiate its offering in order to remain relevant and appealing to shoppers and compete with alternative shopping locations and modalities and leisure options.

Engaging existing traders and attracting new lessees also requires a coordinated approach that establishes a clear way forward and provides an inspiring vision for the future.

*The Jetty Road Retail Strategy will guide the future direction and identify the actions required to maintain a prosperous retail sector. It will leverage the opportunities created through the masterplan and new development investment, bringing place-making and place-management together to create a unique offering in a high-quality environment.*

## 4. Where are we now?

### 4.1 Business mix



Jetty Road offers 330 stores and services on the mainstreet and side-streets anchored by the Bayside Shopping Centre, Woolworths supermarket, the free-standing Coles supermarket, GU Film House cinema complex, Stamford Grand hotel and more than one hundred restaurants, cafes, bars and takeaway outlets.

The hospitality sector accounts for over one third of the businesses on Jetty Road. As the sector has grown over the past few years it has provided a more multi-cultural and diverse food offering which is consistent with other mainstreets in cities around the world. However, the precinct lacks a choice of high-end restaurants and bars expected by the overnight tourist market.

The extensive food offering in Jetty Road and Moseley Square is supported by retailers in the fashion, accessories, homewares and entertainment categories along the retail strip.



Independent boutique fashion and homeware stores have set a high standard in recent years, offering a point of difference to nearby competitors.

The GU Film House cinema complex and The Beachouse provide entertainment and help to extend the length of stay within the precinct.

The retail, hospitality and entertainment segments each play a role in attracting and retaining customers and contributing to the experience of Jetty Road, Glenelg.

Jetty Road Retail Sector	Jetty Road Hospitality Sector	Jetty Road Entertainment Sector
<ul style="list-style-type: none"> <li>• Bayside Shopping Centre &amp;</li> <li>• Woolworths supermarket</li> <li>• Coles supermarket free standing</li> <li>• Multiple brand and franchise stores</li> <li>• Unique independent brands</li> <li>• Small retailers and boutiques</li> <li>• Retail services including travel, beauty</li> <li>• Professional services - health, medical</li> </ul>	<ul style="list-style-type: none"> <li>• Cafes, restaurants</li> <li>• Pubs, taverns, bars, clubs</li> <li>• Takeaway food outlets</li> <li>• Catering services</li> <li>• Accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• GU Film House</li> <li>• The Beachouse</li> <li>• Chalkers Pool Room</li> <li>• Playground</li> </ul>

The mainstreet serves as destination for convenience shopping, comparison shopping and experiential opportunities.

Jetty Road Primary catchment zone	Jetty Road Secondary catchment zone	Jetty Road Tertiary catchment zone
Residents living within 5km radius Local staff/workers Convenience shoppers Food shoppers Use retail and professional services	Residents living within 10km radius Comparison shoppers Fashion/accessory shoppers Homewares shoppers	Residents from outer metropolitan Adelaide Day trippers (regional/state) Overnight tourists Experience shoppers
		
Short term parking (<1hr) needed Convenient access is important	Medium term parking (2-3hr) needed	Public transport access is important

- Photos examples only – please replace\* (no permission)

#### 4.2 Changes to the business mix

While the vacancy level has remained stable at approximately 5% over the past five years, the table below shows the changes in the business mix from 2012 to 2017. The decrease in services, fashion and homewares was offset by an increase in food and general retailers.

Changes in the mix are a response to market conditions and the impact of competition and online shopping. The increase in hospitality businesses is consistent with a statewide trend in mainstreets, shopping centres and the Adelaide city centre.

Category	2012	2017	Change over 5 years
<b>Services</b> (travel, shoe repair, dry cleaners, doctors)	37%	<b>33%</b>	(4%) decrease
<b>Food</b> (cafes, restaurants, takeaway, hotels)	26%	<b>31%</b>	<b>5% increase</b>
<b>Fashion</b> (women's, men's, youth, casual, jeans)	16%	<b>12%</b>	(4%) decrease
<b>Leisure</b> (newsagents, books, music)	8%	<b>8%</b>	0% no change
<b>Vacant</b> shops	6%	<b>6%</b>	0% no change
<b>General</b> (florist, variety, tobacco products)	2%	<b>5%</b>	<b>3% increase</b>
<b>Homewares</b> (tabletop, electronics, mobile phones)	4%	<b>3%</b>	(1%) decrease
<b>Jewellery</b> (jewellery, gifts, accessories)	1%	<b>1%</b>	0% no change
<b>Majors</b> (supermarkets, cinemas)	1%	<b>1%</b>	0% no change

#### 4.3 Access

Jetty Road Glenelg is served by Anzac Highway, Brighton Road and Tapleys Hill Roads, and the Glenelg–Adelaide tramway.

Anzac Highway connects many of Adelaide’s main arterial roads, and funnels people to Glenelg from any point in Greater Adelaide.

Jetty Road is visible to high volumes of passing vehicle traffic (43,800 vehicles cross Brighton Road and Jetty Road intersection daily<sup>2</sup>).

The area offers sufficient parking with approximately 3,500 carparks. However, off-street carparking is underutilised, and on-street parking will be reconfigured under the Jetty Road Masterplan to create a better balance between the pedestrian environment and provision of readily accessible carparking.

With services running every 15 minutes during peak times, the tram delivers an average of 19,000 people per week<sup>3</sup> to the precinct.

#### 4.4 Events and attractions

Jetty Road traders benefit from the extensive calendar of events held in Glenelg which attracts a large number of visitors to the area.

Annual large-scale events include the Bay Sheffield Sports Carnival, National Beach Volleyball, and the Brighton Jetty Classic open water swim, and the City to Bay Fun Run, New Year’s Eve celebrations and the Glenelg Christmas Pageant.

The City of Holdfast Bay values events highly and understands the flow-on effect that events have on the community and offers different levels of support to events, from cash sponsorship to in-kind infrastructure and advice.

The City of Holdfast Bay also boasts many outstanding natural and historic assets that serve to attract people to the area.

Research into latent demand identified the beach and shopping as one of the area’s key strengths, and history/heritage and nature as aspects that have a high latent demand but low current awareness.

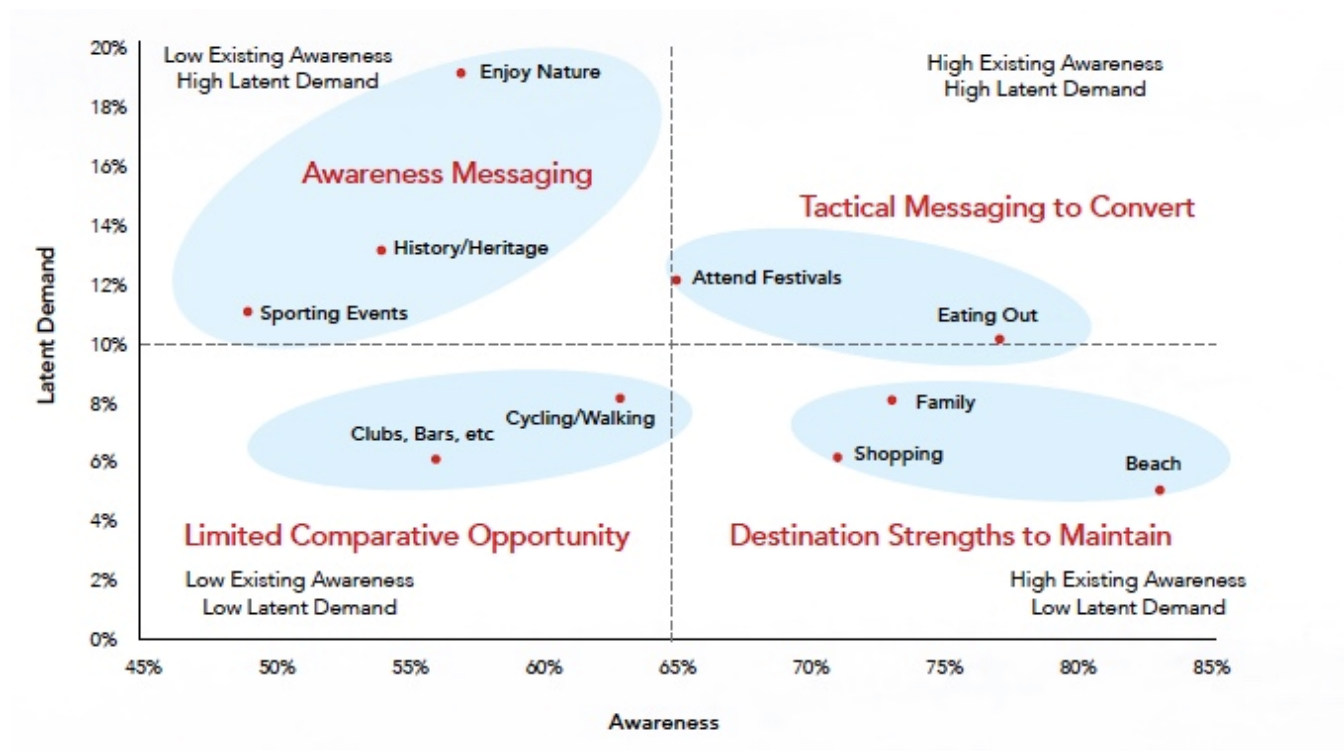
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<sup>2</sup> DPTI Annual Average Daily Traffic Estimates 24 hour two-way flows.

<sup>3</sup> APN Outdoor Advertising tram Statistics



## City of Holdfast Bay Latent Demand vs Awareness<sup>4</sup>



Latent demand provides:

- Insight into which existing attributes/activities should be promoted to generate increased visitor demand
- Which attributes/activities have limited return on investment and should only be promoted when new/ refreshed product becomes available

The retail entertainment offer in Glenelg is anchored by the Beachouse as a drawcard for many day trippers and domestic visitors with its activities for families.

The GU Film House attracts patrons from Glenelg and surrounding areas.

The Stamford Grand Hotel also draws business and private function guests to the area.

### 4.5 Digital presence

Jetty Road Glenelg has a substantial online community that has grown organically, Facebook following of over 23,000 people, over 5,000 Twitter followers and 5,500 on Instagram.

The Jetty Road Lifestyle blog [www.jettyroadlifestyle.com.au](http://www.jettyroadlifestyle.com.au) has 1160 subscribers.

The precinct lacks an online directory, and a consolidated digital presence for leasing information. It does not provide any form of app for consumers.

<sup>4</sup> McGregor Tan qualitative consumer research study September 2016

The 2017 Business Confidence Survey indicated only a quarter of businesses are transacting online and these businesses were more likely to be retail or accommodation and food services.

44% of all businesses surveyed claim to be investing in eCommerce or digital platforms to aid business transactions. Those more likely to be investing however are not the food services or retail enterprises rather they are medium sized businesses in the transport, postal and warehousing; rental, hiring and real estate services; professional, scientific and technical; construction; manufacturing and administrative and support services sectors.<sup>5</sup>

#### 4.6 Seasonality

Glenelg's appeal as a beachside destination means that the level of foot traffic along Jetty Road is influenced by the seasons - attracting a higher number of people during the summer months.

#### 4.7 Trading hours

The majority of businesses on Jetty Road operate during standard trading hours (9am-5pm), with late night trading on Thursday evening (to 9pm) and extended trading hours in the run up to Christmas.

While the two supermarkets and a cluster of hospitality businesses near to Mosely Square trade into the evening, the night-time economy is limited.

Overseas studies and examples show that the night-time economy can make a significant contribution to mainstreet and city centre economies. However, the extension of trading hours has implications for public transport, licensing, public safety and the amenity of local residents which need to be carefully considered.

#### 4.8 Current perceptions

##### Glenelg Preferred Activities

Tourists and day trippers; Walk around Glenelg + jetty, eat + drink, sunset, swim, ice-cream, Residents; grocery shopping, meal and coffee, meet family friends, visit a service, walk, run, ride and non-grocery shopping, swimming, drinking.

##### Glenelg Shopping Experience Net promoter score<sup>6</sup>;

Tourists - 41

Day trippers - 34

Residents +3

##### Glenelg Dining Experience Net promoter score<sup>7</sup>;

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<sup>5</sup> Intuito Market Research City of Holdfast Bay survey on Business Confidence November 2017

<sup>6</sup> McGregor Tan qualitative consumer research study September 2016

<sup>7</sup> McGregor Tan qualitative consumer research study September 2016

Tourists - 32  
Day trippers - 6.7  
Residents -14.8

#### Gaps

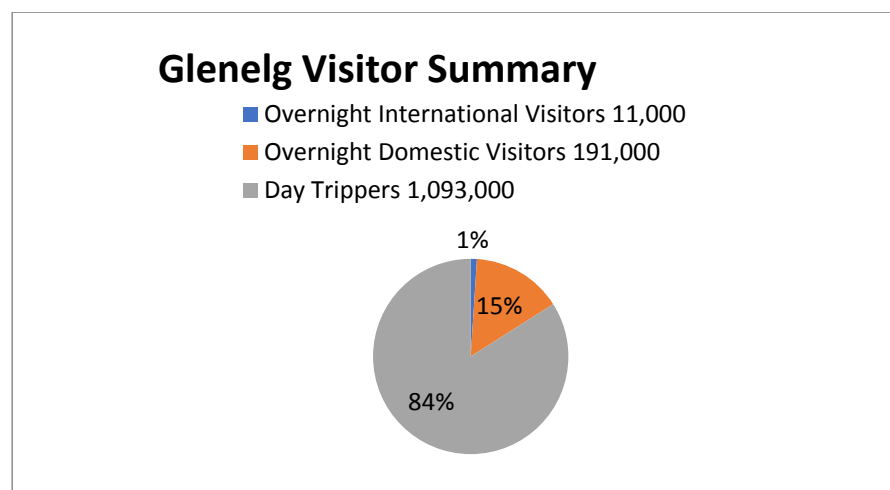
Day trippers and Tourists - Weekend outdoor market, fresh food market, boutique or unique shops, providores

Residents - Fresh seafood shop, better quality products, regional specialty product stores, menswear

Net Promotor Score offers an indication of whether people who have recently visited a destination will promote it to people in their lives. Having a low score is not a negative in itself, but the more people out there recommending your product (promoters) the better, it is more a measure of loyalty than satisfaction. On average, tourism destinations should be aiming for between 20-30 Net Promoter Score, which indicates a strong positive sentiment for the place brand.

## 5. Market Profiles

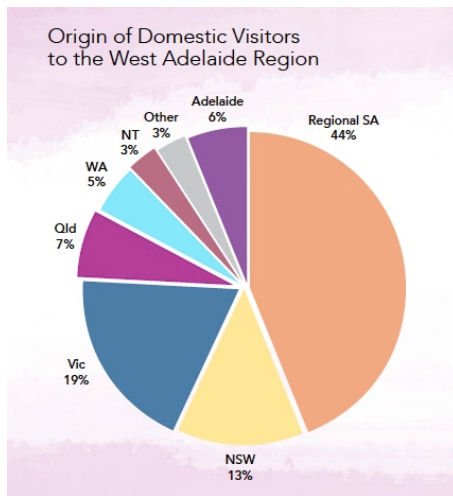
Glenelg receives over 1 million visitors each year. Eighty four percent of visitors are day trippers, 15% are domestic tourists staying overnight, and 1% are international visitors<sup>8</sup>.



Data compiled for the Western (Adelaide) Region Tourism Destination Action Plan 2020 indicates that the bulk of domestic visitors are from regional SA, while the relatively small percentage of international visitors come from a variety of regions including the UK, Europe, Asia and New Zealand.

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<sup>8</sup> Tourism Research Australia, NVS and IVS 2016, Adelaide



In addition, almost 60% of local residents shop or access services in Glenelg at least once a week<sup>9</sup>. This translates to approximately 3,000 people visiting Jetty Road each day.

The table below describes the varying interests of the markets currently attracted to Glenelg.

User Profiles	Demographics	Interests/Activities
Residents	35-49 year age group predominantly affluent females	Grocery shopping and services, foreshore recreation, unique events
Day Trip Visitors	Two distinct ages categories: 18-24 years and 40-54 years	Events, non-grocery shopping; restaurant or café dining; catching up with family and/or friends; and watching the sunset
Interstate	Predominantly visiting friends and relatives aged 40-54 years	Stroll around to experience the sense of fun, quaintness, colour, atmosphere of the various precincts, shop and do other indoor and outdoor activities
International	Backpackers: usually a younger demographic (under 25) Hotel users: High yield travellers on holiday tending to be over 40 with a disposable income	Beach, beautiful jetty, lots of shopping and things to do, vibrancy, great atmosphere, easy to get to
Social Media Jetty Road Facebook Followers	73% fall into the 25 – 44 age group, predominantly female Adelaide based, 5% interstate and 4% international	Seaside holiday destination, shopping, entertainment, events

<sup>9</sup> Intuito Market Research 2016

## 6. Competition

Online shopping accounts for 7.4% of Australian spending and is expected to grow to 15% by 2027<sup>10</sup>. Sophisticated retailers are increasingly using digital marketing techniques to target customers, manage customer relationships and create memorable in-store experiences.

While platforms such as UBEReats and Deliveroo are catering to changing customer habits, they are challenging current business models and placing margin pressure on hospitality businesses.

Staying abreast of the rapidly changing digital market place can be daunting for small business owners.

Mega-retail environments such as Westfield Marion offer shoppers the convenience of all their favourite brands in a single, undercover environment with ample parking.

Home-maker centres are drawing furniture, electrical and homewares stores away from mainstreets.

The nearby Harbour Town outlet centre has become a fashion shopping destination for bargain savvy consumers, and IKEA competes for the homeware dollar.

Upmarket high street shopping destinations such as King William Road, and an increasing number of food, craft and fashion markets such as the Holland Street and Gilles Street markets compete for the attention of experience-seeking shoppers.

A burgeoning, vibrant restaurant and bar scene in Adelaide has made the city centre an increasingly competitive proposition for people wanting to eat-out.

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<sup>10</sup> NAB Online Index 2017

## 7. Economic climate

The City of Holdfast Bay conducted a business confidence survey of 330 businesses city wide in November 2017. Analysis revealed 53% of local businesses felt confident however in comparison to previous years overall confidence is down compared to the national index. The level of worry is considerably higher with local medium sized businesses particularly within the accommodation and food service sectors.<sup>11</sup>

Businesses indicated power costs was the most prominent factor affecting profitability followed by cost of labour, rent and low margins.

Importantly local businesses highly value day tripper visitation with intrastate visitors rated more highly at 7.5 out of 10, followed by interstate visitors at 5.2 out of 10 and international visitors at only 3.7 out of 10. This is reflective of a buoyant tourism market both nationally and globally.<sup>12</sup>

Limited population growth and stagnant wages, combined with an uncertain housing market and rising living-costs have restricted consumer spending in South Australia over the past five years.<sup>13</sup>

Low consumer confidence continues to dampen retail demand in all except the food and hospitality segments, which have continued to grow and account for a significant proportion of new leasing demand.

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<sup>11</sup> Intuito Market Research City of Holdfast Bay survey on Business Confidence November 2017

<sup>12</sup> Intuito Market Research City of Holdfast Bay survey on Business Confidence November 2017

<sup>13</sup> Global Powers of Retailing 2018, Deloitte

## 8. Key influences

### 6.1 Jetty Road Masterplan

The Jetty Road Glenelg Masterplan was commissioned to establish a planning and design framework to guide future works while maintaining the historical and distinctive character of the street.

Improvements to Jetty Road are driven by:

- Participation by the private sector including developers who are willing to work with council to coordinate their proposals with public realm improvements.
- Responding to the community's desire for a safe and inclusive public realm, including wider footpaths, improved paving, lighting and street furniture.
- The need to accommodate climate change including planning for tree succession, increased shade and introduction of water sensitive urban design.

Key aspects of the masterplan include:

- The identification of 3 zones:
  - Zone 1 – Coast: hospitality and entertainment
  - Zone 2 – Central: fashion, gifts and homewares
  - Zone 3 – Gateway: fresh food and services
- Improved connectivity and integration with Moseley Square and Colley Terrace.
- Safer pedestrian crossings.
- Wider footpaths, street trees, new street furniture and pedestrian lighting.
- Removal of on-street carparking.
- Redefining a visual identity to the eastern gateway to Jetty Road.
- Improved safety for cyclists and better connections to the Mike Turtur Cycleway.
- Clearer wayfinding through improved signage.

A staged implementation will see upgrades to enhance the precinct's function and attractiveness as a destination over the next 5 – 10 years.

The masterplan provides an impetus for change amongst existing businesses and will result in opportunities to attract new retail businesses to Jetty Road.

**Insert map/artists impression**

### 6.2 Major projects

Premium apartment projects are set to commence construction in 2018 including Ei8ht South Esplanade as well as a development on Colley Terrace, and another at the gateway end of Jetty Road, all of which are set to increase the residential population using the precinct.

The Lustro Hotel Group has plans to commence a 12-story, 5-star waterfront development on Adelphi Terrace, increasing Glenelg's capacity to host high-yielding visitors and further boosting the residential population.

A proposal initiated by the Jetty Road Mainstreet Committee would see a multimillion dollar regeneration of the Glenelg jetty. Featuring a boutique hotel, public baths, a pavilion, event space, a terminal for ferries and seaplanes, moorings for luxury yachts and a possible marine research centre, the intention is to attract thousands of additional interstate and international visitors each year.

### 6.3 Western Region Tourism Destination Action Plan

The Western Region Tourism Destination Action Plan 2020 sets the strategic direction for destination management and marketing of the visitor economies for the Western Adelaide councils of City of Port Adelaide Enfield, City of West Torrens, City of Charles Sturt, and the City of Holdfast Bay.

In conjunction with council's own Tourism Plan 2020, the action plans will help to grow the profile of the region and attract a greater number of visitors to Glenelg.



## 9. Challenges and opportunities

### 9.1 SWOT Analysis

Strengths	Weaknesses
<p>Beachside location            350 diverse retail businesses            Bayside Village shopping centre including Woolworths supermarket            Coles supermarket            GU Film House cinema            Stamford Grand hotel            Major tourist destination            7 million people on the tram service annually            Moseley Square alfresco dining            Collective campaigns funded by a \$500k levy            Annual marketing and promotional activity            Positive publicity stories            Significant events calendar            Street manager to support businesses            Beachouse leisure facility            Proximity to Adelaide Airport            Strong social media presence</p>	<p>Winter trade seasonality            Car parking perception           <ul style="list-style-type: none"> <li>• Staff park in customers car parks</li> <li>• Partridge Street rooftop underutilized</li> </ul>           Inconsistent presentation of buildings            JRMC Committee needs wider support from the street            Visitors and residents do not rate shopping highly            No consumer shopping directory/website/APP            No central leasing information point for potential businesses/retailers considering Jetty Road            No long term retail mix plan to meet future needs            No official loyalty scheme for staff            No special offers collated for tourists            Retail Awards lack a secret shopper element            Lack of upmarket restaurants and fashion stores            Holdfast Walk vacant shops            Streetscape is tired            The road is 1.0km long            Shop numbers are not visible on shop facades            Some retailers need upskilling in the digital space</p>
Opportunities	Threats
<p>New retail, residential and infrastructure developments            New regional tourism alliance            Growing Chinese tourism market            Master Plan investment can be leveraged            Increase digital marketing and distribution sophistication of traders            Provide promotional opportunities linked to events to leverage shopping            Liquor license reform</p>	<p>Competition from other coastal towns such as Henley Beach, Semaphore, Port Noarlunga and new Adelaide attractions            Westfield Marion (285 retailers)            Harbourtown Outlet Centre (135 outlet stores)            IKEA – homewares / furniture            Growing online shopping            Consumer confidence affecting spending</p>

In summary, the Jetty Road Retail Strategy seeks to address the following key challenges and opportunities:

## 9.2 Challenges

- Seasonality
- High levels of competition (traditional and digital)
- Sluggish economy
- Mediocre perceptions of current retail offer
- Inconsistent presentation of premises
- Inconsistent uptake/use of emerging technology

## 9.3 Opportunities

- Masterplan and new development
- Latent demand for eating-out and shopping
- Growing tourism market – supported by regional tourism alliance
- Existing digital/social media presence
- Events program
- Cross promotion and partnerships

# 10. Where do we want to be?

## 10.1 Vision

*Jetty Road, Glenelg will be the premier shopping and dining destination; supported by a dynamic local economy. The iconic precinct will attract new and exciting retail brands.*

## 10.2 Objectives

The objectives of the retail strategy are:

To support the ongoing viability of traders and the future growth of the retail offering by:

- Positioning Jetty Road and the premier coastal shopping and dining destination.
- Attracting a greater number of shoppers.
- Attracting new independent and upmarket retailers and hospitality providers to complement this existing business mix.
- Supporting retailers to embrace the digital market place and provide a high-quality retail experience.

11. How will we get there?

The retail strategy identifies four key strategies:

1. Drive demand of shopping and dining as the key reasons to visit
2. Develop and enhance the appeal of the retail experience
3. Grow the capabilities of the retail sector
4. Work better together

Strategy 1: Drive Demand of shopping and dining as the key reasons to visit

Jetty’s Road’s marketing and promotional campaigns will incorporate a mix of mainstream and digital media to highlight the small, independent businesses not found in the large shopping centres, and showcase the food-scene, leveraging the number and variety of cafes, restaurants and bars along the strip.

Campaigns will build upon existing awareness and key strengths, including the beach location and distinctive character of Jetty Road.

Campaigns will primarily target the day tripper and domestic tourist markets and seek to build traffic during off-peak months by promoting Jetty Road as a great all-year-round destination.

A working group will help engage local traders, encourage cross-promotion, and ensure business operators have sufficient advance notice to enable their participation in promotional activities.

<b>Drive demand of shopping and dining as a key reasons to visit actions</b>
Drive awareness of easily accessible shopping and dining experiences through integrated marketing campaigns.
Increase Jetty Road, Glenelg’s digital presence to showcase businesses, experiences, shopping, promotions and what’s on.
Grow demand for food and wine as part of the visitor experience by showcasing the produce and restaurant offer on Jetty Road.
Actively seek and collaborate with unique brands and partners across an array of sectors (food and wine, fashion, lifestyle, services) to add value to the destination appeal and drive conversion.
Encourage locals, Adelaide day trippers and domestic tourist markets to re-discover Jetty Road, Glenelg.

Promote Jetty Road as a great place to visit and shop all year round, focusing on growing off-peak periods.
Encourage retailers to create cross promotions to increase visitor length of stay, repeat visitation and expenditure.

Strategy 2: Develop and enhance the appeal of the retail experience

Jetty Road will seek to attract unique, independent traders and high-end restaurants and bars to complement the existing business mix. A targeted list of desired retailers will be developed that align with the vision for each of the three zones identified in the masterplan.

- Zone 1 – Coast: hospitality and entertainment
- Zone 2 – Central: fashion, gifts and homewares
- Zone 3 – Gateway: fresh food and services

Emphasis will be placed on the development of corner sites which have the potential to add to the vibrancy of the street. Pop-up stores will be encouraged to set up in vacant locations.

A new website will showcase the precinct to consumers and potential tenants and printed collateral will set out the business case for leasing. A cache of retail statistics will be maintained to help underpin the business case for prospective tenants.

Existing businesses will be encouraged to take advantage of the Shopfront Improvement Grant, enhance their forward planning, and improve the instore experience offered to consumers. And the masterplan improvements to the streetscape will be promoted to help attract and inspire new traders.

**Develop and enhance an appealing retail experience actions**

Attract investment by developing a Jetty Road retail website to showcase the precinct, retail investment and leasing opportunities.

Develop a targeted list of desired retailers to enhance the mix of businesses, aligned to the Jetty Road brand and the three zones set out in the masterplan.

Promote the Shopfront Improvement Grant to encourage enhancements in line with the improvements identified in the masterplan.
Promote the unique brands, products and services available on Jetty Road.
Encourage retailers to improve the in-store experience through meaningful customer experiences, brand engagement, unique merchandise offers and improved digital capabilities.
Encourage retailers to holistically plan and execute across all channels to drive conversion whether it be in store or online.

Strategy 3: Grow the capabilities of the retail sector

Council will support Jetty Road retailers to adapt to the changing retail environment and embrace new technologies that enable them stay competitive.

Up-to-date information, training and workshops will help traders understand consumer expectations and develop compelling online and instore experiences.

Partnerships and collaborations between traders will result in packages that encourage visitors to stay longer and spend more.

<b>Grow the capabilities of the retail sector actions</b>
Provide the retail industry with information and insights on the latest emerging ecommerce and digital technologies to grow their business.
Provide training and workshops to the retail sector, that help them make the right investment decisions and to keep their businesses at the forefront of the industry.
Encourage local businesses to partner with one another to create packages to provide a stronger reason for consumers to choose Jetty Road as a place to shop or visit.
Work collaboratively and support existing businesses to continue to be innovative and drive expenditure.

Strategy 4: Work better together

The Jetty Road Retail Strategy requires the support of key private and public stakeholders. A well-coordinated and professional approach to mainstreet management will be applied, including:

- An inclusive governance model
- Marketing and promotion
- Business mix development and support
- Streetscape planning and management

Council and the Jetty Road Mainstreet Committee will continue to work closely to ensure that the needs of traders, landlords and consumers are respected, to advocate for the precinct, and to leverage the opportunities presented through partnerships and future development.

<b>Working better together actions</b>
Develop partnerships across the retail, hospitality, entertainment and service sectors to drive retail outcomes.
Continue to provide a strong and best practice management structure with the JRMC.
Continue to foster a positive relationship with council to drive growth in Jetty Road Glenelg’s retail economy.
Working with State Government, including DPTI, particularly in relation to planning reforms and the tram.
Work with landlords to ensure a clear vision for the tenancies in the precinct align to the zones in the Jetty Road Masterplan.

12. How will we measure success?

The success of the Jetty Road Retail Strategy will be measured by its impact on a range of factors, including:

- Pedestrian traffic along Jetty Road
- Customer spending and retail market share
- Dwelling time in the mainstreet

- The mix of shops and services
- Vacancy rate
- Awareness of and attitudes towards Jetty Road as a leisure, shopping and dining destination

A progress report will be prepared annually and distributed to Jetty Road Mainstreet traders and service providers.

### 13. Want to know more?

Jetty Road Mainstreet Committee [hello@jettyroadglenelg.com](mailto:hello@jettyroadglenelg.com)

### 14. Reference publications

- Our Place 2030 Strategic Plan
- Holdfast Bay Tourism Plan 2020
- Jetty Road Glenelg Masterplan 2017
- Western Alliance Tourism Destination Action Plan 2017
- Intuito Mainstreet Panel Discussion Summary, April 2017
- Intuito Market Research Resident, Daytrippers, Interstate Domestic and International Tourism 2016
- City of Holdfast Bay Destination Management Plan, Nov 2017
- Jetty Road pedestrian traffic counts
- Investment Prospectus 2016
- McGregor Tan qualitative consumer research study September 2016
- Shopping Centre News SCN 2017
- Premier Retail Marketing, Principal Consultant, David West

Item No: **8.6**  
Subject: **MARKETING PROJECT – NEW VISUAL ASSETS**  
Date: 11 April 2018  
Written By: Jetty Road Development Coordinator  
General Manager: Ms T Aukett, Community Services

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### **SUMMARY**

At its Special Meeting on 21 February 2018, the JRMC approved the allocation of current 2017/18 budget savings of \$10,000 to be used for projects to develop new visual assets including photos and video of Jetty Road. The new suite of assets will be used for social media and to update the image library for upcoming marketing opportunities.

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### **RECOMMENDATION**

**That the JRMC note the update provided by the Jetty Road Development Coordinator.**

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### **COMMUNITY PLAN**

Economy: Supporting and growing local business  
Economy: Boosting our visitor economy

### **COUNCIL POLICY**

Not Applicable.

### **STATUTORY PROVISIONS**

Not Applicable.

### **BACKGROUND**

At its Special Meeting on 21 February 2018, the JRMC approved an allocation from the current 2017/2018 budget from cost savings achieved to develop new visual assets for Jetty Road, Glenelg for future marketing and promotional activities.



**REPORT**

Photoshoots took place on 21 and 22 March 2018 to showcase fashion in a Jetty Road location and to showcase shopping and dining experiences in the precinct. Filming took place on 27 and 29 March 2018 to develop two video's to promote local lifestyle and shopping and dining on Jetty Road. This new suite of assets will be used to update the image library with new and vibrant content, for social media and also be able to feature in the Jetty Road Retail Strategy 2018-2022.

The project also supports initiatives in the retail strategy to promote shopping and dining. A variety of businesses were selected for inclusion based on the following criteria;

- Selection of businesses across gateway, core and coastal sections of the precinct
- Business interior and exterior fit out
- Brand alignment
- Business offering, targeting hero's to drive demand and showcase vibrancy and unique offerings to Jetty Road
- Product mix to include dining, fashion, health, wellness and beauty
- Target market alignment – demographic of women 25-45 years of age
- Strong digital presence and audience engagement – businesses which have a strong social media following that will be able to use and share the content to extend our audience reach.

**BUDGET**

Budget allocated of \$10,000 from 2017/18 financial year.

**LIFE CYCLE COSTS**

Nil