



JETTY ROAD GLENELG
RETAIL STRATEGY 2018-2022
SUMMARY

**JETTYRD
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.

**JETTY RD
GLENELG**



INTRODUCTION

This strategy has been commissioned by the Jetty Road Mainstreet Committee and developed collaboration with the City of Holdfast Bay to foster a prosperous precinct and a resilient retail sector.

The retail sector is a key driver of the Jetty Road Precinct's economy and vital to the future success and vibrancy.

Contributing \$345 million per annum to the City of Holdfast Bay's economy¹, the retail, hospitality and allied industry sectors² play an important role in attracting visitors, providing local jobs and catering for the needs of local residents. The retail, hospitality and allied industry sectors of Jetty Road Glenelg and surrounds are worth \$263 million and the precincts industry potential is set to grow to \$297 million by 2022.

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 turn-over and acts as a major drawcard for visitors.

In conjunction with council's Jetty Road Glenelg Masterplan which guides a staged upgrade of Jetty Road Glenelg over the next ten years, 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 June 2018

2. Allied industry sectors include food and beverage services, accommodation, personal services and travel agencies.



CURRENT SCENARIO

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

The mainstreet is home to over 330 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.

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.

The Jetty Road Glenelg Masterplan was endorsed by the City of Holdfast Bay in February 2018 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.



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. The political environment has changed with the proposed de-regulation of shop trading hours, that will impact on the Glenelg Tourist Precinct's current competitive advantage on public holidays.

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 experiences 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.

PRIORITY AREAS

The retail strategy identifies four key priority areas for success:

1. Promote 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

Priority 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.

Promote shopping and dining as a key reason to visit actions
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.
Measures
Overall retail and hospitality expenditure in Jetty Road, Glenelg
Local retail and hospitality expenditure in Jetty Road, Glenelg
Visitor retail and hospitality expenditure in Jetty Road, Glenelg



Priority 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.

Aligned to the delivery of the masterplan, parking access and availability will continued to be monitored and promoted to address access perceptions.

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 and convenient parking 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.

Measures

Maintain a diverse an appealing retail and hospitality mix

Number of new anchor and unique retailers

Continuation of the Shopfront Improvement Grant and number of upgrades delivered

Overall retail and hospitality expenditure in the precinct



Priority 3: Grow the capabilities of the retail sector

The Jetty Road Mainstreet Committee 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.

Grow the capabilities of the retail sector actions

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.

Jetty Road Mainstreet Committee work collaboratively and support existing businesses to continue to be innovative and drive expenditure.

Measures

Off peak visitation and expenditure in the precinct

Industry attendance at training workshops and networking events

Number of new industry partnerships in place delivering retail outcomes



Priority 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 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.

Measures

Industry participation and engagement with Jetty Road Mainstreet Committee and the masterplan

Jetty Road Mainstreet Committee delivery of the strategy against priority areas

Sentiment of traders and landlords with the Jetty Road Mainstreet Committee through the annual Jetty Road Business Survey

Collaborative initiatives delivered by the Jetty Road Mainstreet Committee and Council

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.

References

A variety of references were used to develop this strategy. In particular the Jetty Road Mainstreet Committee and the City of Holdfast Bay would like to acknowledge the work undertaken by Premier Retail Marketing, Principal Consultant, David West in preparing this strategy.

WANT TO KNOW MORE?

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Read full strategy:
jettyroadglenelg.com

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