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 Business & Economic Development Committee

Committee Members
- Mayor Robert Bria (Presiding Member)
- Cr Carlo Dottore
- Cr Scott Sims
- Cr Garry Knoblauch
- Cr John Callisto
- Mr John Samartzis
- Professor Richard Blandy
- Mr Geoff Hayter
- Ms Trish Hansen
- Ms Skana Gallery

Staff
- Mario Barone (Chief Executive Officer)
- Keke Michalos (Manager, Economic Development & Strategic Projects)
- Stacey Evreniadis (Economic Development Co-ordinator)
- Rosanna Francesca (Economic Development & Strategic Projects Co-ordinator)
- Tyson McLean (Economic Development & Strategic Projects Officer)

NOTICE OF MEETING

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

Tuesday 25 February 2020, commencing at 6.15pm

Please advise Keke Michalos on 83664509 or email kmichalos@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

A light meal will be available at the meeting.

Yours faithfully

Mario Barone
CHIEF EXECUTIVE OFFICER
1. CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT COMMITTEE MEETING HELD ON 19 NOVEMBER 2019

2. PRESIDING MEMBER’S COMMUNICATION

3. PRESENTATION

   3.1 CITY OF NORWOOD PAYNEHAM & ST PETERS’ SMART CITY PLAN – PRESENTED BY CARLOS BUZZETTI, GENERAL MANAGER, URBAN PLANNING & ENVIRONMENT

4. STAFF REPORTS

   4.1 CITY WIDE ECONOMIC DEVELOPMENT STRATEGY

5. OTHER BUSINESS

6. NEXT MEETING

7. CLOSURE
VENUE
Mayors Parlour, Norwood Town Hall

HOUR

PRESENT
Committee Members
Staff

APOLOGIES

ABSENT

TERMS OF REFERENCE:
The Business & Economic Development Committee is established to fulfil the following functions:
- To assist the Council to facilitate and promote economic growth and development in the City of Norwood Payneham & St Peters.
- To provide advice to the Council and recommend actions, including the conduct of studies associated with business and economic development, as required, in order to facilitate the identification of opportunities, issues, strategies and actions.
- Provide advice to the Council where necessary, to facilitate the creation of business networks (both within South Australia and Australia), which provide benefits for the City of Norwood Payneham & St Peters.
- To oversee the strategic planning, the implementation of projects (including those identified in the Council’s Business & Economic Development Strategy) and marketing and promotion associated with businesses and economic development.

1. CONFIRMATION OF MINUTES OF THE BUSINESS & ECONOMIC DEVELOPMENT COMMITTEE MEETING HELD ON 19 NOVEMBER 2019

2. PRESIDING MEMBER’S COMMUNICATION

3. PRESENTATION

3.1 City of Norwood Payneham & St Peters’ Smart City Plan – Presented by Carlos Buzzetti, General Manager, Urban Planning & Environment

4. STAFF REPORTS
4.1 CITY WIDE ECONOMIC DEVELOPMENT STRATEGY

REPORT AUTHOR: Economic Development & Strategic Projects Coordinator  
GENERAL MANAGER: Chief Executive Officer  
CONTACT NUMBER: 8366 4524  
FILE REFERENCE: S/05882  
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to provide the Business & Economic Development Committee, with an update on the progress of the City Wide Economic Development Strategy and to present a draft of the high level Outcomes, Objectives and Strategies to the Committee for consideration and endorsement.

BACKGROUND

The Council’s previous Business & Economic Development Strategy 2008-2013 was developed to align with the Council’s Strategic Management Plan, CityPlan 2030: Shaping Our Future and makes reference to the objectives contained in CityPlan 2030 under the heading of Economic Prosperity: A dynamic and thriving centre for business and services. The Strategy was based on five (5) themes each of which contained a number of Objectives and Strategies.

Given that the Council’s Strategic Plan, CityPlan 2030, represents the Vision to 2030, it is important that the new City Wide Economic Development Strategy also references this document closely.

At its meeting held on 21 May 2019, the Business & Economic Development Committee received a presentation, which included background and statistics on the five (5) sectors, namely Health and Wellbeing, Education, Food Manufacturing, Creative and Cultural Industries and Retail. These sectors were identified by the former Business & Economic Development Committee as the priority sectors for the new Economic Development Strategy. Following the staff’s presentation, the Committee considered the sectors that were highlighted, and endorsed the following four (4) priority areas of economic development as the key focus areas for the Council’s City Wide Economic Development Strategy:

- Food Manufacturing  
- Retail  
- Cultural & Creative Industries  
- Professional, Scientific and Technical Services

In addition, the Committee resolved that the Education and Health Sectors also be recognised in the Strategy as important sectors due to their significant contribution to Community Well-being but not as two of the Council’s priority areas.

At its meeting held on 19 November 2020, the Business & Economic Development Committee received and noted a progress report on the City Wide Economic Development Strategy. This report provided the Committee with four (4) Discussion Papers, one (1) on each of the key priority sectors and outlined a schedule of workshops to be held to engage with stakeholders and businesses from each of those sectors.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The following Strategic documents are considered to be of significance in the development of the Economic Development Strategy:

- CityPlan 2030: Shaping Our Future  
- Kent Town Economic Growth Strategy 2020 - 2025  
- 30 Year Plan for Greater Adelaide  
- The Size, Structure and Growth of the Eastern Regions Alliance’s Economy
FINANCIAL AND BUDGET IMPLICATIONS

The Council has allocated $7,000 to develop the City Wide Economic Development Strategy 2020 – 2025. Of the $7,000, approximately $4,600 has been spent on the engagement services of Marcus Rolfe, Director, URPS to facilitate five (5) key sector workshops which were held in November 2019.

RESOURCE ISSUES

This project requires a significant amount of research, analysis and consultation with businesses due to the size and scope of the Strategy, the majority of which will be undertaken by Council staff.

DISCUSSION

In seeking to establish the strategic framework for the development of the Economic Development Strategy and to ensure that the Strategy appropriately addresses the wide range of issues relating to economic development in the City, the following key stages were identified for the development of the City Wide Economic Development Strategy 2020-2025:

- Utilise REMPLAN to research and collect data at a City, ERA and State level
- Development of sector discussion papers
- Host visioning workshops with local business operators
- Develop a draft City Wide Economic Development Strategy for endorsement by the Committee and Council
- Community consultation
- Revise and amend the draft Strategy
- Present the final draft Strategy to the Committee and Council for final endorsement

Whilst the four (4) sector Discussion Papers previously distributed to the Committee provide a solid foundation upon which to develop the Economic Development Strategy, a best practice review of other Economic Development Strategies was also undertaken to assist in establishing the strategic framework for economic development in the City. The review of strategies from local, national and international cities has revealed several common cross-cutting themes including: the transformational impact of digital technology, the accessibility to both transport and business services, and the need to mitigate the impacts of climate change.

To further support the desktop research undertaken to-date, visioning workshops were held with business operators located within the City of Norwood Payneham & St Peters. The purpose of each workshop was to identify and gain a better understanding of the strengths, opportunities, weaknesses and threats that each business, sector, and more generally the City, face.

Approximately two-hundred and forty (240) business operators were invited to attend one (1) of five (5) workshops, which were held during November 2019. Business owners and operators were contacted via email and telephone, which resulted in forty-three (43) participants attending the workshops. Whilst the final number of participants was below the expected target, those who did attend were actively engaged in the process and provided staff with useful information that will assist in developing the draft Strategy.

Workshops were themed around the four (4) key sectors of food and beverage, cultural and creative, retail and professional and scientific, with an additional multi-sector workshop held comprising business operators from a cross-section of the economy.

The workshops asked business owners and operators to explore the strengths, weaknesses, challenges and opportunities of operating a business in the Council, and to identify specific actions that could be undertaken by the Council to improve the economic environment for businesses. A summary of common themes identified in the workshops is outlined below.
Strengths
- Proximity to CBD.
- Diverse business mix.
- The Parade – A well-recognised retail strip.
- Affluent customer base.
- Sense of community.
- Good mix of business and residential.

Weaknesses
- Not well promoted.
- Red tape – council processes, development applications, grant restrictions.
- Limited parking.
- Insufficient signage.
- Individual property ownership.
- Lack of shaded areas.

Threats
- Loss of heritage buildings.
- Retail disruption.
- Competition from neighbouring Council areas and in particular other centres and mainstreets.
- Increasing cost of doing businesses (e.g. rents, taxes).
- Traffic congestion.

Opportunities
- Cross sector collaboration.
- Utilisation of empty spaces.
- Promotion and advertising of destinations.
- Outdoor activations, live music and art.
- The Creative Sector.
- Small bars.
- Extended trading hours.
- Strengthen the identity and promotion of precincts.
- Grow the number of small businesses exporting.
- Regular events and networking.

Action for Council
- Training programs.
- Short term activation program.
- Marketing and promotions.
- Maintain attractive street amenity.
- Increase population.
- Improved transport infrastructure and public transport.
- Interactive directional/information booths.
- Increase availability of parking.
- Sustainability/recycling/re-using for business
- Encourage residents to support local businesses

It should be noted that whilst a number of themes can and will be addressed in the draft Economic Development Strategy, a number of the abovementioned themes, such as management of congestion, will be addressed by the Council through other strategies and programs and will be not included in the City Wide Economic Development Strategy 2020-2025.

Subsequent to the conclusion of the five (5) workshops, staff have consolidated the thoughts and ideas presented by the various participants and have used the information, together with previous research which has been undertaken, to inform the development of the high level draft Outcomes, Strategies and Objectives for the City Wide Economic Development Strategy 2020 – 2025. These are outlined below:
Outcome 1: A City with thriving business sectors
Objective: To support the growth and viability of sectors with competitive strength and strategic priority.
1.1 Focus on the support and growth of the City's priority sectors:
   • Food & beverage manufacturing sector
   • Cultural & Creative Sector
   • Professional, Scientific & Technical Services Centre
   • Retail Sector
1.2 Support the Education Sector and Health Sector as key contributors to community well-being.
1.3 Monitor land use activity and economic growth to identify emerging trends and opportunities.
1.4 Promote collaboration across the sectors.
1.5 Identify and promote local competitive advantages.

Outcome 2: A destination with dynamic, vibrant and attractive precincts
Objective: To increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.
2.1 Showcase and promote the City’s attractions and events to facilitate growth in visitation and spending.
2.2 Support the City's vibrant mainstreet precincts.
2.3 Promote the role of key precincts as focal points for the evening and night time economy.
2.4 Facilitate the activation of key spaces in the City.
2.5 Continue to work with local business operators to strengthen the viability of precincts and enhance the customer experience.

Outcome 3: An innovative City that supports business and attracts investment
Objective: To attract and maintain competitive businesses with the capacity for ongoing sustainability, innovation and growth.
3.1 Maximise new investment and growth opportunities
3.2 Recognise businesses that make a significant contribution to the City.
3.3 Facilitate communication, education and networking programs.
3.4 Embrace new and emerging technologies that will enhance business productivity.

Outcome 4: A Council that understands the needs of business
Objective: To remove barriers and make it easy for business owners to start, run and grow a business.
4.1 Ensure that Council processes are business friendly and contribute to a well-functioning City.
4.2 Embed economic outcomes in decision-making across the organisation.

A summary of the draft Outcomes, Strategies and Objectives is contained in Attachment A. Indicative actions have also been included in Attachment A to demonstrate to the Committee how the above Strategies can be delivered and Outcomes achieved. The proposed actions are based on feedback received at the workshops, together with desktop research undertaken by staff.

OPTIONS

The Committee can endorse the draft Outcomes, Strategies and Objectives outlined in Attachment A to enable staff to finalise the draft Economic Development Strategy, or it can choose to make amendments for consideration by staff in the preparation of a draft City Wide Economic Development Strategy 2020 – 2025 to be prepared.

CONCLUSION

The draft Outcomes, Strategies and Objectives outlined in this report will form the economic framework which will be used to inform the further development of the draft City Wide Economic Development Strategy 2020-2025. The establishment of a City Wide Economic Development Strategy will reflect the priorities and challenges for the City's business and economic sector, and set a roadmap for delivering economic growth in the City ensuring a healthy economy and subsequently a healthy community.

COMMENTS

It should be noted that the Outcomes, Objectives and Strategies are presented in a draft form and may be revised or amended through the development of the draft Strategy. The intent is to use this framework to further investigate and finalise the draft Strategy.
RECOMMENDATION

1. That the draft Outcomes, Objectives and Strategies contained in Attachment A be endorsed as the basis for the finalisation of the draft City-Wide Economic Development Strategy 2020-2025.

2. The Committee notes that the draft City-Wide Economic Development Strategy 2020-2025 will be presented to the Committee at its April meeting.
Attachment A

City Wide Economic Development Strategy
<table>
<thead>
<tr>
<th>Outcomes (What?)</th>
<th>Objectives (Why?)</th>
<th>Strategies (How?)</th>
<th>Actions (What is needed to achieve the Outcome?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A City with thriving business sectors</td>
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### Strategies (How?)

**1.1 Focus on the support and growth of the City’s priority sectors:**
- **Food & Beverage Manufacturing Sector**
  - Continue to support and promote the Food & Beverage Manufacturing Sector.
  - Continue to host regular bus tours, initiatives and events that showcase the City’s food and beverage offering.
  - Identify and work with local business operators that currently export or have the ambition to export.
- **Cultural & Creative Sector**
  - Promote Kent Town as a Creative Industries Hub.
  - Facilitate opportunities and encourage collaboration between property owners and creatives, to deliver creative initiatives.
- **Professional, Scientific & Technical Services Sector**
  - Monitor employment numbers in this sector given its projected increase nationally and locally.
  - Improve awareness about the location of the City and its proximity to the Adelaide CBD to attract investment and highly skilled labour.
  - Continue to monitor location trends as majority of employment in the Professional, Scientific & Technical

**1.2 Support the Education Sector and Health sector as key contributors to community well-being.**

**1.3 Monitor land use activity and economic growth to identify emerging trends and opportunities.**

**1.4 Promote collaboration across the sectors.**

**1.5 Identify and promote local competitive advantages.**

### Actions (What is needed to achieve the Outcome?)

**2.1 Showcase and promote the City’s attractions and events to facilitate growth in visitation and spending.**
- 2.1.1 Develop relationships with key business associations to promote the benefits of visitors to the local business economy.
- 2.1.2 Work with the State and Federal Government to ensure that the City’s businesses have a presence on their channels.
- 2.1.3 Support vibrant mainstreet precincts which give a strong sense of place.
  - 2.2.1 Continue to develop and implement precinct marketing campaigns for the City’s key precincts including, Kent Town, Payneham Road, Magill Road, The Parade and the Glynde and Stepney suburbs.
  - 2.2.2 Manage the Norwood Parade Precinct Separate Rate Levy and deliver and implement an Annual Business Plan for the Committee.
  - 2.2.3 Monitor vacancy rates on The Parade by undertaking biennial audits.
  - 2.2.4 Improve the amenity and safety of The Parade by implementing The Parade Masterplan.
  - 2.2.5 Promote the role of key precincts as focal points for the evening economy.
  - 2.4.1 Develop a People, Place & Activity Strategy.
  - 2.4.2 Maintain an exciting event offering that contributes to the City’s brand and continues to

**3.1 Maximise new investment and growth opportunities**
- 3.1.1 Develop an Investment Prospectus to promote the City and its opportunities.
- 3.1.2 Investigate options for a Small Business Grant program.
- 3.1.3 Explore ways to support new and home-based businesses, as well as start-ups and entrepreneurs.
- 3.2 Recognise businesses that make a significant contribution to the City.
  - 3.2.1 Conduct an Annual Business Awards program that gives customers, business owners and employee the chance to recognise and celebrate their favourite City businesses.
  - 3.2.2 Conduct the Mayor’s Business Commendation Awards annually.
  - 3.3 Facilitate communication, education and networking programs.
    - 3.3.1 Continue to grow the business database lists and communicate on a regular basis, including a process to identify new businesses.
    - 3.3.2 Deliver a program of forums, networking and training events for new and existing businesses collaborating with specialist providers.
    - 3.3.3 Create opportunities for the Council to offer Business Advisory Services.
  - 3.4 Embrace new and emerging technologies that will enhance business productivity.
    - 3.4.1 Implement projects identified to benefit businesses through the Smart City Plan.

**4.1 Ensure that Council processes are Business Friendly and contribute to a well-functioning City.**
- 4.1.1 Maintain accreditation as a Small Business Friendly Council.
- 4.1.2 Ensure that capital works, infrastructure projects and major developments, take into consideration the impacts on local businesses and develop strategic solutions to mitigate them.
- 4.1.3 Review the Council’s ‘Business & Economy’ webpage to ensure it is easy to use and is informative for businesses.
- 4.1.4 Review and update the Council’s ‘New Business Starter Pack’.
- 4.1.5 Design a streamlined process for businesses working with the Council / across departments.
- 4.1.6 Support planning and development that stimulates economic growth and delivers high quality urban form and amenities.
- 4.1.7 Encourage residents to support their local businesses and services.
- 4.2 Embed economic outcomes in decision-making across Council.
  - 4.2.1 Foster a business-friendly culture across the organisation that can adapt to business needs.
Services industry is in Kent Town and its surrounds

1.1.9 Capitalise on future opportunities to leverage off the development of Lot 14

Retail Sector

1.1.10 Continue to deliver marketing programs to reinforce the position of the City as a leading and preferred retail destination

1.1.11 Facilitate opportunities to access underutilised retail spaces for short-term pop-up businesses, activities and initiatives.

1.1.12 Continue to use different types of marketing platforms and opportunities to promote retail in NPSP to residents, consumers and businesses.

1.1.13 Continue to work in partnership with business owners and property owners within the City’s retail precincts to encourage greater consumer spending in the retail sector.

1.1.14 Continue to support businesses by promoting ‘buy local’

Education Sector and Health Sector

1.2.1 Collaborate with local schools on projects that benefit the community.

1.2.2 Promote allied health and wellbeing services and events that benefit the community.

1.2.3 Explore ways to support future growth opportunities for small to medium allied health business that are focusing on emerging services and technologies including home-based care and tele-health.

1.3 Monitor land use activity and economic growth to identify emerging trends

1.4 Promote collaboration across the sectors

1.5 Identify and promote local competitive advantages

1.5.1 Strengthen the local supply chain and promote the benefits of doing business locally.

grow and enhance social and economic well-being.

2.4.3 Assist businesses to leverage from the City of Norwood Payneham & St Peters and City of Adelaide’s events calendar.

2.4.4 Support externally run events initiated by the business community that will increase local visitation.

2.4.5 Support live music and showcase local emerging musicians by engaging them for Council organised events.

2.4.6 Continue to maintain the Artist Register on the Council’s website.

2.4.7 Take a risk management, rather than risk averse approach to the consideration of applications to the Licensing Authority for Entertainment Consent.

2.4.8 Support legislative reform proposals aimed at improving accessibility of live music at licensed venues, subject to appropriate checks and balances to ensure residential amenity is not unduly impacted.

2.5 Work with local businesses to strengthen the viability of precincts and enhance the customer experience.

2.5.1 Explore opportunities to promote businesses through the Council’s website, social media platforms and other promotional / marketing platforms as they arise.

3.4.2 Promote access and availability of NBN to all businesses.

3.4.3 Explore opportunities with the State and Federal Governments to establish an innovation precinct within the Council area, as part of GigCity Adelaide.
5. OTHER BUSINESS  
(Of an urgent nature only)

6. NEXT MEETING  
Tuesday 28 April 2020

7. CLOSURE