

Business & Economic Development Committee Minutes

25 February 2020

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.*

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City of
Norwood
Payneham
& St Peters

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VENUE Mayors Parlour, Norwood Town Hall

HOUR 6.15pm

PRESENT

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
Ms Trish Hansen

Staff 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)

APOLOGIES Mr Geoff Hayter, Ms Skana Gallery

ABSENT Nil

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

Cr Dottore moved that the minutes of the Business & Economic Development Committee meeting held on 19 November 2019 be taken as read and confirmed. Seconded by Cr Knoblauch and carried

2. PRESIDING MEMBER'S COMMUNICATION

Nil

3. PRESENTATION

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

Cr Sims left the meeting at 6.49pm.
Cr Sims returned to the meeting at 6.57pm.

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 2019, 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*:

- Review of the Business & Economic Development Strategy 2008 – 2013
- 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.
-

Cr Callisto moved:

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.*

Seconded by Professor Richard Blandy and carried unanimously.

5. OTHER BUSINESS

Nil

6. NEXT MEETING

Tuesday 28 April 2020

7. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 7.45pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)