

Special Meeting of the Norwood Parade Precinct Committee **Minutes**

14 July 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.*

City of Norwood Payneham & St Peters
175 The Parade, Norwood SA 5067

Telephone 8366 4555
Facsimile 8332 6338
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au



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 Sue Whittington
Cr Fay Patterson
Cr John Callisto
Cr Kester Moorhouse
Ms Annie Lovejoy
Mr Terry Dalkos
Mr Joshua Baldwin (entered the meeting at 6.16pm)
Mr Ross Dillon
Mr Sebastian Joseph

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 Mario Boscaini, Mr Tom McClure

ABSENT Nil

TERMS OF REFERENCE:

The Norwood Parade Precinct Committee is established to fulfil the following functions:

- *To develop and recommend to the Council in each financial year, an Annual Business Plan and Budget for The Parade Precinct.*
- *The Budget developed by the Norwood Parade Precinct Committee must be considered in conjunction with the Annual Business Plan. The amount recommended to the Council, to be approved by the Council, should meet the objectives set out in the Annual Business Plan.*
- *To oversee the implementation of the Annual Business Plan as approved.*
- *To oversee the implementation of the approved Marketing and Promotional Plan for The Parade.*
- *To assist in the development and promotion of a vibrant cultural and leisure tourism destination for businesses, residents and visitors.*
- *To facilitate and encourage networking and communication.*

1. CONFIRMATION OF MINUTES OF THE NORWOOD PARADE PRECINCT COMMITTEE MEETING HELD ON 26 MAY 2020

Cr Callisto moved that the minutes of the Norwood Parade Precinct Committee meeting held on 26 May 2020 be taken as read and confirmed. Seconded by Mr Terry Dalkos and carried unanimously.

Mr Joshua Baldwin entered the meeting at 6.16pm.

2. PRESIDING MEMBER'S COMMUNICATION

Nil

3. PRESENTATION

3.1 Social Media for Parade Shop to Win Competition – presented by Gabrielle Agnew, Digital Marketing Officer

4. NORWOOD PARADE PRECINCT NEWS

Committee Members to report on news from the Precinct.

5. STAFF REPORTS

5.1 FINAL REPORT ON THE IMPLEMENTATION OF THE 2019-2020 ANNUAL BUSINESS PLAN

REPORT AUTHOR: Economic Development Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: qA983
ATTACHMENTS: A - B

PURPOSE OF REPORT

The purpose of this report is to provide the Norwood Parade Precinct Committee, with the final progress report on the implementation of the *2019-2020 Annual Business Plan*.

BACKGROUND

At its meeting held on Tuesday 28 May 2019, the Committee endorsed the *Draft 2019-2020 Annual Business Plan* for the Norwood Parade Precinct and resolved to forward it to the Council for its endorsement. Subsequently, the Council endorsed the *Annual Business Plan* as being suitable for implementation at its meeting held on Monday 3 June 2019.

This report provides an update of the key strategies and deliverables that have been progressed by staff, recognising that both the Federal and State Governments have implemented significant restrictions relating to the COVID-19 Pandemic, which have impacted on The Parade traders and property owners. These restrictions have limited the Council's ability to implement a number of initiatives set out in the Norwood Parade Precinct Committee's *2019-2020 Annual Business Plan*.

At its meeting held on Monday 6 April 2020, the Council resolved the following in relation to The Parade Separate Rate, which forms a part of the Council's Financial Support Package to support the community through the impacts of the COVID-19 Pandemic:

The Parade Separate Rate

- a. *That pursuant to Section 166 (1)(b) of the Local Government Act 1999, that the Council grant a Discretionary Rebate, equal to the Fourth Quarter payment of the Separate Rate to businesses within the Parade Precinct that are required to pay the Parade Separate Rate.*

Outdoor Dining Permits

- a. *That the Outdoor Dining Permit fee be refunded (pro-rata from 23 March 2020 to 30 June 2020) to Permit Holders that have paid in full and credited to the Permit Holder where the permit fee have not been paid in full.*
- b. *That where Permit Holders are required to make a payment for the installation of bollards, these payments be deferred for a period of three (3) months to June 2020, with these payment arrangements being reviewed at 30 June 2020.*

For the 2019-2020 financial year, the value of the Separate Rate on The Parade Precinct Traders was \$215,000, with the Fourth Quarter revenue totalling \$53,750. A report on the final summary of expenditure for 2019 – 2020, will be presented to the Committee at the next Committee Meeting and will include the unspent funds get and provide the Committee with the opportunity to reallocate the carry forward funds.

COVID-19 IMPLICATIONS

The COVID-19 Pandemic has had a significant impact on the economy at a local, national and international level. As a result, many of the planned initiatives to deliver the 2019-2020 Annual Business Plan have had to be postponed or cancelled, and where possible alternatives have been identified so that the Norwood Parade Precinct Committee can deliver as much as possible during these difficult times.

DISCUSSION

1. STRATEGY: EVENTS & ACTIVATIONS

1.1 RAISING THE BAR ADELAIDE 2020

The City of Norwood Payneham & St Peters in partnership with *Raising the Bar* has delivered two (2) *Raising the Bar Adelaide* events and the inaugural *Raising the Bar Entrepreneurship* event—the first of its kind delivered across the globe.

The next '*Raising the Bar Adelaide*' event is scheduled for Tuesday 20 October 2020. The event will be designed to ensure that it adheres to all social distancing restrictions applicable at the time. Once again, the event will transform the City's landscape into a campus for one night, where notable professors and thought leaders will give talks in some of our City's top bars and pubs, creating an unexpected environment for discussion and supplying the community with direct access to cutting-edge content.

This year's event will follow the same format, with twenty (20) insightful talks on one night; across ten (10) different venues in the City. Each venue will host two (2) sessions, the first at 6.30pm, and the second at 8.30pm.

The 2018 and 2019 events saw a range of notable speakers including Forensic Psychologist Luke Broomhall, Founder of The NeuroTech Institute Fiona Kerr and local resident and Ophthalmologist James Muecke, who went on to be named Australian of the Year for 2020.

Expressions of interest is now open and submissions can be made on the Council's website at www.npsp.sa.gov.au/rtb before 5.00pm on Monday 3 August 2020. The Council is committed to curate another standout program for the local community, with several host venues located on The Parade.

Beyond promoting the event to the local community, *Raising the Bar Adelaide* will give the Council a platform to promote Adelaide on the world stage, and highlight that The Parade is alive and open for business.

2. STRATEGY: IDENTITY & BRAND

2.1 ANNUAL COMPETITION

At its meeting held Tuesday 26 May 2020, the Committee endorsed the following in respect to The Parade's annual competition.

That the allocation of \$25,000 (a \$12,500 split between marketing and prizes) from the Identity and Brand 2020-2021 budget to deliver the annual Parade competition, be endorsed.

As restrictions ease, it is the perfect time to welcome shoppers back to *Rediscover The Parade*, and by doing so, they will have the chance to win a share in \$12,500. The past several months have been a challenging time for The Parade businesses and this competition has certainly assisted to bring new life, stimulating activity and helping to boost the local economy.

The terms of the competition require shoppers and visitors to spend a minimum of \$15 at any business within The Parade Precinct between 9am Monday 6 July 2020 – 5pm Monday 17 August 2020, and enter their receipt online via The Parade's website, for the opportunity to win one of five (5) prizes valued at \$5,000, \$3,000, \$2,000, \$1,500 and \$1,000.

To ensure the success of the competition, the Committee decided at its meeting held on Tuesday 26 May 2020 that the minimum spend would be \$50 and the maximum spend per business would not exceed \$500.

Shoppers can enter as many times as they wish, however entries will be limited to one (1) entry per receipt. The competition will be drawn on Wednesday 19 August 2020 and the winners will be notified by telephone and in writing.

The promotional campaign will run for the duration of the competition and will be promoted via print, digital, on-street signage and radio, in addition to The Parade, Norwood website and social media channels. A copy of the marketing collateral for the 'Rediscover The Parade – Shop to Win' competition is contained in **Attachment A**.

Council Staff will deliver a presentation to the Committee at its Meeting, outlining the marketing that has been undertaken to date, with a recommendation to allocate additional funds to promote the competition to a wider audience.

2.2 PARADE SIGNAGE & DIGITAL ASSET REFRESH

At its meeting held on Tuesday 26 May 2020 the Committee endorsed the following in relation to new signage on The Parade.

That the allocation of \$10,000 from the Identity and Brand 2019-2020 budget to go towards the production and install of branded banners and bin wraps, be endorsed.

The purpose of the banners is to provide a consistent look and feel along the entire length of The Parade and to reinforce the brand. The design is guided by The Parade's sleek branding and will provide longevity of the banners. The Parade banners, which will be installed by the end of July, alternate in colour on the street poles. A copy of the banners is contained in **Attachment B**.

A Brief for the creative development and print of Parade Bin Wraps is currently in draft form, and has not yet been submitted to the Council's Communications Consultant. The aim of the bin wraps is to liven up the footpaths, while complementing the street pole banners. Council Staff will take this meeting as an opportunity to discuss creative options for inclusion in the Brief, and present a series of concepts at the next Committee meeting held Tuesday 25 August 2020 for discussion.

To complement the street banners and bin wraps that will improve the appearance of The Parade amenity, new photography is required to refresh the look and feel of the brand in the digital space. The new photography will be used in various ways across a range of platforms to promote The Parade to its visitors. The platforms and uses include:

- Website;
- Print and digital advertising;
- Buses and bus shelters;
- On-street signage; and
- Documents and strategies.

To arrange a photoshoot, including talent, equipment, a photographer for the day, plus post shoot image editing, it is proposed that \$10,000 be allocated from the Marketing & Communications 2020 - 2021 Budget. The intent is that this new suite of images will represent The Parade for the next couple of years.

2.3 CHRISTMAS DECORATIONS

The current range of Christmas decorations along The Parade commenced with the installation of three (3), six (6) metre tall contemporary illuminated Christmas Trees on The Parade median strip in front of the Norwood Town Hall, a series of LED star burst motifs in the SAPN pole banners and 'Christmas on Parade' branded street banners, all of which have been funded through the Norwood Parade Precinct Separate Rate. These decorations were installed each year from 2016 to 2019, and will once again be installed in 2020.

In 2018, the Council purchased and installed illuminated star decorations along the windows of the Town Hall and round LED spheres and stars in the three (3) street trees that surround the Norwood Town Hall. In 2019, the 3 metre illuminated 3D Silver LED Star, which was the final decoration as a part of the Council's Christmas decoration package was installed.

The Christmas decorations package outlined above, will be installed on Tuesday 17 November 2020 and will remain in place for a period of seven (7) weeks over the Christmas period, and will be removed on Wednesday 6 January 2020.

In addition to the Christmas decorations which will be installed along The Parade, the Council's Youth Development Officer will work closely with the local schools to deliver the *Festive Gallery on Osmond Terrace*. The outdoor gallery will include decorated wooden Christmas trees complemented by striking signage.

The *Festive Gallery on Osmond Terrace* will be available for the public to enjoy between Friday 20 November 2020 and Monday 4 January 2021.

To continue to support this well-loved initiative and encourage visitors to The Parade, it is proposed that \$1,000 be once again allocated towards the 2020 *Festive Gallery on Osmond Terrace Competition*.

3. **STRATEGY: BUSINESS DEVELOPMENT**

3.1 **GROWTH WORKSHOPS**

Council Staff have sourced four (4) external facilitators, three (3) of which are businesses that are located within the Council area and with backgrounds in digital marketing, social media and business development to host five (5) workshops during the year.

Due to COVID-19, the events have been rescheduled and presented via an online platform. The webinars to date have been well received by the business community, with many participating in the conversation. Despite the initial hesitation to change the format, it has allowed the Council to record the presentations and make them available for more businesses to access. The past events are now available to access on the workshops webpage located on the Council's website.

Table 1 below lists the workshops that form the 2020 Growth Workshop Series to date.

TABLE 1: GROWTH WORKSHOPS

Topic	Dates & Times	Facilitators
What is Intellectual Property and How Best to Protect it	Wednesday 19 August 2020 6.00pm – 8.00pm (format to be confirmed)	Drazen Lesicar
Facebook – Are you Getting the Most out of It	TBC	Georgi Roberts
Instagram for Business	Past Event – Friday 5 June 2020 – recording can be accessed via the Council website	Chloe Grayling
Social Media During Lockdown	Past Event – Friday 22 May 2020 – recording can be accessed via the Council website	Georgi Roberts
Marketing During COVID-19	Past Event – Friday 8 May 2020 – recording can be accessed via the Council website	Identity Marketing

The Growth Workshops have and will continue to be promoted to all businesses within the Council area via social and digital channels including target electronic newsletters.

For more information on the Growth Workshops and to book a spot, visit www.npsp.eventbrite.com. The workshops are free and bookings are essential in order to receive the session link.

RECOMMENDATION

1. That the report be received and noted.
 2. That the allocation of \$10,000 from the Marketing & Communications 2020-2021 Budget to deliver a suite of new images to promote The Parade, be endorsed.
 3. That the Committee endorses the allocation of \$1,000 from the Sponsorship Budget towards the 2019 *Festive Gallery on Osmond Terrace Competition*.
-

Cr Callisto moved:

1. *That the report be received and noted.*
2. *That the allocation of \$10,000 from the Marketing & Communications 2020-2021 Budget to deliver a suite of new images to promote The Parade, be endorsed.*
3. *That the Committee endorses the allocation of \$1,000 from the Sponsorship Budget towards the 2019 Festive Gallery on Osmond Terrace Competition.*

Seconded by Mr Ross Dillon and carried unanimously.

5.2 DRAFT 2021–2026 ECONOMIC DEVELOPMENT STRATEGY

REPORT AUTHOR:	Economic Development Coordinator and Economic Development & Strategic Project Coordinator
GENERAL MANAGER:	Chief Executive Officer
CONTACT NUMBER:	8366 5616
FILE REFERENCE:	qA1461
ATTACHMENTS:	A - B

PURPOSE OF REPORT

The purpose of this report is to inform the Norwood Parade Precinct Committee of the status of the *Draft 2021-2026 Economic Development Strategy* and to advise that the document has been endorsed by the Council and has been released for community consultation and engagement.

BACKGROUND

The Council's current Business & Economic Development Strategy, was developed in 2007 and provided the strategic framework for the Council's economic development activities. The Strategy was based on five (5) Themes, each of which contained a number of objectives and strategies.

The current strategy 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 importance of having a contemporary Business and Economic strategic framework, particularly in the current economic climate, is well recognised and for this reason, the Council re-established the Business & Economic Development Committee in 2019 to assist in the preparation of a new Business & Economic Development Strategy, as a matter of priority.

Since its appointment, the Business & Economic Development Committee has been working towards the development of a Strategy that will help guide the Council's priorities and investment in respect to economic development, business support and economic growth.

Outlined below is a brief overview of the process undertaken by the Business & Economic Development Committee to develop the draft strategy.

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

- Food Manufacturing;
- Retail;
- Cultural & Creative Industries; and
- 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 be included in the Strategy as priority sectors.

At its meeting held on 19 November 2019, the Committee received and noted a progress report on the *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. A copy of the Discussion Papers is contained in **Attachment A**.

As part of the development of this Strategy, Council staff, together with facilitator Mr Marcus Rolfe, Director, URPS, hosted five (5) workshops in November 2019, inviting key stakeholders and businesses from the four (4) key sectors, as well as property owners and developers who also have a large impact on the cityscape. The attendees were provided with a copy of their respective discussion paper prior to the event.

The focus group workshops, provided the opportunity to identify and gain a better understanding of the strengths, opportunities, weaknesses and threats in relation to each of the priority sectors through input provided by business operators within those sectors. More generally, it provided the Council with the opportunity to better understand how the City of Norwood Payneham & St Peters is perceived in respect to its role and contribution to the local economy. The comments which were received from these workshops, have been used to inform the *Draft 2021-2026 City-Wide Economic Development Strategy* and in particular, in the development of objectives and strategies contained within the Strategy. Being well informed and engaging with the business community through the development of the Strategy and incorporating the feedback received from the business community, will in turn enable the City to become more attractive to businesses, workers and visitors.

At its meeting held on 25 February 2020, the Business & Economic Development Committee endorsed the draft Outcomes, Objectives and Strategies as the basis for the finalisation of the *Draft 2021-2026 Economic Development Strategy*.

Using the draft Outcomes, Objectives and Strategies endorsed by the Committee, the *Draft 2021-2026 Economic Development Strategy* contained in **Attachment B** was developed, and presented to the Business & Economic Development Committee at its meeting held on 16 June 2020. At that meeting, the Committee resolved the following in relation to the *Draft 2021-2026 Economic Development Strategy*.

*That the Draft Economic Development Strategy 2021-2026 as contained in **Attachment B** as amended, be endorsed as being suitable to present to the Council for its consideration and endorsement to be released for community consultation and engagement for a period of twenty-eight (28) days.*

Subsequently the revised *Draft 2021-2026 Economic Development Strategy* was presented to the Council at its Meeting held 6 July 2020. At that meeting, the Council resolved the following in relation to the *Draft 2021-2026 Economic Development Strategy*.

*That the Draft 2021-2026 Economic Development Strategy as contained in **Attachment B** be endorsed as being suitable to be released for community consultation and engagement for a period of twenty-eight (28) days.*

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The *Draft 2021-2026 Economic Development Strategy* is the Council's blueprint to guide the growth of the City's economy for the next five (5) years. The Strategy sits within the Council's decision making framework and has been developed to align with other key strategic and policy documents, including the Council's Strategic Management Plan, *CityPlan 2030*.

The *Draft 2021-2026 Economic Development Strategy* will operate alongside other relevant local, regional and state strategies and plans. The key strategies that have been used to inform this document are listed below:

- *Growth State*
- *The 30-Year Plan for Greater Adelaide*
- *Norwood, Payneham and St Peters (City) Development Plan*
- *CityPlan 2030: Shaping Our Future*
- *Kent Town Economic Growth Strategy 2020-2025*
- *Norwood Parade Annual Business Plan*

COVID-19 IMPLICATIONS

The COVID-19 Pandemic has had a significant impact on the economy at a local, national and international level, which has forced all levels of Government to introduce a range of financial support packages. At its Council meeting held on 6 April 2020, the Council endorsed an initial financial support package in response to the COVID-19 Pandemic and its economic impacts. This initial package includes, The Parade Separate Rate, Outdoor Dining Fees, Outdoor Dining Permit Holders, Council Rates and Financial Hardship Provisions. More recently, at its Council meeting held Monday 4 May 2020, the Council endorsed additional financial support for non-residential property owners. All of these support packages will help to support the economy during these challenging times.

Prior to the COVID-19 Pandemic, the Council's *2021-2026 Economic Development Strategy* focused on growth, attraction and understanding the needs of business. However, the effects on businesses due to the Pandemic have been substantial, and therefore, it has been essential that the *2021-2026 Economic Development Strategy* take into consideration the economic and social impacts that the Pandemic has caused and that these issues be reflected in the Actions.

The Council's *2021-2026 Economic Development Strategy* will play a significant role in the recovery phase. The strategy including its Vision, Outcomes, Objectives, Strategies and Actions, has been designed to assist businesses recover and rebuild from the COVID-19 Pandemic and plan for sustainability and growth for when the economy reaches some level of normality. As a result of the impacts of the COVID-19 Pandemic the *2021-2026 Economic Development Strategy* now includes the overarching strategy of *Recover and Rebuild the Local Economy following the Impacts of COVID-19*, which cuts across all four (4) themes. This has been designed to assist the Norwood Payneham & St Peters business community in its recovery and rebuild post the COVID-19 Pandemic, and acknowledges that many businesses are currently in a mode of survival, rather than growth.

The Strategy is a reflection of the Council's commitment to assist the business sector recover as quickly as possible and then maintain a sustainable and more resilient, economy. New strategic directions included as a result of the COVID-19 Pandemic, will ensure the strategy maintains flexibility to the situation that will exist post Pandemic and beyond. The most affected elements of the economy are business finances, employment, consumer confidence and behaviour. Consumer confidence and the behaviour of consumers choosing to shop in a brick and mortar store as opposed to online, will take some time to restore, but will ultimately be a high priority action that Council will pursue.

Business survival will require an ability to adapt to the situation, minimise expenses, take advantage of government packages and have clear and effective communication (with tenants, landlords, employees and the community, which includes the Council). The Council will support the business community through and post Pandemic. The Strategy is the catalyst for Council's ability to provide this support and given the substantial unknown associated with COVID-19, flexibility will provide the Council with the ability to adapt its response to suit the needs of the businesses in the City of Norwood Payneham & St Peters.

In a report released by *JLL Economics GDP Data Release 1Q20*, at the beginning of June 2020, it states that the Australian economy is in its first recession since 1992 and GDP declined 0.3% in the First Quarter of 2020. With the impacts of COVID-19 restrictions escalating significantly in April, Australia will almost certainly see a large contraction in the Second Quarter of 2020. It is noted that a second consecutive quarter of negative growth is required to satisfy the technical definition of a recession. Nevertheless, international borders are likely to remain closed for some time and this will not only affect tourism, but keep population growth (a key driver of Australia's recent growth) low for some time. However, ultimately the recovery will be determined by how successful JobKeeper and other stimulus measures are in sustaining employment in the coming months.

DISCUSSION

The objective of the *Draft 2021–2026 Economic Development Strategy* (contained in **Attachment B**) is for it to be used as a tool to support the growth of the City's business sectors, promote the City as a destination with dynamic and vibrant precincts as well as encourage innovation, investment and make it easy for owners to start, own or grow a business.

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 and conducted for the development of the *Draft 2021-2026 Economic Development Strategy*:

- review of the current Business & Economic Development Strategy;
- utilise REMPLAN (a tool to analyse economies to create impactful reports and maps) to research and collect data at a City, ERA and State level;
- prepare sector discussion papers;
- host visioning workshops with local business operators;
- develop a summary of the draft Outcomes, Strategies and Objectives for endorsement by the Business & Economic Development Committee;
- research and analyse the impacts of the COVID-19 Pandemic and adjust the Strategies and Actions to reflect the current business and economic climate;
- develop a *Draft 2021-2026 Economic Development Strategy* for endorsement by the Business & Economic Development Committee and Council;
- community consultation and engagement;
- revise and amend the draft Strategy; and
- present the final draft Strategy to the Business & Economic Development Committee and Council for final endorsement.

Whilst the four (4) sector Discussion Papers contained in **Attachment A** provide a solid foundation upon which to develop the Economic Development Strategy, a 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 and business and environmental sustainability.

To support the desktop research, which was undertaken, visioning workshops were held with business operators located within the City of Norwood Payneham & St Peters. Approximately two-hundred and forty (240) business operators were invited to attend one (1) of five (5) workshops, which were held during November 2019. A total of forty-three (43) business owners and operators attended 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 assisted 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.

At the workshops business owners and operators were asked 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.

Subsequent to the conclusion of the five (5) workshops, staff 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 Outcomes, Objectives and Strategies for the *2021-2026 Economic Development Strategy*.

At its meeting held on 25 February 2020, the Committee was presented with and endorsed the draft Outcomes, Objectives and Strategies as the basis for the finalisation of the draft Strategy. On 11 March 2020, the World Health Organisation declared the COVID-19 outbreak a Pandemic. To ensure that the Strategy considered and addressed the effects of the virus on businesses and the economy, staff conducted further research and analysis. The research informed part of the 'Impacts of COVID-19' section and assisted with the establishment of the actions set out in the 'Recover and Rebuild' stage, which will be the focus in Year 1 of the Strategy.

The draft Strategy as contained in **Attachment B**, is based around the following four (4) key themes:

1. **Dynamic & Diverse City** – A City with thriving and resilient business sectors that drive employment and deliver growth.

Objective: Support the growth and viability of the City's business sectors based on their competitive strengths and strategic priority.

2. **Destination City** – A destination with dynamic, cultural, vibrant and attractive precincts.

Objective: Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.

3. **Innovative City** – An innovative City that supports business and attracts investment.

Objective: Attract and maintain competitive businesses with the capacity for resilience and ongoing sustainability, innovation and growth.

4. **Business Friendly City** – A City that understand the needs of business.

Objective: Remove barriers and make it easy for business owners to start, run and grow a business.

The above Themes and Objectives have been formed to guide the Council in achieving its vision of being 'A *connected City with thriving businesses, vibrant precincts and an engaged business community*'. Sitting underneath each of the themes and objectives is a series of Strategies and Actions, which aim to deliver the overall vision.

At its meeting held on 16 June 2020, the Business & Economic Development Committee was presented with and endorsed the *Draft 2021-2026 Economic Development Strategy*, with consideration and inclusions to:

- encourage residents and workers to 'Be Local' in their communities. To create a whole connection with the local business sector that adds to community wellbeing, while contributing to economic resilience;
- continue to provide high quality infrastructure and mainstreets that support the viability of local brick-and-mortar businesses;
- understand that communities will move beyond targeting efficiencies through sustainable practices, to restoring and rebuilding through regenerative development; and
- further expand on the significance of the education sector and the contribution that it has to the visitor economy.

In order to successfully deliver this strategy, the Council will be required to play multiple roles as a leader, partner, facilitator and regulator and work together with the Federal and State Governments, local partners, small businesses and the community.

CONCLUSION

The development of the *Draft 2021–2026 Economic Development Strategy*, recognises the leadership role of the Council in setting a clear direction for economic development within the City and in supporting its business sector. Developing an *Economic Development Strategy* with clear direction and focus provides the foundation for the Council to establish partnerships with different stakeholders (i.e. Federal and State Governments, developers, businesses and residents) in order to ensure the successful longevity of the City's business and economic sector.

COMMENTS

In preparing the *Draft 2021-2026 Economic Development Strategy* it is acknowledged that the economy and local businesses, are not in the state they once were at the start of this process. Whilst the long-term vision and overarching themes remain the same, the unprecedented impact of the COVID-19 Pandemic and the unfolding nature of the economic and social implications, requires a degree of flexibility and adaptability in the delivery of the Strategy over the next five (5) years.

RECOMMENDATION

That the report be received and noted.

Ms Annie Lovejoy moved:

That the report be received and noted.

Seconded by Cr Patterson and carried unanimously.

6. OTHER BUSINESS

Nil

Mr Sebastian Joseph left the meeting at 7.26pm and did not return.

7. NEXT MEETING

Tuesday 25 August 2020

8. CLOSURE

There being no further business, the Presiding Member declared the meeting closed at 7.55pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)