

Business & Economic Development Committee Minutes

15 September 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
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)

APOLOGIES Nil

ABSENT Mr John Samartzis

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 16 JUNE 2020

Cr Knoblauch moved that the minutes of the Business & Economic Development Committee meeting held on 16 June 2020 be taken as read and confirmed. Seconded by Cr Dottore and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION

Nil

3. STAFF REPORTS

3.1 DRAFT 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

REPORT AUTHOR: Economic Development & Strategic Projects Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4524
FILE REFERENCE: qA1461
ATTACHMENTS: A - E

PURPOSE OF REPORT

The purpose of this report is to advise the Business & Economic Development Committee of the results of the community consultation and engagement on *the Draft 2021-2026 Economic Development Strategy*, and to present the revised draft Strategy to the Committee for its consideration and endorsement.

BACKGROUND

As Committee Members will recall, at its meeting held on 21 May 2019, the Business & Economic Development Committee received a presentation from Council staff, which included background and statistics on five (5) priority sectors, namely Health and Wellbeing, Educations, Food and Beverage Manufacturing, Creative and Cultural Industries and Retail, which had been identified by the former Business & Economic Development Committee as priority sectors. Following the presentation, the Committee considered the information on the sectors that were featured and endorsed the following four (4) priority areas 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 economic sectors, due to their significant contribution to Community-Wellbeing, 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 the four (4) sectors, as well as property owners and developers from across the Council area. The comments which were received from these workshops, have been used to inform the development of the Objectives and Strategies contained within the draft Strategy.

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 these draft Outcomes, Objectives and Strategies as the basis, the draft Strategy was then developed and presented to the Business & Economic Development Committee at its meeting held on 16 June 2020. At that meeting, the Committee endorsed the *Draft Economic Development Strategy 2021-2026* 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 *Draft Economic Development Strategy 2021-2026* was presented to the Council at its meeting held on 6 July 2020, and endorsed to be released for community consultation and engagement.

In response, the *Draft 2021-2026 Economic Development Strategy* was released for community consultation and engagement for a period of 29 days commencing on 20 July 2020 and concluded on 17 August 2020.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The *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. The *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*

FINANCIAL AND BUDGET IMPLICATIONS

The Council has allocated \$7,000 to prepare the *2021 – 2026 Economic Development Strategy*. Of the \$7,000, approximately \$4,600 has been spent on the engagement services of Mr Marcus Rolfe, Director, URPS to facilitate five (5) key sector workshops, which were held in November 2019. The remaining \$2,400 was used to undertake community consultation and engagement.

RESOURCE ISSUES

Preparation of this Strategy has required a significant amount of research, analysis and consultation with businesses due to the size and scope of the Strategy, the majority of which has been undertaken by Council staff.

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 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.

Subsequently at its meeting held 4 May 2020, the Council endorsed additional financial support for non-residential property owners.

Prior to the COVID-19 Pandemic, the Council's *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 *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 rebounding ability of the business community for a long period of time. The Strategy including its Vision, Outcomes, Objectives, Strategies and Actions, has been designed to help 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* 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 rebound 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. It is recognised that 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.

DISCUSSION

The *Draft 2021-2026 Economic Development Strategy* (as contained in **Attachment A**), recognises the leadership role of the Council in setting clear direction for economic development within the City and in supporting its business sector.

The intent of the *Draft 2021-2026 Economic Development Strategy* 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 as business.

Consultation

The community consultation and stakeholder engagement process was undertaken from Monday 20 July 2020 through to Monday 17 August 2020 to gauge the community's response to the proposed Vision, Outcomes, Objectives and Strategies for the City of Norwood Payneham & St Peters, as outlined in the *Draft 2021-2026 Economic Development Strategy*.

As part of the consultation and engagement process, a flyer was delivered to all businesses and commercial property owners in the City to advise them of the draft Strategy and invite them to comment on the Strategy. A copy of the flyer is contained in **Attachment B**.

Three (3) "drop-in sessions" were also held at the following three (3) venues across the City to try and engage with the business community and provide an alternate platform in which to obtain comments:

- Session 1
Wednesday 5 August 2020, 5:00pm – 6:30pm
Norwood Town Hall Customer Service Centre
- Session 2
Friday 7 August 2020, 8:00am – 9:30am
V2 Fit (61 King William Road, Kent Town)
- Session 3
Wednesday 12 August 2020, 3:00pm – 4:30pm
Robern Menz (71 Glynburn Road, Glynde)

In order to encourage comments from the community, consultation on the *Draft 2021-2026 Economic Development Strategy* was also promoted through the following platforms:

- a news item published on the Council's website;
- an article distributed via YourNPSP e-newsletter;
- a media release which was released on 20 July 2020;
- promotion via the Council's social media channels; and
- posters displayed at all three (3) Council libraries and at the Norwood Town Hall together with a hard copy of the draft Strategy.

An email was also sent to all participants of the sector workshops which were held in November 2019, advising them of the consultation and engagement period and inviting comments.

In response, the Council received a total of nine (9) submissions, comprising of four (4) written submissions and five (5) submissions in response to the survey template available on the Council's website. The submissions also included one (1) late submission. A copy of the survey is contained in **Attachment C**.

The online survey provided businesses, property owners and the community in general with the opportunity to answer specific questions about the Strategy and to also provide general comments in respect to the draft Strategy. Overall the responses to the survey submissions indicate that the participants are generally supportive of the core elements of the Economic Development Strategy in its current form.

As anticipated the written submissions provided more detailed responses, however of the four (4) written submissions received, two (2) are not directly relevant to this project, with the issues identified falling outside the scope of the Economic Development Strategy.

A summary of all of the submissions received and a response to each of the submissions is contained in **Attachment D** of this report. A copy of the original submissions received are contained in **Attachment E**.

The most significant issue raised in the submissions is the concept of 'regeneration' and the proposed adoption of the Doughnut Economics Model, with regeneration in this instance being defined as:

'A regenerative approach that seeks to understand and reinforce the authentic nature of people and communities – their essence- rather than diminishing them with one-size-fits-all, generic solutions and development programs' (Seven Principles of Regeneration, B Haggad 2017).

More specifically, three (3) of the submissions encourage the Council to adopt the Doughnut Economics Model, which is a planning framework for economies to thrive within the limits of their natural environment.

Whilst the concept of regeneration and more specifically, the Doughnut Economics Model have been identified amongst other key trends and considerations in the *Draft 2021- 2026 Economic Development Strategy*, the feedback in these submissions suggests that the concept should be further embedded and introduced as one of the four (4) key Outcomes in the Strategy.

In order to better understand the potential implications and benefits of the Doughnut Economics Model to the City, Staff have undertaken preliminary research into the concepts.

The preliminary results indicate that whilst the overall concept has significant merit, the ability to successfully implement the model and achieve significant behavioural change from the community as a whole will require the Council to adopt the model in a more holistic manner and not simply just in its *Economic Development Strategy*. Any chance for a significant behaviour change such as this will require the Council to adopt the concept at a broader strategic level as it relates to much more than the Council's economic agenda and will only be successful if it is applied holistically across all of the Council's areas of responsibility (i.e. environment, cultural, social and economic). Notwithstanding this, it is envisaged that the concept can be integrated and considered in the implementation of Actions over the life of the five (5) year Economic Development Strategy.

Whilst the Council did not receive any comments regarding the Vision, it was identified by Council Staff that the previous Vision needed to be more inspirational and strongly reflect the City as a place of opportunities, together with the Council's aspiration for business diversity and innovation. As a result the Vision in the Strategy has now been replaced with the following:

A City of opportunities built on thriving businesses that is recognised for its innovation, diversity and vibrancy.

In addition to the above, there have also been some minor amendments to the Strategy to increase clarity, merge similar Actions, enhance the presentation of graphs and further elaborate on Actions to increase understanding.

A copy of the amended *Draft 2021-2026 Economic Development Strategy* is contained in **Attachment A**.

OPTIONS

The Committee can endorse the revised *Draft 2021 – 2026 Economic Development Strategy* contained within **Attachment A** and recommend the document to the Council for endorsement. Alternatively, the Committee can amend, omit or propose changes to the *Draft 2021 – 2026 Economic Development Strategy* and forward the amended document to the Council with a recommendation for endorsement.

COMMENT

Notwithstanding that the COVID-19 Pandemic has had a significant impact on the economy at a local, national and international level, there is a significant opportunity for the Council to set a clear direction for its business and economic sector which focusses primarily on growth, attraction and understanding the needs of business during the transition out of the COVID-19 Pandemic and beyond.

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 the 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.

RECOMMENDATION

That the *Draft 2021-2026 Economic Development Strategy* contained in Attachment A, be endorsed as being suitable to present to the Council for its consideration and endorsement.

Cr Callisto moved:

That the Draft 2021-2026 Economic Development Strategy contained in Attachment A, be endorsed as being suitable to present to the Council for its consideration and endorsement.

Seconded by Cr Knoblauch and carried unanimously.

4. OTHER BUSINESS

Nil

5. NEXT MEETING

Tuesday 10 November 2020

6. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 7.11pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)