

Business & Economic Development Committee Minutes

14 June 2022

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 Scott Sims
Cr Carlo Dottore
Cr Garry Knoblauch
Cr John Callisto
Professor Richard Blandy

Staff Keke Michalos (Manager, Economic Development & Strategic Projects)
Tyson McLean (Economic Development & Strategic Projects Officer)

APOLOGIES Mr John Samartzis, Ms Trish Hansen

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 1 MARCH 2022

Professor Richard Blandy moved that the minutes of the Business & Economic Development Committee meeting held on 1 March 2022 be taken as read and confirmed. Seconded by Cr Dottore and carried unanimously.

2. PRESIDING MEMBER'S COMMUNICATION
Nil

3. STAFF REPORTS

3.1 PROGRESS REPORT ON THE 2021 – 2026 ECONOMIC DEVELOPMENT STRATEGY

REPORT AUTHOR: Economic Development Coordinator
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4616
FILE REFERENCE: qA89121
ATTACHMENTS: A – E

PURPOSE OF REPORT

The purpose of this report is to provide the Business & Economic Development Committee, with a progress report on the *2021-2026 Economic Development Strategy*.

BACKGROUND

The Council has endorsed the *2021-2026 Economic Development Strategy*, which is designed to guide economic development within the City, identify the priority areas for the five (5) year period and articulate the Council's role in supporting business and economic development.

Subsequent to research, which has been undertaken, sector workshops and consultation with the business sector, the *Draft 2021-2026 Economic Development Strategy* was developed and presented to the Committee at its meeting held on 16 June 2020. At that meeting, the Committee endorsed the Draft Strategy as being suitable to present to the Council for its consideration and endorsement to be released for community consultation and engagement.

Subsequently, the *Draft 2021-2026 Economic Development Strategy* was presented to the Council at its meeting held on 6 July 2020. At that meeting, the Council endorsed the *Draft 2021-2026 Economic Development Strategy* as being suitable to release for community consultation and engagement.

Following the conclusion of the consultation period, the results of the consultation and the revised final document, were presented to the Committee at its meeting held on 15 September 2020. The Committee resolved to present it to the Council for its endorsement. At its meeting held 6 October 2020, the Council endorsed the *2021-2026 Economic Development Strategy*.

This report provides an update on the key Strategies and Actions that have been progressed since the Committees meeting held on 1 March 2022.

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 a five (5) year period. The Strategy sits within the Council's decision-making framework and has been developed to align with other key strategic and policy documents.

The key strategies that have been used to inform, or that will work in conjunction with the *2021-2026 Economic Development Strategy* 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 – Mid Term Review*
- *Kent Town Economic Growth Strategy 2020 - 2025*
- *Norwood Parade Precinct Annual Business Plan*
- *Smart City Plan*

FINANCIAL AND BUDGET IMPLICATIONS

At its meeting held on 7 June 2021, the Council endorsed the continuation of the Separate Rate for the Norwood Parade Precinct and endorsed its Annual Business Plan for the 2021-2022 financial year.

At its meeting held 5 July 2021, the Council adopted the *Annual Business Plan, Budget and Declaration of Rates for 2021-2022*, which includes the following in respect to The Parade Precinct Separate Rate and the Economic Development Precinct Management budgets.

- a total budget of \$215,000 will be collected through The Parade Precinct Separate Rate for the 2021-2022 financial year; and
- a total budget of \$97,750 has been allocated by the Council to continue to deliver the Economic Development agenda in the 2021-2022 financial year.

In addition, *Raising the Bar Adelaide 2021* and the *Eastside Business Awards 2022*, received separate funding through the 2021-2022 Budget.

The Council's 2021-2022 Economic Development Budget has been used to progress delivery of the Year 2 Actions and funds will be exhausted by the end of the financial year. Some of the Year 2 and Ongoing Actions are set out in the Table contained in **Attachment A**.

EXTERNAL ECONOMIC IMPLICATIONS

The success of the *2021-2026 Economic Development Strategy* may be impacted by the broader economic environment and worldly events such as the COVID-19 Pandemic. Whilst the Strategy acknowledges and addresses the Pandemic, specifically in Year 1, it does not state that COVID related initiatives cannot be delivered in Years 2-5. In January 2022, the Council approved a third assistance package for local businesses impacted by restrictions imposed by the State Government, and Council Staff have also delivered the 'Taste of The Parade' Hospitality Voucher Program, which has injected money directly into Parade Precinct businesses.

SOCIAL ISSUES

Economic development impacts on both the business sector and the local community. Whilst the key focus of this Strategy is on the business sector, the two (2) are intrinsically linked and the prosperity of the local economy relies on creating a holistic environment where people want to invest, work, do business, live, shop and socialise.

CULTURAL ISSUES

The City is a culturally rich and diverse place, with a strong identity, history and sense of place. Cultural and creative activity is increasingly recognised as important components of economic growth. Economic growth and sustainability through employment, vibrancy and growth are all important factors in achieving cultural vitality.

RISK MANAGEMENT

In establishing the Strategic Framework for the *2021-2026 Economic Development Strategy*, the Council took into consideration the economic and demographic profile of the City, the views of the business community and partners and the key influences and trends that have, and will, impact on the City's economy. In doing so, the Council has ensured that the Strategy appropriately addresses the wide range of opportunities and challenges facing businesses and economic growth in the City. The Council will continue to work with the business community to ensure that the Strategies and Actions remain relevant and beneficial.

ENVIRONMENTAL ISSUES

A vital component in meeting the aspirations of current and future businesses located in the City of Norwood Payneham & St Peters, is ensuring that issues relating to environmental sustainability are considered together with economic sustainability. A sustainable environment impacts on business investment decisions and is a key asset in the success of local businesses. The Council will continue to promote programs aligned with environmental actions, as well as look to introduce initiatives with a sustainable focus that encourage and promote a circular economy.

RESOURCE ISSUES

The *2021-2026 Economic Development Strategy* has been prepared by the Council Staff, however it will require additional support, from both internal and external resources to ensure its timely implementation. The Council's Events Unit has assisted the Economic Development Unit with logistics to deliver the *Eastside Business Awards 2022*, which was held in April and will assist with the *Mid-Year Networking Event* and *Eastside Design for Living Publication Launch* event, which are both scheduled to be held in June 2022.

DISCUSSION

The implementation of the *2021-2026 Economic Development Strategy* commenced in January 2021 and to ensure that it is delivered in a timely manner, Council staff have developed a reporting structure that will be presented to the Business & Economic Development Committee at each of its meetings, for the purpose of tracking the progress of the Strategy's implementation and to provide direction and guide the Staff in its implementation.

The table contained in **Attachment A**, outlines progress on the Actions under each of the four (4) key themes that are currently being delivered in Year 2 of the Strategy or are 'Ongoing' Actions for the duration of the five (5) year Strategy. It should be noted that only the Actions that have commenced or progressed since the last Committee meeting have been included.

The Table whilst detailed, should be read in conjunction with the *2021-2026 Economic Development Strategy* to obtain a better understanding of the individual Action and the Objective that the Council is proposing to achieve.

The first annual review of the Council's *Economic Development Strategy*, which includes information on the 45 initiatives that have been delivered, was presented to the Committee at its meeting held 1 March 2022. The document is available to view and download at www.npsp.sa.gov.au

CONCLUSION

The *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 the Strategy with clear direction and focus provides the foundation for the Council to implement successful actions and initiatives and 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

Notwithstanding that the COVID-19 Pandemic has had a significant impact on the economy for the past two (2) years, at a local, national and international level, Council Staff have been able to achieve a significant number of Actions for the City's business and economic sector. The focus at this stage is to continue to understand the needs of businesses and to develop strategic programs and initiatives that will assist with recovery and lead to future growth.

RECOMMENDATION

That the report be received and noted.

Cr Knoblauch moved:

That the report be received and noted.

Seconded by Cr Dottore and carried unanimously.

3.2 VISITOR ECONOMY IN THE CITY OF NORWOOD PAYNEHAM & ST PETERS

REPORT AUTHOR:	Manager, Economic Development & Strategic Projects
GENERAL MANAGER:	Chief Executive Officer
CONTACT NUMBER:	8366 4509
FILE REFERENCE:	qA89121
ATTACHMENTS:	A

PURPOSE OF REPORT

The purpose of this report is to outline for the Committee's consideration, the role of the Visitor Economy within the City of Norwood Payneham & St Peters and its relationship to destination development.

BACKGROUND

At its meeting held in October 2020, the Council endorsed the *2021-2026 Economic Development Strategy* (contained in **Attachment A**) for the City of Norwood Payneham & St Peters. The intent of the *2021-2026 Economic Development Strategy* is 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 order to enable the Council to achieve its goals, the *Economic Development Strategy* was designed 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 Council/City that understand the needs of business.

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

Whilst each of these four (4) Themes represent a clear objective, they are all interrelated and the success of one is dependent on the successful delivery of all four Themes.

The purpose of this report is to outline for the Committee's consideration, the strategic framework which underpins Theme 2: Destination City, as well as highlight what the City has to offer, the initiatives that the Council is currently delivering to achieve this outcome and the role that the Council can play in the future to attract more visitors to the City.

Traditionally, the Tourism Economy is defined as the cluster of production units in different industries that provide consumption goods and services demanded by tourists. Such industries are called tourism industries because the tourist consumption represents such a significant share of their supply that, in the absence of tourists, the production of these good and services would cease to exist in a meaningful quantity.

In contrast, the Visitor Economy is a concept that takes into account economic activity which is much broader than that traditionally described as tourism and events. The World Travel and Tourism Council (WTTC) defines it as any direct, indirect and induced economic activity, resulting from visitors' interactions with a destination outside of their usual environment. Put simply, it is the term used to describe the economic benefit of visitor activity not just for those businesses/sectors directly related to tourism, but all sectors that have the opportunity to benefit from the increased number of visitations in a particular area or region. These visitors, provide benefits to the economy through the direct contribution of their activities, as well as the indirect contributions via the value chain, such as the impacts of capital investment and government expenditure.

There are four (4) key markets which are considered to contribute to the Visitor Economy, namely international visitors, interstate overnight visitors, intrastate overnight visitors and domestic day trip visitors, which includes destination focussed activity, which is travel outside of the usual home to take part in activities including entertainment, leisure, business, events, employment, education or to visit friends and relatives. No matter the purpose of the visitation, visitors add value through their behaviour as consumers and by using facilities and services. Visitors generate additional demand and contribute to diversity of local facilities and offerings. Most importantly, the visitors to the City are the best ambassadors for the City.

Included in the definition of Visitor Economy is the business visitation sector. This sector is equally important in a Local Government Area like Norwood, Payneham & St Peters, which has approximately 7,000 businesses, as well as a significant number of home- based businesses, all of which receive a high degree of short term, destination specific visitation. Recognising and targeting this sector is critical because this helps sustain ongoing employment in an area, brings in inward investment and showcases an area to business visitors who may return at a later date with family or friends.

Adopting a Visitor Economy mindset over the traditional Tourist Economy model will enable the Council to move from the person-centred concept of a 'tourist', which only measures the economic activity of that person to the place-centred concept of the 'visitor economy', which encompasses the whole environment within which visitors act.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

The relevant sections of the Council's Strategic Plan, *CityPlan 2030* are outlined below:

Economic Prosperity

Objective 5 - A local economy supporting and supported by its community.

The relevant section of the Council's *2021-2026 Economic Development Strategy* are as follows:

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.*

Strategy 2.1: *Showcase and promote the City's attractions and events to facilitate growth in visitation and spending.*

Strategy 2.2: *Support the City's vibrant mainstreet precincts.*

Strategy 2.3: *Facilitate the activation of key spaces and precincts in the City.*

Strategy 2.4: *Work with local business operators to strengthen the viability of precincts and enhance the customer experience.*

RESOURCE ISSUES

All initiatives designed to showcase, support and/or grow the Visitor Economy will be delivered through the Council's existing resources.

RISK MANAGEMENT

The Visitor Economy injects revenue into the economy, assists in supporting and creating jobs and contributes to the social and cultural makeup of the City. The risk of not recognising or capitalising on the benefits of the Visitor Economy is a lost opportunity for both the City and its residents and can lead to negative economic impacts.

DISCUSSION

As outlined in the Background Section of this report, the Visitor Economy recognises that visitors engage in a wide range of activities, some of which may be economic, while others include interaction with communities and environments. Better understanding of the purpose and motivation of visitors, can assist in targeting and increasing the economic benefit to the City and its businesses.

Therefore, if it is assumed that a visitor to the City of Norwood Payneham & St Peters can broadly be defined as all tourists who come to the City for a short break or longer stay, who live, work or study in the City, go shopping or stroll the streets, make use of its cultural, recreational or leisure facilities, or are simply destination focussed – these people will always leave some form of trace in the process, whether it takes the shape of economic or social impacts will be dependent on the purpose of their visit.

Given that each local area is different, with different physical landscapes and features and individual strengths and challenges, it is important for the Council to identify its local identity in order to drive local growth and deliver wider local benefits. By being really clear about the Council's brand and its offering, the Council will be in a better position to support small local businesses and create a great place to live, work and visit.

People are attracted to City of the City of Norwood Payneham & St Peters for a number of reasons including to attend sporting and entertainment events, dining out, shopping or simply enjoying the natural assets that the City has to offer, such as the St Peters Billabong, the River Torrens Linear Park and the numerous reserves and playgrounds. These combined with the City's cosmopolitan precincts and the unique and bespoke offerings provide the foundation for a successful Visitor Economy.

In recent years, all levels of Government have started to recognise the significance of the Visitor Economy as an increasingly sustainable economic driver for the local community, and as such, want to play an active role in developing this industry to ensure the sustainable future of those who choose to live and work in the City. A vibrant Visitor Economy also unlocks the opportunity for population growth, as there is a strong overlap between a place being liveable and great to visit. So, when visitors enjoy and fall in love with a location, they could decide to move and live locally, which can be a sustainable way to increase the capacity of the Council to deliver on community desires and expectations.

The Visitor Economy in the City of Norwood Payneham & St Peters has huge potential for future growth and to deliver on many local, State and Federal Government priorities. Councils' interstate and overseas are playing a key leadership role in capitalising on their local visitor economy's growth potential through creating the conditions for it to thrive and ensuring a rich cultural offer to attract visitors. However, there are opportunities to drive this growth further through the recognition of unique offerings, which will ultimately result in increasing productivity and deliver economic benefit. This means getting visitors to spend more when they visit or by ensuring that they have a positive experience, which will encourage them to return or recommend the destination to others. In the case of the City of Norwood Payneham & St Peters, the range of clusters that have established in the City provide the foundation to expand the value of the Visitor Economy which will bring considerable economic, social or cultural opportunities, Most commonly, experiences are the primary motivation for picking one destination over another. Key ways local areas are helping achieve this are through: giving visitors a higher value offer. A healthy Visitor Economy is dependent on a quality environment, cultural distinctiveness and social interaction, the safety that a location offers and the well-being that it delivers to its community. These qualities need to be protected and enhanced, with the business offerings used as a tool to drive regeneration and facilitate appropriate development and growth while benefiting the community.

Whilst the traditional tourism sector is not recognised as one of this City's strongest performing sectors, expanding the definition to a Visitor Economy will enable the Council to understand the crucial role it has and can continue to play in creating the conditions for the Visitor Economy to thrive - recognising the value that the Visitor Economy plays in local growth, jobs and prosperity.

For each dollar spent by a tourist in the City of Norwood Payneham St Peters, it is estimated that typically \$0.33 is spent on accommodation and food services, \$0.18 on retail trade and \$0.13 on administrative support services. **Graph 1** and **Table 1** illustrate the distribution of each \$1 spent by a tourist in the City of Norwood Payneham & St Peters.

Graph 1

Distribution of each \$1 spent by a tourist - Norwood Payneham St Peters (C) (2021 Release 1)

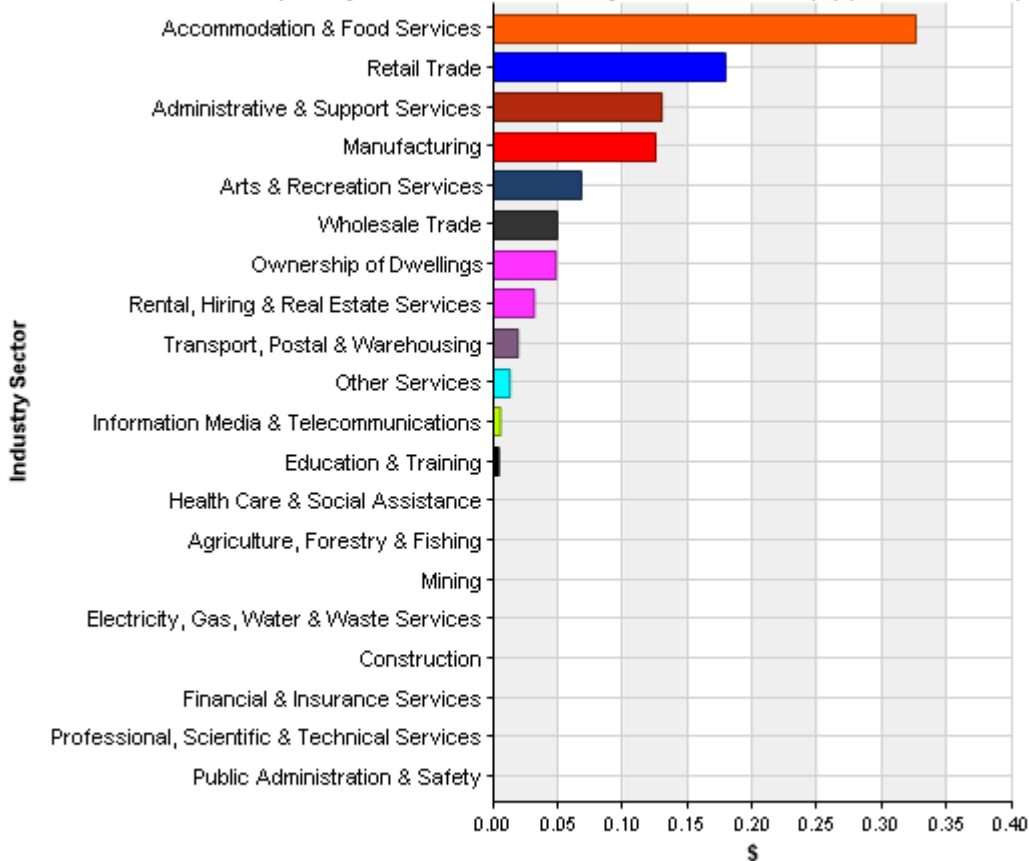


TABLE 1: ALL INDUSTRY SECTORS IN THE CITY OF NORWOOD PAYNEHAM & ST PETERS RANKED BY PORTION OF \$1 SPENT BY TOURIST

Norwood Payneham St Peters (C) (2021 Release 1)		
Industry Sector	\$	%
Accommodation Food Services	\$0.33	32.6%
Retail Trade	\$0.18	17.9%
Administrative Support Services	\$0.13	13.0%
Manufacturing	\$0.12	12.5%
Arts Recreation Services	\$0.07	6.8%
Wholesale Trade	\$0.05	4.9%
Ownership of Dwellings	\$0.05	4.8%
Rental, Hiring Real Estate Services	\$0.03	3.1%
Transport, Postal Warehousing	\$0.02	1.9%
Other Services	\$0.01	1.3%
Information Media Telecommunications	\$0.01	0.5%
Education Training	\$0.00	0.4%
Health Care Social Assistance	\$0.00	0.2%
Agriculture, Forestry Fishing	\$0.00	0.1%
Mining	\$0.00	0.0%
Electricity, Gas, Water Waste Services	\$0.00	0.0%
Construction	\$0.00	0.0%
Financial Insurance Services	\$0.00	0.0%
Professional, Scientific Technical Services	\$0.00	0.0%
Public Administration Safety	\$0.00	0.0%
Total	\$1.00	100.0%

In 2021, the tourism sector supported 863 jobs in the City of Norwood Payneham & St Peters with the total value of tourism related output generated by the sector in 2021, equating to approximately \$141.2 million, compared to 1,320 jobs and \$207.6 million prior to the COVID-19 Pandemic. A breakdown of the output attributed to Tourism in the City of Norwood Payneham & St Peters is illustrated in **Graph 2** and **Table 2** below.

Graph 2: Output attributable to Tourism - Norwood Payneham St Peters (C) (2021 Release 1)

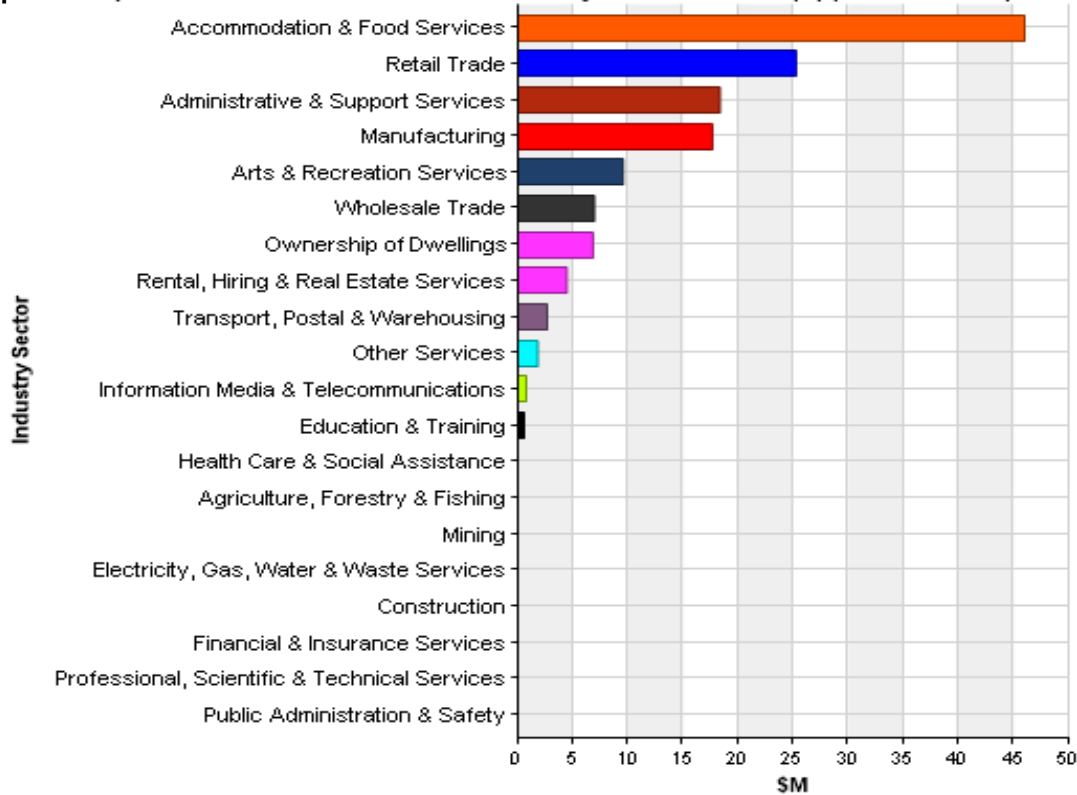


TABLE 2: ALL INDUSTRY SECTORS IN THE CITY OF NORWOOD PAYNEHAM & ST PETERS RANKED BY TOURISM RELATED OUTPUT

Industry Sector	Norwood Payneham St Peters (C) (2021 Release 1)	
	\$M	%
Accommodation Food Services	\$45.987	32.6%
Retail Trade	\$25.255	17.9%
Administrative Support Services	\$18.330	13.0%
Manufacturing	\$17.637	12.5%
Arts Recreation Services	\$9.545	6.8%
Wholesale Trade	\$6.926	4.9%
Ownership of Dwellings	\$6.810	4.8%
Rental, Hiring Real Estate Services	\$4.434	3.1%
Transport, Postal Warehousing	\$2.656	1.9%
Other Services	\$1.790	1.3%
Information Media Telecommunications	\$0.747	0.5%
Education Training	\$0.553	0.4%
Health Care Social Assistance	\$0.336	0.2%
Agriculture, Forestry Fishing	\$0.188	0.1%
Mining	\$0.000	0.0%
Electricity, Gas, Water Waste Services	\$0.000	0.0%
Construction	\$0.000	0.0%
Financial Insurance Services	\$0.000	0.0%
Professional, Scientific Technical Services	\$0.000	0.0%
Public Administration Safety	\$0.000	0.0%
Total	\$141.193	100.0%

In comparison, the Visitor Economy in March 2022 was estimated to contribute \$96.4 million into the Norwood Payneham & St Peters economy. The trajectory appears to be on an upward trend, which reflects the easing of restrictions and an increase in consumer confidence post the COVID-19 Pandemic.

Over the last two (2) years, the visitor spend within the City has ranged from a low of approximately \$55.7million in April 2020, which coincided with the first Covid-19 pandemic lockdown to a peak of \$121.6 million in December 2020, as illustrated in **Table 3** below. Interestingly, the escape of residential spend (ie loss out of the City to other Council areas) appears to be fairly consistent fluctuating generally between \$45 million to just over \$50 million (Refer to **Table 4**).

TABLE 3: VISITOR LOCAL SPEND PER MONTH (JAN 20 TO MAR 2022)

Month	Expenditure
2020	
January	\$ 81,659,122.00
February	\$ 85,290,894.00
March	\$ 84,546,666.00
April	\$ 55,721,482.00
May	\$ 73,408,248.00
June	\$ 85,909,257.00
July	\$ 99,025,461.00
August	\$ 94,240,750.00
September	\$ 98,697,668.00
October	\$ 100,715,827.00
November	\$ 93,173,440.00
December	\$ 121,648,820.00
2021	
January	\$ 94,538,309.00
February	\$ 93,224,476.00
March	\$ 105,195,559.00
April	\$ 97,091,436.00
May	\$ 101,895,897.00
June	\$ 98,374,948.00
July	\$ 86,920,469.00
August	\$ 101,429,763.00
September	\$ 103,051,034.00
October	\$ 103,443,343.00
November	\$ 104,942,132.00
December	\$ 115,020,262.00
2022	
January 2022	\$ 81,626,919.00
February	\$ 89,351,749.00
March	\$ 96,414,325.00
<i>Spendmapp by Geografia (2022)</i>	

Since January 2020, 37% of "resident escape" has gone to "Consumer Staples", 49% to "Discretionary Spend" and 14% to "Services & other". Resident Escape expenditure for discretionary items, is going predominately to the suburbs of Adelaide, Glenside and North Adelaide.

TABLE 4: RESIDENT ESCAPE SPEND PER MONTH (JAN 20 TO MAR 22)

Month	Expenditure
2020	
January	\$ 44,248,195.00
February	\$ 40,517,531.00
March	\$ 39,716,046.00
April	\$ 23,495,235.00
May	\$ 33,284,741.00
June	\$ 39,238,267.00
July	\$ 44,826,666.00
August	\$ 42,638,543.00
September	\$ 45,066,005.00
October	\$ 47,711,583.00
November	\$ 42,934,581.00
December	\$ 60,278,865.00
2021	
January	\$ 50,337,121.00
February	\$ 45,809,366.00
March	\$ 51,503,415.00
April	\$ 50,797,703.00
May	\$ 50,203,729.00
June	\$ 49,336,905.00
July	\$ 42,512,330.00
August	\$ 47,299,837.00
September	\$ 49,776,971.00
October	\$ 53,268,628.00
November	\$ 53,942,738.00
December	\$ 60,409,896.00
2022	
January	\$ 44,051,249.00
February	\$ 44,227,610.00
March	\$ 49,334,308.00
<i>Spendmapp by Geografia (2022)</i>	

The majority of the Visitor expenditure in the City of Norwood Payneham & St Peters is on "Dining & Entertainment", "Grocery Stores & Supermarkets" (top 2 by a margin) and "Specialised & Luxury Goods". This is not surprising given the quality and range that the City of Norwood Payneham & St Peters has to offer. **Table 5** sets out a breakdown of visitor expenditure by month and suburb and highlights the top category of expenditure and the top visiting suburb.

TABLE 5: EXTERNAL VISITOR SPEND BY SUBURB – HIGHEST TO LOWEST (MAY 2021 TO APRIL 2022) WITH THE TOP EXPENDITURE CATEGORY AND TOP VISITOR SUBURB

	2021								2022					
Suburb	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	Top Category	Top Suburb
Norwood (\$M)	26.8	26.4	23.2	26.3	27.8	27	26.7	30.3	19.7	21.5	22.9	22.9	Dining & Entertainment	Magill
Firle (\$M)	8.4	7.97	7.82	8.29	7.93	8.16	8.14	10	7.03	6.72	7.75	8.13	Grocery Stores & Supermarkets	Magill
Marryatville (\$M)	4.34	4.2	3.87	4.54	4.43	4.56	4.48	5.08	4.06	4	4.51	4.52	Grocery Stores & Supermarkets	Kensington Park
Trinity Gardens (\$M)	3.78	3.83	3.51	3.89	3.5	3.59	3.74	4.06	3.91	3.66	3.56	3.4	Specialised & Luxury Goods	Magill
Kent Town (\$M)	3.26	3.4	2.42	4.03	4.03	3.97	4.38	3.8	2.88	3.89	4.08	2.78	Bulky Goods	Magill
Marden (\$M)	3.16	3.12	3	3.05	3.14	3.19	3.07	4.22	2.88	2.79	3.39	3.49	Grocery Stores & Supermarkets	Klemzig
Stepney (\$M)	3.05	2.66	2.09	2.87	2.89	2.8	2.86	3.06	1.84	2.34	2.69	2.33	Dining & Entertainment	Athelstone
St Peters (\$M)	2.53	2.49	2.29	2.7	2.76	2.8	2.93	3.93	1.97	1.99	2.36	2.28	Specialised Food Retailing	Walkerville
Glynde (\$M)	1.75	1.68	1.25	1.82	1.73	2.01	1.56	2.05	1.91	1.54	1.69	1.73	Dining & Entertainment	Campbelltown
Felixstow (\$M)	1.65	1.44	1.32	1.56	1.55	1.64	1.5	1.39	1.2	1.2	1.37	1.38	Dining & Entertainment	Campbelltown
St Morris (\$K)	612	660	365	538	679	555	584	649	394	511	524	480	Dining & Entertainment	Magill
Kensington (\$K)	636	555	410	597	628	553	540	477	379	426	579	418	Dining & Entertainment	Magill
Payneham (\$K)	315	252	181	363	311	242	296	133	73.1	202	185	151	Professional Services	Athelstone
Maylands (\$K)	206	190	178	290	239	236	331	237	97.8	155	187	136	Dining & Entertainment	Magill
Evandale (\$K)	278	246	265	328	291	181	163	110	33.2	57.1	51.1	41.5	Transport	Athelstone
Royston Park (\$K)	138	160	103	154	158	188	165	150	56.5	129	143	124	Dining & Entertainment	Athelstone
Hackney (\$K)	90.8	92.4	84.5	139	115	155	94.8	100	62.3	122	137	127	Transport	North Adelaide
College Park (\$K)	136	93.8	86.8	99.4	103	91	90	147	81	130	84.4	77.3	Dining & Entertainment	Magill
Heathpool	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Joslin	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Payneham South	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

The foundation for the success of the Visitor Economy is creating quality of life, quality of place and quality of experience. The introduction of the following four (4) key principles when identifying, developing and promoting destinations within the City will assist the Council in achieving this objective:

1. Recognising the Cycles of Destination Development

Identifying and creating new and interesting locations as destinations based on the unique and bespoke offerings within the City of Norwood Payneham & St Peters will create additional attractions for visitors and help to ensure that the positive effects of the Visitor Economy are better distributed within the City. There are three (3) key phases which form part of destination development.

- Phase 1 – Opening up different aspects of the destination, creating strong momentum in both the offering and demand. An example of this is the imminent release of the *Eastside Design For Living* publication.
- Phase 2 – Consolidating the offering and the strategic positioning in order to distinguish it from competitive destinations.
- Phase 3 - Further development of the destination. With all destinations, there is a period of growth, stagnation and eventually decline. It is therefore important for the Council to be aware of the various stages and implement ways to revitalise the concept at the stagnation stage in order to avoid or minimise the decline of the initiative/destination.

2. Leadership Role of the Council in Driving Local Growth

Recognising and unlocking the local growth potential of the Visitor Economy is a critical step in expanding the Visitor Economy. The Council can take advantage of the Visitor Economy's local growth potential through playing a strong leadership role and catalyst for growth. It can do this through a number of ways including creating the conditions for businesses associated with the Visitor Economy to thrive through easier-to-understand planning processes for businesses wanting to establish or expand in the City, investing in infrastructure to support these businesses and increasing its support and promotion of these businesses.

To date, the Council has invested in promoting The Parade as the State's Premier mainstreet and Magill Road as the City's prominent furniture and homewares destination. It has also invested in supporting and showcasing some of the City's unique offerings including the food manufacturing businesses located in Glynde and Stepney and the Eastside Wine and Ale Trail businesses located throughout the City, which has seen an increase from four (4) Cellar Doors to twelve (12) Cellar Doors and Distilleries over a period of five (5) years.

The Council's more recent initiative is the production of the *Eastside Design for Living* Publication, (a copy of which will be distributed to the Committee at its Meeting). This initiative, which will be launched on Wednesday 15 June, 2022 at Asser + Co, has been designed to showcase the large homewares and furniture businesses, which are located across the City. The objective is to strategically position the City in relation to this sector in order to increase visitation and inspire customers to shop in the City for their homewares as a unique alternative to the generic homemaker centres located at Gepps Cross, Mile End and Marion.

As the next step in the process the Council has allocated a budget to deliver a People, Place & Activity Strategy. Integral to the successful delivery of this Strategy, is the need to understand the City's Visitation Economy.

3. Improving the Quality of Offer

In order to make a destination an attractive option to visitors there needs to be a quality offer at every stage of the visit starting with the inspiration to match consumers' rising expectations.

One of the key roles of the Council, moving forward in its goal to increase its Visitor Economy, is to increase and provide appropriate support for the small and medium sized businesses to improve their quality of offer in order to attract an increased inward investment. One of the most relevant examples in the City of Norwood Payneham & St Peters, is the light industrial area of Glynde, which houses a strong small to medium size food manufacturing sector. Whilst the food offering of these businesses is of a world class standard, the marketing, facilities and methods of production of these businesses are often restricting their growth. Improving the public realm in Glynde, for example, and providing an appropriate level of support to these businesses through the identification of opportunities and pathways to expand their businesses needs to be the Council's main focus in relation to this sector.

4. Establishing a set of key performance indicators to measure success

The interaction between the way a visitor experiences a location and the liveability for the local community are inextricably linked. Measuring resident satisfaction is one mechanism by which the Council can measure the success of an initiative. However, in regards to businesses, the best measure for success would be the increase in visitation, increase in consumer spending and the increase in new investment into the City, which can be directly or indirectly related. A good example is the Eastside Wine and Ale Trail, which has tripled in size simply through the promotion of the cluster and the advantages of the inner-City location that this City has to offer.

Given that the overall objective will be to see an increase in consumer spend and a growth in the Visitor Economy, the main key performance indicator will be to measure the direct and indirect economic impact. As each initiative will have slightly different objectives, and will to some degree, be driven by the market, specific key performance indicators will need to be established for each initiative.

CONCLUSION

The Visitor Economy not only makes a direct contribution to a local economy, it also provides an invaluable indirect economic impact through supporting businesses in the supply chain. Its wide reaching remit assists in creating attractive places to both live and work in addition to wider benefits to the local community; through an increased choice of facilities such as places to eat out, local shops, events and sporting facilities, as well as conservation of local heritage and the natural landscapes such as the River Torrens Linear Park and the many and varied parks and reserves.

COMMENTS

Given the significant contribution that the Visitor Economy makes to the City of Norwood Payneham & St Peters, it is important that the Council continues to play a leadership role and identify potential opportunities to pursue the development of destinations, facilitating and advocating for their growth.

RECOMMENDATION

That the Committee recommends to the Council, that the four (4) principles of a Visitor Economy be adopted and implemented in the delivery of all initiatives associated with the *2021-2026 Business & Economic Development Strategy*, where the outcome has the potential to impact on the Visitor Economy.

Cr Knoblauch moved:

That the Committee recommends to the Council, that the four (4) principles of a Visitor Economy be adopted and implemented in the delivery of all initiatives associated with the 2021-2026 Business & Economic Development Strategy, where the outcome has the potential to impact on the Visitor Economy.

Seconded by Cr Callisto and carried unanimously.

4. OTHER BUSINESS

Nil

5. NEXT MEETING

Tuesday 16 August 2022.

6. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 7.31pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)