

Business & Economic Development Committee Minutes

19 March 2019

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 (entered the meeting at 6.18pm)
Ms Skana Gallery

Staff Mario Barone (Chief Executive Officer)
Lisa Mara (General Manager, Governance & Community Affairs)
Isabella Dunning (Manager, Governance, Legal & Property)
Keke Michalos (Manager, Economic Development & Strategic Projects)
Stacey Evreniadis (Economic Development Co-ordinator)
Jennifer Attick (Economic Development Officer)
Rosanna Francesca (Strategic Projects Co-ordinator)
Jared Barnes (Project Manager, Urban Design & Special Projects)

APOLOGIES Mr John Samartzis

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 SEPTEMBER 2016

Cr Sims moved that the Minutes of the Business & Economic Development Committee meeting held on 1 September 2016 be taken as read and confirmed. Seconded by Professor Dick Blandy and carried.

2. PRESIDING MEMBER'S COMMUNICATION

Mayor Bria welcomed all Members and congratulated them on their appointment to the Committee.

Ms Trish Hansen entered the meeting at 6.18pm.

3. PRESENTATIONS

- 3.1 Business & Economic Development Committee – Role and Responsibilities
- 3.2 City of Norwood Payneham & St Peters Economic Development Overview
- 3.3 Kent Town Urban Design Framework and Economic Development Strategy

4. STAFF REPORTS

4.1 BUSINESS & ECONOMIC DEVELOPMENT COMMITTEE TERMS OF REFERENCE

REPORT AUTHOR: Manager, Economic Development & Strategic Projects
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4509
FILE REFERENCE: S/01766
ATTACHMENTS: A

PURPOSE OF REPORT

The purpose of this report is to present the Business & Economic Development Committee (the Committee) Terms of Reference to the Committee.

BACKGROUND

Pursuant to Section 7 of the *Local Government Act 1999*, the functions of a Council include:

- (g) *to promote its area and to provide an attractive climate and location for the development of business, commerce, industry and tourism.*

In order to fulfil this function, Local Government has seen the establishment of business and economic portfolios over the last 20 years. Each Council takes its own approach to the delivery of this function, however, since the introduction of this provision into the Local Government Act, economic development has developed into a mainstream function of Local Government.

The City of Norwood Payneham & St Peters has embraced economic development as a mainstream function and it is evident that over the journey since it was adopted by Council, the business and commercial, industry and tourism components, have steadily increased to the level where it is regarded as a strength of local communities and South Australia generally.

In order to assist the Council in the performance of its business and economic development functions, in 2007, the Council established the Business & Economic Development Committee, to provide a whole-of-city approach to business and economic development and high level strategic advice to the Council to assist the Council with delivering this function.

Prior to the commencement of the 2018 Local Government Election, and in accordance with the *Local Government Act 1999*, all Committees of the former Council were disbanded, including the Business & Economic Development Committee.

Following the 2018 Local Government Election, the Council resolved to re-establish the Business & Economic Development Committee.

In re-establishing the Committee, the Council also undertook a general review of the functions and membership arrangements of the Committee as part of the Committee's Terms of Reference.

This report presents the Business & Economic Development Committee Terms of Reference to the Committee. A copy of the Business & Economic Development Committee Terms of Reference is contained within **Attachment A**.

DISCUSSION

The Business & Economic Development Committee's Terms of Reference, focus on the provision of strategic advice on issues associated with the delivery of strategic and economic development issues across the City as well as the development of the Council's new Business & Economic Development Strategy.

The Committee's Terms of Reference stipulate that the role of the Committee is as follows:

- *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) to 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), marketing and promotion associated with businesses and economic development.*

The Committee comprises ten (10) Members including five (5) Elected Members and five (5) Members from across a range of business sectors.

Mayor Bria has been appointed as the Presiding Member of the Committee by the Council.

RECOMMENDATION

That the report be received and noted.

Cr Sims moved:

That the report be received and noted.

Seconded by Cr Knoblauch and carried.

Short Term Suspension of Proceedings

At 6.55pm the Presiding Member, with the approval of two-thirds of the Members present suspended the meeting procedures pursuant to Regulation 20(1) of the Local Government (Procedures at Meetings) Regulations 2013, to enable the Economic Development team to make a presentation on the Council's Economic Development Initiatives and provide an overview of statistics and data on the Council's five (5) key sectors of Retail, Health, Education, Food Manufacturing and Creative Industries.

Resumption of Proceedings

At 7.49pm proceedings resumed.

4.2 2019-2024 BUSINESS & ECONOMIC DEVELOPMENT STRATEGY

REPORT AUTHOR: Manager, Economic Development & Strategic Projects
GENERAL MANAGER: Chief Executive Officer
CONTACT NUMBER: 8366 4509
FILE REFERENCE: S/03965 S/01766
ATTACHMENTS: A - E

PURPOSE OF REPORT

The purpose of this report is to provide the Business & Economic Development Committee with background information regarding the development of the Council's new Business & Economic Development Strategy.

BACKGROUND

At its meeting held on 22 October 2015, the Business & Economic Development Committee resolved the following in relation to the development of a new Business & Economic Development Strategy:

1. *That the 2016-2021 Business & Economic Development Strategy clearly articulate that the City of Norwood Payneham & St Peters is 'open for business'.*
2. *That the Committee recommends that the 2016-2021 Business & Economic Development Strategy investigate the following as priority areas of economic development for the City of Norwood Payneham & St Peters over the next five (5) years:*

- *Health*
- *Education*
- *Food Manufacturing*
- *Creative Industries*
- *Retail*

and that the opportunities for emerging industries be incorporated into the Strategy as an area of significant importance.

3. *That the 2016-2021 Business & Economic Development Strategy incorporate an implementation plan.*
4. *That the Committee notes that Staff will now prepare a final Project Brief and undertake the procurement process to appointment a Consultant to develop the Strategy.*

Due to a number of competing priorities, the Business & Economic Development Strategy was not able to be finalised. However, the Council recognises the importance of having a contemporary strategic framework and has subsequently re-established the Business & Economic Development Committee to assist in the preparation of a new Business & Economic Development Strategy, as a matter of priority.

The Council's first Business & Economic Development Strategy was developed in 2007 and provided the strategic framework for the five (5) year period 2008-2013. The development of this Strategy was managed by an external consultant and included a consultation process with local business leaders, as well as other relevant agencies such as the South Australian Tourism Commission (SATC).

The Strategy was based on five (5) Themes, each of which contained a number of objectives, and strategies. A copy of the Council's 2008-2013 Business & Economic Development Strategy is contained in **Attachment A**.

The Business & Economic Development Strategy was developed in parallel with the development of the Council's Strategic Management Plan, *CityPlan 2030: Shaping Our Future* and makes reference to the objectives contained under the heading of *Economic Prosperity: A dynamic and thriving centre for business and services*.

Given that the Council's Strategic Plan, *CityPlan 2030*, represents the Vision to 2030, it is important that the new Business & Economic Development Strategy also references this document closely. A copy of *CityPlan 2030: Shaping Our Future* is contained in **Attachment B**.

The former Business & Economic Development Committee commenced discussions regarding the development of a new Business & Economic Development Strategy. In summary, the Committee agreed to the following eight (8) guiding principles, namely:

- Quality
- Individuality
- Liveability
- Connectivity
- Smart and creative
- Export culture
- One catalyst project for each of the 6 pillars over the next 12-18 months
- Ensure that people setting up businesses have what they need – skilled workforce, cheap NBN, etc;

and endorsed a framework which was to be based on the following six (6) Pillars:

1. Health and Wellbeing.
2. Kent Town Creative Industries Hub.
3. Artisan Food/ Manufacturing.
4. Mainstreet Precincts/ Engaging with property owners.
5. Population Density.
6. Engage with property owners.

In addition, the Committee endorsed the following five (5) step process for developing the new framework:

- Step 1: Understanding your Existing Environment:
 - what's going on in the media?
 - what are the broader macro issues? Consider global impacts on our region.
 - how are you going to respond?
 - understand what's happening and what's going to happen to identify opportunities.
 - understand your local industries (industry associations).
 - developing the skills you need within NPSP – employment self-containment. Journey to work data:
 - Why are people leaving NPSP?
 - Where are they going?
 - What are their skills?
 - Can major businesses capitalise on these local skills?
- Step 2: Identify your Competitive Edge:
 - What does the City of Norwood Payneham & St Peters have that no-one else does?
 - What are our natural strengths?
 - What are our limitations? – two categories:
 - 1) can be influenced/ mitigated/ controlled/ changed, and
 - 2) ones that can't.
- Step 3: Speak with Key People:
 - Consultation
- Step 4: Identify and Prioritise Key Opportunities:
 - do the analysis, interpret the data
 - have the evidence base
 - is it politically acceptable?
- Step 5 – Implement and Monitor.

An unedited copy of the proposed framework is contained in **Attachment C**.

Concurrently with the discussions regarding the development of the new Business & Economic Development Strategy, the Eastern Region Alliance (ERA), comprising of the six (6) Councils based in the eastern region of Metropolitan Adelaide (namely the Cities of Norwood Payneham & St Peters, Campbelltown, Burnside, Prospect, Unley and the Town of Walkerville) commissioned Professor Richard Blandy to undertake an economic analysis of the region. A copy of the Final Report and the subsequent Eastern Region Alliance Action Plan is included as **Attachment D** and **Attachment E**, respectively.

The *Size, Structure and Growth of the Eastern Region Alliance's Economy Report*, prepared by Professor Blandy, recommends some strategies for the development of the economy of Eastern Region. This Report provides an opportunity for the Committee to consider the relevance of the recommendations to economic development in the City of Norwood Payneham & St Peters.

RELEVANT STRATEGIC DIRECTIONS & POLICIES

- *CityPlan 2030: Shaping Our Future*
- City of Norwood Payneham & St Peters Business & Economic Development Strategy 2008-2013
- 30 Year Plan for Greater Adelaide
- The Size, Structure and Growth of the Eastern Regions Alliance's Economy

FINANCIAL AND BUDGET IMPLICATIONS

A budget of \$7,000 has been allocated by the Council to this project to enable community consultation and engagement to be undertaken on the draft document.

RESOURCE ISSUES

The development of the 2019-2024 Business & Economic Development Strategy will be undertaken by Council staff.

DISCUSSION

Given that a new Business & Economic Development Committee has recently been appointed by the Council and the time that has elapsed since the previous Committee considered a framework for the Business & Economic Development Strategy, it is timely for the Committee to review the previous framework and give consideration to the progression of a new model that better reflects more contemporary strategies.

In 2008, when the first Business & Economic Development Strategy was developed, the Council was focussed on a Precinct approach to business and economic development, focusing on The Parade, Magill Road and the Glynde Corner. With the success of this model, the Precinct approach was expanded to include Payneham Road and ultimately Kent Town.

Whilst the Precinct model was innovative for its time, this model at times delivered outcomes which were very much "silo" focussed and with that came many missed opportunities, particularly for the businesses and business sectors located outside of those precincts, which also contribute significantly to the Norwood Payneham & St Peters economy. This has become even more critical given the ever changing and evolving local and external economies.

The Business & Economic Development Committee is charged with the responsibility of taking a broader approach to economic development across the City and ensuring that its strategic recommendations are holistic, removing the barriers previously created by the Precinct model. For this reason, the new Business & Economic Development Strategy needs to be very clear about what it is aiming to achieve and also clear about what the Council's role is in achieving that vision.

Whilst the proposed six (6) Pillar Framework for the new strategy (based on developing one (1) key catalyst project for each) potentially tightens the Council's focus for economic development and redirects its focus to high impact projects, rather than a number of smaller projects and initiatives, which was characteristic of the previous 2008-2013 Business & Economic Development Strategy, its success will be reliant on clearly identifying the objectives, the Council's role in economic development and also articulating what the Council can and cannot influence.

It is therefore proposed that as part of the background investigations that fundamental issues such as the following be considered:

- the Council's direct infrastructure investment and whether or not this is aligned, or could be aligned, to the economic strategy to deliver better outcomes (eg the Glynde Light Industrial Area which contains a number of food manufacturing businesses);
- the Council's role in land use planning and whether or not the planning policies which are currently in place adequately reinforce the Council's strategic vision for economic development and whether the policies deliver the outcome that is envisaged; and
- what can the Council influence and what partnerships can be established to make Norwood Payneham & St Peters the preferred location for businesses and the types of businesses which the Council should attract.

It is also critical that the Strategy contains a clear vision (specifically relating to economic development) and is focussed on delivering the vision and ensuring that the vision can be achieved.

As part of its deliberations, the former Business & Economic Development Committee identified that in order to achieve a successful outcome, the Strategy needed to emphasise that the City of Norwood Payneham & St Peters is 'open for business' and to clearly articulate the role of the Council in economic development. The Committee also recognised that, in order to deliver a successful Strategy, the Council needs to be very innovative, focussed and not try to be "all things to all people". On this basis, the Committee concluded that the Council should focus on the following five (5) priority areas of economic development over the next five (5) years:

- Retail;
- Health;
- Education;
- Food Manufacturing; and
- Creative Industries.

If the new Committee agrees with this framework, Council Staff will as a matter of priority commence the preparation the 2019-2024 Business & Economic Development Strategy.

CONCLUSION

Nil.

COMMENTS

Nil.

RECOMMENDATION

1. The Committee notes that staff will commence as a matter of priority the preparation of the draft 2019-2024 Business & Economic Development Strategy, based on the following (5) priority areas of economic development:
 - Health;
 - Education;
 - Food Manufacturing;
 - Creative Industries; and
 - Retail.
 2. The Committee notes that progress reports will be provided to the Committee as required.
-

Cr Callisto moved:

1. *The Committee notes that staff will commence as a matter of priority, the preparation of the draft 2019-2024 Business & Economic Development Strategy and that for the purposes of preparing the draft Strategy, the following (5) priority areas of economic development be endorsed 'in principle':*
 - *Health and Wellbeing;*
 - *Education;*
 - *Food Manufacturing;*
 - *Creative and Culture Industries; and*
 - *Retail.*
2. *That Staff investigate the Circular Economy concept and prepare a report for the Committee's consideration.*
3. *That Population Growth, Liveability and Equity and Diversity be included in the guiding principles and framework for the Business & Economic Development Strategy.*
4. *That further economic analysis be undertaken of the economic sectors across the City of Norwood Payneham & St Peters and at the Regional, State and National levels and that the results be presented to the Committee.*

Seconded by Cr Sims and carried.

5. OTHER BUSINESS

Nil

6. CLOSURE

There being no further business the Presiding Member declared the meeting closed at 9.00pm.

Mayor Robert Bria
PRESIDING MEMBER

Minutes Confirmed on _____
(date)