

Business & Economic Development Committee Agenda & Reports

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.*

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

Telephone 8366 4555
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City of
Norwood
Payneham
& St Peters

10 June 2022

To all Members of the Business & Economic Development Committee

Committee Members

- Mayor Robert Bria (Presiding Member)
- Cr Carlo Dottore
- Cr Scott Sims
- Cr Garry Knoblauch
- Cr John Callisto
- Mr John Samartzis
- Professor Richard Blandy
- Ms Trish Hansen

Staff

- Mario Barone (Chief Executive Officer)
- Keke Michalos (Manager, Economic Development & Strategic Projects)
- Stacey Evreniadis (Economic Development Co-ordinator)
- Tyson McLean (Economic Development & Strategic Projects Officer)

NOTICE OF MEETING

I wish to advise that pursuant to Sections 87 and 88 of the *Local Government Act 1999*, the next Ordinary Meeting of the Business & Economic Development Committee, will be held in the Mayors Parlour, Norwood Town Hall, 175 The Parade, Norwood, on:

Tuesday 14 June 2022, commencing at 6.15pm

Please advise Keke Michalos on 83664509 or email kmichalos@npsp.sa.gov.au, if you are unable to attend this meeting or will be late.

A light meal will be available at the meeting.

Yours faithfully



Mario Barone
CHIEF EXECUTIVE OFFICER

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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.

Attachment A

Progress Report on the 2021-2026 Economic Development Strategy

City of Norwood Payneham & St Peters
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IMPLEMENTATION OF THE 2021-2026 ECONOMIC DEVELOPMENT STRATEGY

1. DYNAMIC & DIVERSE CITY

Outcome: 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 strength and strategic priority.

ACTION	UPDATE	STATUS
<p>CV.1.0.3 Focus marketing and promotional initiatives on the Retail and Hospitality sectors to increase discretionary spend</p>	<p>TASTE OF THE PARADE HOSPITALITY VOUCHER PROGRAM</p> <p>At its meeting held on Tuesday, 15 February 2022, The <i>Norwood Parade Precinct Committee</i> endorsed the following:</p> <ol style="list-style-type: none"> <i>That the Norwood Parade Precinct Committee endorses The Parade Hospitality Voucher Program and allocates a budget of \$12,500 (500 vouchers valued at \$25 each).</i> <p>The purpose of The <i>Taste of The Parade Hospitality Voucher Program</i> was to encourage the community to once again, visit the many and varied hospitality businesses within The Parade Precinct, given the impact that the COVID-19 Pandemic has had on the sector with regards to the State Government enforced restrictions (density limits, no dancing, drinking whilst seated etc) and give the Precinct a cash injection to help stimulate the hospitality sector.</p> <p>The <i>Taste of The Parade Hospitality Voucher Program</i>, was distributed on a first-in-first serve basis, meaning the first 500 eligible registrants would receive a voucher as part of the first round of allocations. The registration period opened on Thursday, 10 March 2022 and closed on Thursday, 24 March 2022. During this period 4,309 registrations were received, noting that this figure does include some ineligible registrations that have not been filtered out (i.e. people registering more than once).</p> <p>The first round of voucher recipients had from Monday, 28 March 2022 until Sunday, 1 May 2022 to redeem their voucher at their nominated business. During this period, a total of 259 vouchers were redeemed, equating to a take up of 52%. This resulted in a direct minimum injection of \$9,065, which is inclusive of the Council's contribution (\$25 per \$35 spend). The exact expenditure will be calculated once</p>	In progress

customer receipts are collected/submitted. This conversion rate is generally in line with the redemption rate of similar vouchers which have been offered by the State Government. Recipients were given five (5) weeks to redeem their voucher and were sent two (2) reminder emails if they had not yet redeemed their voucher to encourage them to use their voucher by the due date.

The first 500 vouchers were distributed evenly amongst the hospitality businesses, with 45 out of a possible 56 businesses that were willing to participate in the Program, receiving at least one (1) voucher. The five (5) most popular businesses to have been nominated for a voucher as part of the first round were:

- 400 Gradi (53);
- Argo on The Parade (29);
- Betty's Burgers (29);
- Danny's Thai (29); and
- 30 Acres (26).

However, the top five (5) businesses that had vouchers redeemed as a percentage of vouchers allocated (business with over 5 vouchers allocated) were:

- 30 Acres (21 out of 26);
- Eastern Garden Chinese Restaurant (10 out of 13);
- Colonist Tavern (19 out of 25);
- Hanamura Norwood (10 out of 14); and
- Hsin Fortuna Restaurant (5 out of 7).

The top five (5) suburbs within which the first 500 voucher recipients resided were:

- Norwood (14%);
- Kensington (8%);
- St Peters (7%);
- Burnside (6%); and
- Payneham (6%).

The gender composition of the first 500 voucher recipients was as follows:

-
- Female (62.6%);
 - Male (37%); and
 - Other (0.4%).

The age bracket composition of the first 500 voucher recipients was as follows:

- 0-20 (2%);
- 20-30 (14.6%);
- 30-40 (17.8%);
- 40-50 (21.8%);
- 50-60 (21%); and
- 60+ (22.8%).

The remaining 241 vouchers that went unredeemed during this period, expired at midnight on Sunday, 1 May 2022. The unredeemed vouchers were then re-distributed to those registrants next in the queue. These registrants can redeem their voucher from Friday 6 May 2022 until Sunday 12 June 2022. Of the 241 vouchers that have been re-distributed, twenty-seven (27) have been redeemed at the time of preparing this report.

All of the hospitality businesses within The Parade Precinct were given the opportunity to participate in the Program. In total, there were seven (7) businesses that indicated a desire not to be part of the voucher program and therefore could not be selected by someone who was registering to receive a voucher.

The Council engaged and liaised with local web design company, Karmabunny to develop a marketing package for this initiative, which included creating the following:

- registration form which would assign a unique code to each individual person;
- somewhere to store the data from the registrations;
- an email that could be sent to the voucher recipients, which would automatically include the registrants name, the business they selected, the voucher expiry date and their unique QR code;
- the webpage that would appear when the QR code was scanned, including the 'Redeem' button; and
- tracking of who had redeemed their voucher and when.

The advantages of establishing this system is that it can now be used for other similar initiatives.

The overall success of the voucher program cannot be determined at this point in time, due to the voucher redemption period for the secondary allocation still being active. However, the program was extremely successful in terms of the number of registrations that the Council received, which regardless of the conversion rate, is pleasing and will assist with future marketing and promotion of The Parade. However, the need for a strong conversion rate (voucher recipients actually redeeming their voucher) will ultimately determine whether the voucher program has been successful or not and the total cash injection that this investment has made to The Parade Precinct.

1.1.1: Continue to support and promote the Food & Beverage Manufacturing sector.

FOOD SECRETS OF GLYNDE & STEPNEY BUS TOURS

In progress

The *Food Secrets of Glynde & Stepney* food tours have been running since 2015, between the months of February and November inclusive, with each and every year the bus tours sell out.

ALSO ACHIEVES

1.1.2: Continue to host regular bus tours, initiatives and events that showcase the City's food and beverage offering.

Between 2015 and 2019, over 800 people participated in the tours, with many attendees returning to the City of Norwood Payneham & St Peters and specifically, the businesses which were visited on the tour. During these months, the tour was held on the second or third Wednesday of each month from 9am – 2pm, and was attended by people generally aged 50 – 70 years. This is the primary demographic due to the timing of the bus tours, with the exception of a group of senior school students, which attended as a part of their school curriculum.

The tours were popular, with several patrons attending the event for a second time and in some instances, inviting another friendship group to the tour. Due to the popularity and word of mouth around this event, the Council has not been required to undertake marketing and promotion of this program, and whilst it is pleasing that patrons enjoy the tour enough to attend for a second time, it does reduce the number of tickets available to those who have not attended the tour before, and in-turn limits the exposure of the tour.

In 2015, when the tours commenced, there was fifteen (15) food and beverage manufacturing businesses that participated in the tours. Since 2015, a number of these businesses are no longer involved in the tour due to various reasons, including business relocation, change in ownership / staffing, or closure. In August 2019, staff looked to restructure and reinvent the tour for 2020 as a result of the reduced number of business participation. The reduction in businesses participating in the tours caused several logistical issues and affected the quality and variety of businesses that the tour once offered.

Staff met participating business owners face-to-face to brainstorm and discuss opportunities for 2020. Following the meetings, a survey was designed and sent to the existing participating businesses to identify

their preferences and understand their commitment and offering to attendees on the tour. The results revealed at the time that only three (3) businesses were interested or capable of offering a 'tour experience', which included a view of the production area. The majority of the other businesses agreed to provide a very brief spiel on their business and the opportunity for attendees to shop their product.

Due to the results which were received, staff approached Scoffed Cooking School and Wholly Belly (both located on Magill Road and outside of the Glynde and Stepney precincts) to join the tour, as both businesses offer a cooking demonstration / experience, with sufficient seating for the attendees to stay and enjoy a meal.

In February 2020, the first tour in the new format was held. Overall, the attendees enjoyed the tour, but the cooking demonstration and meal at Scoffed Cooking School went overtime, resulting in arriving at the final stop quite late, inconveniencing the retailer.

In March 2020, the world was presented with one of its biggest health and economic challenges, the COVID-19 Pandemic. As a result, a number of restrictions were put in place by the Federal and State Governments, which required the temporary suspension of the food tours.

In June 2021, restrictions started to ease and so staff contacted the business owners who were willing to participate in the 2020 tour program, as well as a couple of new businesses within the City of Norwood Payneham & St Peters. Of the six (6) businesses that confirmed their interest to be involved, a number of them still did not have the capacity to accommodate the entire tour, which would have had a significant impact on the schedule and quality of the tour. On this basis together with the age group of the target market, a decision was made to suspend the tours until there was an easing of restrictions.

On 11 March 2022, businesses were allowed to return to full capacity following removal of the COVID-19 restrictions and Council Staff proceeded to contact businesses and work towards reinstating the food itinerary for the tours. To create a more diverse tour, members of the Eastside Wine & Ale Trail (EWAT) were invited to express their interest to be involved in the tours. Of the twelve (12) businesses that are a part of the EWAT, three (3) businesses were interested in joining the *Food Secrets of Glynde & Stepney* food tour. The three (3) businesses are Vineyard Road, Heartland Wines and Moorooroo Park Vineyards. With interest from these three (3) businesses, the tour includes the following twelve (12) businesses:

- Rio Coffee;
- Goodies & Grains;
- 1645 Coffee Roasters;

- Quinzi's Confectionary;
- Menz Confectionary;
- Gelato Bello;
- Vineyard Road;
- Heartland Wines;
- Moorooroo Park Vineyards;
- Scoffed Cooking School;
- Wholly Belly; and
- The Maid.

The *Food Secrets of Glynde & Stepney* food tours have now been reinstated and the first tour is scheduled to be held on Wednesday, 20 July 2022. The July 2022 tour is sold out, by people who have been contacted on the waitlist. The tours are scheduled to run once a month on Wednesday, between the months of February and November, with the tours for the remainder of the year scheduled to be released and advertised in June 2022.

All tours will include a visit to four (4) businesses. First stop coffee, followed by a sweet, then a beverage at one of the EWAT businesses and will conclude at a venue for lunch. Each tour will be able to accommodate fifteen (15) guests, two (2) Council Volunteers including the bus driver and a staff member.

Staff are investigating the re-appointment of a *Food Secrets Ambassador* and alternative ways to promote the sector and to rejuvenate this initiative and invites Members to discuss this at the Committee Meeting.

More information on the *Food Secrets of Glynde & Stepney* food tours is available at www.npsp.sa.gov.au

1.1.5: Promote Kent Town as a Cultural & Creative Industries Hub	<p>KENT TOWN BRANDING PROJECT</p> <p>Council Staff have commenced the preparation of the Project Brief, which will be released in June to engage a Consultant to deliver the Kent Town Branding Project in the 2022-2023 financial year.</p>	In progress
1.1.7: Identify funding and/or promotional opportunities for local artists.	<p>ART ON PARADE 2022</p> <p>During the month of April, works of art by local artists were exhibited in businesses within The Parade Precinct. This year included a collection of sculptures, paintings, drawings, glass and photographic work</p>	Complete

by the vibrant local artist community. For the first time, internationally recognised body artist Emma Hack was a part of the festival, exhibiting three (3) pieces of her work at ORBE.

Two (2) 'Meet the Artist' events were held as a part of the festival. The first was Nikki Carabetta, who spoke about her fusion of First Nations iconography and contemporary styles at the Colonist, and the second event featured the work of five (5) artists behind the Australasian Porcelain Art Group at Buttery Reserve, Norwood whose pieces were on display at the Norwood Town Hall Customer Service Centre.

Artist, Brenda Wallis provided the following feedback on the event:

The event ran very smoothly this afternoon with a small group of enthusiastic guests. Our President, Betty Hermel asked me to convey the Club's thanks to the Council for giving us the opportunity to promote our art as well as the excellent online article. As a result the teachers have already received bookings for classes in the subjects that we presented.

The Council engaged Evy Moschakis again this year, to curate the trail and was the liaison between the participating businesses and the artists that showcased their work. Evy matched the artworks to venue spaces that were logistically appropriate and visually complementary. This year's event included a total of twenty-two (22) businesses and twenty-two (22) artists.

1.1.11: Continue to deliver marketing programs utilising a variety of channels to reinforce the position of the City as a leading and preferred retail destination.

WIN A FIAT 500 ON THE PARADE COMPETITION 2022

Complete

At a Special Meeting held on Tuesday 26 October 2021, the Norwood Parade Precinct Committee resolved the following in relation to the Win a FIAT 500 competition:

1. *That subject to the Council's endorsement, Council staff prepare a contract with Solitaire Automotive Group on the basis of purchasing a Fiat 500 Lounge 1.2L 5Spd Dualogic 3Dr Hatch MY21 Series 9, as the major prize for the annual Parade Precinct shopping competition.*
2. *That the Norwood Parade Precinct Committee allocate a maximum of \$16,000, from the 'Competition & Promotions' budget in the 2021-2022 Norwood Parade Precinct Annual Business Plan, for the purchase of the car from Solitaire Automotive Group.*
3. *That Staff prepare a contract with Parade Central, based upon Parade Central being the showcase location for the car during the competition as well as the location for the display of additional vehicles from the Solitaire Automotive Group throughout the year.*

-
4. *That the competition be conducted early in 2022 and held for a period of eight (8) weeks, concluding on Thursday 14 April 2022.*
 5. *That no additional prizes be included as part of the competition.*

Following the Special Committee Meeting, Council Staff prepared a contract with Solitaire Automotive Group, for the purchase of the FIAT 500, and commenced writing the marketing plan for the competition.

The aim of the competition was to encourage customers to visit any business within The Parade Precinct, spend \$25 or more and enter their details online at paradenorwood.com to win the sole prize – a FIAT 500 car. The Council partnered with Solitaire Automotive Group for the purchase of the car, which was on display at Parade Central for the duration of the competition, thanks to Carbo Development & Management Pty Ltd.

The eight (8) week competition commenced at 9.00am on Monday 21 February 2022 and closed at 11.59pm on Wednesday 13 April 2022. On Thursday 14 April 2022, the winner of the *Win a FIAT 500 on The Parade* competition was drawn in front of a Justice of the Peace.

An extensive marketing campaign was developed to promote the competition, which included print, digital through Solstice Media, radio ads on SAFM, footpath decals, on-street posters, bin wraps along The Parade, a story in the Council's *Look East* publication, the *Head East* e-newsletter, which is targeted at visitors to the City, and a substantial amount of social media activity. For the first time, pads with tear-away slips including information on how to enter the competition were printed and provided to the businesses to staple onto their customer's receipts. Council Staff received positive feedback in relation to the tear-away slips and will look to continue this method of print promotion for future competitions.

The competition received a total of 5,216 entries, which is an average of approximately 100 entries per day. These entries resulted in a direct expenditure of \$514,039 at 196 different businesses within The Parade Precinct. The 5,216 entries came from 385 different suburbs around Australia and 48.1% of entrants were aged 55 or older.

The top ten (10) businesses that received the most entries are:

- Foodland (1026)
 - Chemist Warehouse (337)
 - Gazman Norwood (312)
-

-
- Dillons Bookshop (190)
 - Blue Illusion (153)
 - National Pharmacies (124)
 - Exurbia (97)
 - Priceline (90)
 - Parade Cellars (88)
 - Dan Murphy's (87)

The top five (5) suburbs that the entrants reside are:

- Norwood (1070)
- Kensington (150)
- Adelaide (137)
- Beulah Park (133)
- Kensington Park (131)

The average transaction value for this competition was \$98.55.

In comparison to other competitions, which have been previously run by the Council, the *Summer in Sorrento* competition that was held in 2019 had an average of 105 entries per day and the recently held *Spend to Win* competition had an average of 62 entries per day.

On Thursday 14 April 2022, the Council contacted the winner Mr Theo Theodoulou of Black Forest to congratulate him on winning the FIAT 500, which is valued at \$25,148. The winning receipt was for the purchase of an outfit to the value of \$100 at Gazman Norwood. Mr Theodoulou was extremely excited to win the car and extends his thanks The Norwood Parade Precinct Committee for running this competition, Gazman Norwood for their outstanding customer service and Solitaire Automotive Group for their brilliant communication in organising the paperwork and collection of the car.

An image of the winner Mr Theo Theodoulou, his wife and daughter, Mayor Robert Bria and Mr Gordon Meek from Solitaire Automotive Group with the red FIAT 500 is contained in **Attachment B**.

SPRING SHOPPING DAY 2022

In progress

This Spring, a Shopping Day will be held for businesses within The Parade Precinct and the invitation will be extended to businesses that are located along other key streets including Magill, Payneham and Kensington Roads.

Internal Staff discussions have commenced in relation to the program of events, which will likely include all day offers, entertainment, a donation station and a clothing exchange event.

More details of the event will be reported to the Committee at its next meeting held on Tuesday 16 August 2022.

EASTSIDE | DESIGN FOR LIVING PUBLICATION

In progress

Located just minutes from Adelaide's CBD, the City of Norwood Payneham & St Peters is perfectly placed for those wanting to refresh, remodel or reinvent their home's interior. From inspiring art, international design concepts, unique homewares and custom-made furnishings, the businesses in the City have attained a well-earned reputation for creative flair, exceptional service and a sharpened knowledge of market and design trends.

Located throughout the City of Norwood Payneham & St Peters, but predominantly on Magill Road, these establishments – from small and family owned to those recognised internationally - have a strong emphasis on inspiring and exploring individual tastes, with the ultimate aim of enhancing the beauty and style of every home. Whether customers are a discerning design aficionado looking to completely refurbish – or simply seeking an eye-catching one-off statement piece, the publication will encourage people to take the time to explore all that is on offer and let the expert staff and consultants guide and inspire.

The *Eastside | Design for Living* publication is designed to promote the homeware and furniture businesses in the retail sector, and it aims to inspire potential customers to shop in the City of Norwood Payneham & St Peters. With many new housing developments being undertaken across the City, including major projects such as Norwood Green, COMO on The Parade and Otto Townhomes to name a few, there is a buyer's market and the opportunity to heavily promote 'shop local'.

This publication will be released to the public following the *Eastside | Design for Living* Launch event, which is scheduled to be held at Asser + Co on Wednesday, 15 June 2022 from 6.00pm – 8.00pm.

Invitees to the event include, participating businesses, developers of local projects, media outlets and Elected Members.

The publication will be delivered to participating businesses and available for collection within their stores, at Display Centres, local real estate companies and the Norwood Town Hall and Libraries, with the opportunity for wider distribution.

To promote the publication, a marketing campaign has been developed, which includes print and digital advertising, website and social media across SALIFE and South Australian Style. The effectiveness of this advertising will be monitored and evaluated, which will inform future and ongoing advertising decisions. Participating businesses will be encouraged to advertise and co-promote this publication, which will be communicated at the launch event, through conversations with the business owners and via targeted EDMs.

A copy of the *Eastside | Design for Living* publication will be made available to Members at the Committee meeting.

1.4.1: Create opportunities for businesses to interact through business events and networking functions.

MID-YEAR BUSINESS NETWORKING EVENT

Ongoing

The Council-run business networking events continue to be popular and well attended by businesses and property owners across the Council area. For each event, the aim is to host the event at a different business, in a different location, and utilise different local suppliers, where possible. The event will include music, drinks and canapés from the kitchen at Fine & Fettle.

The details of the Mid-Year Business Networking Event are as follows:

Date: Tuesday 28 June 2022

Time: 6.00pm – 8.00pm

Venue: Fine & Fettle, 57 Magill Road, Stepney

A printed invitation to the event has been distributed to all businesses within the City, and has been included in the May edition of the *YourBusiness* and *Business on Parade* e-newsletters.

Business & Economic Development Committee Members are welcome to attend.

2. DESTINATION CITY

Outcome: 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.

ACTION	UPDATE	STATUS
<p>2.2.1: Continue to develop and implement precinct marketing campaigns for the City's key precincts.</p>	<p>BEHIND THE BUSINESS PODCAST SERIES 2022</p> <p>In 2020, the Council, together with BIEcreative delivered a successful <i>Behind the Business Podcast Series</i>, hosted by Nick Keukenmeester, owner of local <i>Eastside Wine & Ale Trail</i> business, Heartland Wines. The first series included five (5) episodes, featuring thirteen (13) local business owners and employees. The five (5) themes for the podcasts included iconic businesses, the City's best kept secrets, new businesses to the City, businesses likely to visit and game changers.</p> <p>The Council received some great feedback from businesses that participated in the first series, therefore Staff released an expression of interest to all businesses within the City to participate in this year's series. Several businesses from across the City expressed their interest and a number were targeted by Council Staff due to being unique, new to the Council area or that they have an interesting story to tell.</p> <p>Four (4) podcasts have been scheduled as a part of the 2022 series, featuring three (3) business people per episode, running for approximately 30 minutes each. The podcasts are scheduled to be filmed at Reform Distilling, and Beyond Boulderling, both of which are located in Kent Town at the end of June 2022.</p> <p>Following the editing process, the episodes will be released fortnightly, resulting in a two (2) month campaign. The podcasts will be available to view and listen to via the Council website and also on Anchor, Spotify, Google Podcasts and Pocket Casts streaming platforms.</p>	<p>In progress</p>
<p>2.2.2: Manage the Norwood Parade Precinct Separate Levy and deliver and implement an Annual Business Plan for the Committee.</p>	<p>At its meeting held on 15 February 2022, the Norwood Parade Precinct Committee (NPPC) resolved the following:</p> <p><i>That the Draft 2022-2023 Norwood Parade Precinct Annual Business Plan be endorsed as being suitable to present to the Council for its endorsement and approval to be released for consultation with The Parade Precinct business community for a period of twenty-one (21) days.</i></p>	<p>Complete</p>

The *Draft 2022-2023 Norwood Parade Precinct Annual Business Plan* was presented and endorsed by the Council at its March 2022 meeting and was subsequently released for consultation with The Parade Precinct business community for a period of twenty-one (21) days from Friday 1 April until Thursday 21 April 2022. Comments were invited via email and in writing. In response one (1) submission has been received.

The results of the consultation together with the *Draft 2022-2023 Norwood Parade Precinct Annual Business Plan* were considered and endorsed by the Council at its meeting held on Monday 6 June 2022.

The budget which has been allocated in the Annual Business Plan for the 2022-2023 financial year is \$215,000.

A copy of the *2022-2023 Norwood Parade Precinct Annual Business Plan*, which sets out the Strategies and Deliverables and associated funding under each of the above categories, is contained in **Attachment C**.

2.2.4: Improve the amenity and safety of The Parade by implementing The Parade Masterplan

THE PARADE MASTERPLAN

In progress

The Parade Masterplan forms the long-term strategic framework for the planning, redevelopment and activation of Adelaide's premier mainstreet, The Parade.

The implementation of The Parade Masterplan is currently proposed to be staged over a number of years, with the upgrade to the section of George Street between The Parade and Webbe Street to commence in early 2023.

Investigative works on this section of George Street have commenced.

2.3.1: Develop a People, Place and Activity Strategy

PEOPLE PLACE & ACTIVITY STRATEGY

In progress

Creating vibrant and successful spaces, and facilitating connections with those places, is at the core of activation, subsequently offering economic, social and environmental benefits for the community. Having a vibrant, active and interactive City not only increases the pride of the local community but it also attracts investment, visitation and engagement from the broader region.

The Council is therefore seeking to prepare a strategic document that will guide Council initiatives and external partnerships in the long- and short-term activation of the Council's places and spaces. *The People, Place and Activity Strategy* will guide the Council's practices and be a catalyst for place activation initiatives at key sites across the City, using where possible the artistic, creative and cultural assets of the City as well as the well-recognised precinct locations across the City. The Strategy will establish a clear direction for connecting people to the City's community, entertainment, leisure and retail spaces, through the sharing of stories, memories and experiences, to create places that are welcoming, safe and fun for all.

The purpose of the *People Place and Activity Strategy* is to further shape the identity of the City of Norwood Payneham & St Peters by creating vibrant places for diverse activities and opportunities for enhanced social connection.

Council Staff are currently collating background information to inform the basis of the *People Place & Activity Strategy*.

2.3.8: Promote the role of key precincts as focal points for the evening and night-time economy.

RAISING THE BAR ADELAIDE 2022

In progress

The *Raising the Bar Adelaide* event has cemented its spot on the City of Norwood Payneham & St Peters' events calendar and will be held in the City for its fifth year, on Tuesday 9 August 2022. For one night only, the City will be transformed into a campus where top academics, industry experts and thought leaders will gather in some of the best local pubs for a one-of-a-kind, knowledge-driven events. The Council continues to be the only destination in South Australia that is granted a license to deliver this unique event. The event will follow the same structure, 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.

Expressions of interest to speak or to host an event for *Raising the Bar Adelaide* are now open and will close on the 31 May 2022, followed by the speaker and venue selection process, which will be decided by Council Staff. Marketing and promotions of the event will launch at the end of June and free registrations to the talks will open. The event will be promoted across a variety of channels including but not limited to, the website, print, digital, radio, e-newsletters, social media and via the speaker's and venue's communication channels.

3. INNOVATIVE CITY

Outcome: 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.

ACTION	UPDATE	STATUS
<p><i>3.1.3: Explore ways to support new and home-based businesses, as well as start-ups and entrepreneurs</i></p>	<p>HOME-BASED BUSINESS SUPPORT</p> <p>A home-based business is any business where the primary office is located in the owner's home. While most think of home-based owners as working from home, that's not necessarily the case. Interior designers, freelance writers and photographers are three (3) examples of professions who may run home-based businesses but have to travel to provide their services.</p> <p>Many online businesses are suited to be home-based, but it is also increasingly common to see professionals such as accountants, lawyers and office staff working from home, which has been accelerated due to the COVID-19 Pandemic.</p> <p>There are a number of aspects to running a business that attract people to setting up a home-based business. The most common advantages are, lowering the cost of overheads, no commuting and the flexibility with children and families. A home-based business setup is not for everyone with the disadvantages including restrictions imposed by local councils, landlords, isolation and can also interfere with family life.</p> <p>Home-based businesses have and continue to make up a significant portion of the number of businesses nationwide. In the City of Norwood Payneham & St Peters, businesses located in 'Established Neighbourhood' and 'General Neighbourhood' Zones make 39.5% of total businesses in the City. Of the 2,961 businesses that are situated within these two (2) zones, 593 are businesses within the Professional, Scientific & Technical Services sector.</p> <p>Generally, home-based businesses are reluctant to make their activities known to the Council, and it is often a complaint by a neighbour / citizen raising concerns that will shine the spotlight on these businesses. Unfortunately this is common, which makes it challenging for Economic Development Staff to establish business relationships with home-based business owners to provide assistance and deliver positive outcomes.</p>	<p>In progress</p>

The Council values the contribution that home-based businesses make to the local economy. Council Staff are committed to providing a more supportive and inclusive environment for home-based business owners and have begun desktop research, which will inform the Council's strategic approach in the area of home-based businesses.

3.2.1 Conduct an Annual Business Awards program that gives customers, business owners and employees the chance to recognise and celebrate their favourite City businesses

EASTSIDE BUSINESS AWARDS 2022

Complete

The *Eastside Business Awards* program is for businesses trading within the City of Norwood Payneham & St Peters. The aim of the awards is to recognise the best small businesses – retailers, restaurants, cafes, venues, professional services and food and beverage manufacturers within the City of Norwood Payneham & St Peters.

The aims of the *Eastside Business Awards 2022* is to achieve the following objectives:

- recognise and celebrate the success of businesses within the City;
- raise the profile of the Council's business sector;
- provide a platform for businesses that fall both within and outside of the Council's business precincts the opportunity to be promoted;
- highlight the "hidden gems";
- encourage exceptional customer service from businesses;
- make the City of Norwood Payneham & St Peters a destination of choice for shopping, dining and services;
- increase patronage for businesses within the City; and
- associate the Council with a high-profile awards program.

The 2022 Awards Program was launched on Thursday 10 February, with six (6) days of general marketing and promotion to generate awareness of the Awards, prior to the voting stage opening. The voting period was open from Thursday 17 February – Thursday 17 March 2022. At the conclusion of the voting stage, the top three (3) businesses in each category with the highest number of votes became the finalists and the winners were selected by a panel of four (4) people, including Mayor Robert Bria and the Economic Development Coordinator, together with two (2) Solstice Media representatives.

This year's winners have been recognised for providing an outstanding experience, product or service to their customers and the community. The eleven (11) winners are outlined in Table 1 below.

TABLE 1: 2022 EASTSIDE BUSINESS AWARD WINNERS

Best Arts & Culture / Entertainment Experience	Best Hair / Beauty Salon
Mary MacKillop Museum	Johnny Slicks Barber Shop
Best Café / Restaurant	Best Independent Small Business
Pave Café	Adelaide Supplements
Best Coffee	Best Professional Service
Cheeky Grin Coffee	GR Phones
Best Customer Experience	Best Pub / Bar
T Life	The Maylands Hotel
Best Fashion Retailer	Hall of Fame (20+ years)
Exurbia	James Thredgold Jeweller
Best Food / Beverage Manufacturer	
Little Bang Brewing	

The winner of each category was announced at an Awards Night, which was held on Tuesday 12 April 2022 at the St Peters Banquet Hall in front of Hon Andrea Michaels MP, Minister for Small and Family Business, Minister for Consumer and Business Affairs and Minister for Arts, 2021 Hall of Fame inductee Dr Derek McNair, the finalists, Elected Members and Council Staff. Each winner received a digital advertising package to be spent on business marketing with Solstice Media to the value of \$1,000 and a choice of a business advisory service to the value of \$1,000 provided by AFM Services.

During the initial stage of the campaign, the Council focussed on communicating with the business community via The Parade, Magill Road and the Council's websites, associated social media platforms and via EDMs, to inform and prepare businesses for the voting stage. The Council designed and printed collateral that was available to all businesses and encouraged business owners and employees to display the material within their business to promote the program. To complement the printed collateral, digital assets were available to businesses to download and use on their social media accounts.

The Council, in conjunction with Solstice Media, designed an extensive marketing campaign including print and digital advertising, editorial and social media across InDaily, SALIFE, CityMag and their targeted business EDM – Business Insights. The campaign delivered a clear and direct message, followed by a quick, user-friendly voting process that was completed online at the Eastside Business Awards website. To encourage public vote, a ‘Vote & Win’ competition was run with the winner receiving a voucher to the value of \$300 to the business of their choice. The winner of the competition Ms Klara Salinger, was selected at random and chose to receive a voucher to spend at Chile Mojo on Magill Road.

Video has always been a powerful marketing tool and in 2022 more video content is being demanded and watched by consumers. For the first time, video marketing was included in the marketing mix to promote the categories and the Awards program. A short promotional video of James Thredgold Jeweller, the winner of the Hall of Fame category was shot and shown at the Awards Night. The video has been provided to James Thredgold Jeweller so that the company can share their story with their customers.

The food and beverages at the event were purchased from a variety of local businesses including, Rustic Gourmet, Reform Distilling, Lambrook Wines, Little Bang Brewing and Vineyard Road.

More information about the program, the winners and to read the articles relating to the Awards, visit www.eastsidebusinessawards.com.au

A selection of photos from the Awards Night is contained in **Attachment D**.

3.2.2 Conduct the Mayor’s Business Commendation Awards annually

MAYOR’S BUSINESS COMMENDATION AWARDS

Ongoing

The *Mayor’s Business Commendation Awards* is a program that recognises small businesses that contribute to the City’s unique cosmopolitan lifestyle and sense-of-place, which makes the City so liveable.

Applications are open for small businesses who have reached the following milestones in the City of Norwood Payneham & St Peters:

- 10+ years Bronze Commendation;
 - 25+ years Silver Commendation;
 - 50+ years Gold Commendation; and
 - 3+ generations Generational Family Business Commendation.
-

Business can self-nominate at www.npsp.sa.gov.au/mba

All applications made up until 1 June 2022 will receive their award at the next Citywide Business Networking Event, which is scheduled for Tuesday 28 June 2022 at Fine & Fettle, located on Magill Road, Stepney.

3.3.2: Deliver a program of forums, networking and training events for new and existing businesses collaborating with specialist providers.

PARADE PRECINCT BUSINESS BOOST PROGRAM

In progress

At its meeting held on 14 September 2021, the Committee resolved the following:

1. *That the allocation of \$5,000 from the Business Development Budget to deliver targeted business support and training, be endorsed.*

In February 2022, a new initiative named *The Parade Precinct Business Boost Program* was developed for businesses within The Parade Precinct. The program has been structured around an 'expression of interest' method and has been promoted to all businesses across the City.

The message that has been promoted to businesses within The Parade Precinct, is that they have the opportunity to receive a one-off \$250 voucher to put towards one of the following services:

- business advisory (business planning, budget and forecasting, bookkeeping);
- marketing and communications (advertising, direct marketing, PR);
- content creation (video / photo for website and social media); and
- health and wellbeing (wellness workshop / team building).

If relevant, The Parade businesses have also been encouraged to apply to become a business 'service provider', in the same four (4) service categories.

To date, Council Staff has received eleven (11) applications from business within the Precinct, with the most popular service requested being marketing and communications and content creation. Council Staff have met with nine (9) or the eleven (11) businesses to further discuss their needs in order to connect them with a 'service provider' most in line with their requests. Eight (8) business applications to be a 'service provider' have been received, with seven (7) of them meeting the eligibility criteria.

It is pleasing to note that all businesses that have applied to receive a one-off \$250 voucher, have been successful and have been connected with a service provider. The Parade Precinct businesses must redeem their voucher before 30 June 2022.

A second marketing push for this program was conducted at the end of April, to encourage businesses to apply for the remaining nine (9) vouchers. The benefit of this method is that it is targeted, it is assisting businesses that are seeking one-on-one help and have the drive and commitment to participate, whilst also providing them with a reputable contact that they may continue to work with in the future. A review of this program will be undertaken at the end of the financial year to determine the success, and will be presented to the Committee at the next meeting.

A copy of the promotional postcard is contained in **Attachment E**.

BUSINESS WORKSHOPS 2022

In progress

To complement the *Parade Precinct Business Boost Program*, two (2) business workshops have been scheduled so far this year and have been made available to all businesses within the City. The first event for the year was on Leadership Thinking presented by Ally Nitschke. The presentation was fantastic and the key take aways can be applied to people at all leadership levels. A recording of the presentation can be accessed via the Council's website at www.npsp.sa.gov.au/workshops

The second business workshop was Social Media 101, which was presented by Director of Digi-tale, Natalie Koutsikas. A description of the event is summarised below.

Just keeping the lights on when it comes to social media for business just doesn't cut it in 2022. As a business owner, the power is in understanding who is following you on what platform and why, and the glue that holds it all together; content.

When it comes to content for your business, posting on the couch late at night because you forgot throughout the day, does not build a brand. Content creation is far more than just snapping a pretty picture (though, that does help). There are many digital and offline avenues that require different styles of content to stand out and importantly, connect.

What about influencers? Well, we're glad you asked - strategic partnerships not only help to build your credibility and customer base, but they also contribute to that content kitty.

Then there's the data, there are lots of takeaways from the data you're being given for free on social media every day, you just need to know how to look at it. It's time to go full circle.

The event was held on Tuesday 24 May at Mezzanine 55, Kent Town.

Council Staff will look at scheduling two (2) more group workshops in the second half of 2022 and welcome topic suggestions from the Committee and the business community.

For more information on the events that were held, and to access the previous event recordings, visit www.npsp.sa.gov.au/workshops

3.5.3: Explore opportunities to develop regenerative economies

REGENERATING AUSTRALIA

In progress

Regenerating Australia is a film and accompanying impact campaign seeking to accelerate the transition to a regenerative future.

Synopsis

Regenerating Australia is a 17-minute short film based on a four-month interview process with a diverse group of Australians who shared their hopes and dreams for the country's future.

Set on New Year's Eve of December 2029, a news anchor is ending the nightly bulletin with a look back at the decade 'that could be'; a decade that saw Australia transition to a fairer, cleaner, more community focused economy. The film is a construction of news reports and press conferences featuring high profile journalists, politicians, business leaders and citizens such as Kerry O'Brien, Sandra Sully, Gorgi Coghlan, Patrick Abboud, Larissa Behrendt and David Pocock.

More than just a film, *Regenerating Australia* is the entry point to a multi-platform impact campaign seeking to accelerate the transition to a regenerative economy that values Australia's greatest assets - First Nations' wisdom, our unique natural environment and our sense of community.

Distributed film screenings, support workshops and bootcamps will connect and support communities and innovators who are inspired by the film to begin or grow their own regenerative solution.

Regenerating Australia launched in March 2022 with a national tour of 'special event' cinema screenings across Australia.

Council Staff have begun investigations to host a screening / associated promotions as a part of the Council's Sustainable Gardens Awards 2022, which will be held in October 2022.

More information on Regenerating Australia can be accessed at <https://theregenerators.co/regenerating-australia/>

4. BUSINESS FRIENDLY CITY

Outcome: A City that understands the needs of business.

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

ACTION	UPDATE	STATUS
<i>4.1.3: Review the Council's 'Business & Economy' webpage to ensure it is easy to use and is informative for businesses.</i>	A review of the 'Business & Economy' section of the Council's website is scheduled to be completed in stages and at its last project meeting, the Economic Development Unit proposed to go a step further and restructure the pages within the section. The concept is to align the sections with a business' outcome at the forefront. For example, start a business, grow a business.	Ongoing
<i>4.1.5: Design a streamlined process for businesses working with the Council and across departments</i>	Economic Development Staff have created an Excel Spreadsheet, which is used to track new businesses to locating in the City of Norwood Payneham & St Peters and whether they have received the correct and necessary approvals to be operating. This is an important process to undertake before engagement and promotion of that business can occur. The Economic Development and Planning Units are in constant communication with each other about businesses in the Council area. This process will continue to be refined.	Ongoing
<i>4.1.6: Encourage residents to support their local businesses and services.</i>	The Council promotes and encourages residents to support local, through a range of avenues, on an ongoing basis. Communication on this is driven through the Council's <i>Look East</i> print publication, <i>Head East</i> e-newsletter and through social media platforms.	Ongoing



2022-2023 ANNUAL BUSINESS PLAN

NORWOOD PARADE PRECINCT COMMITTEE



TASTE
STYLE
SHOP
LIVE
PLAY
VISIT



City of
Norwood
Payneham
& St Peters





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OVERVIEW

The City of Norwood Payneham & St Peters established the Norwood Parade Precinct Committee pursuant to Section 41 of the *Local Government Act 1999*. The Norwood Parade Precinct Committee is governed by Terms of Reference, which were adopted by the Council on the 2 November 2020.

The Norwood Parade Precinct Committee is responsible for delivering exciting initiatives to develop and promote The Parade, Norwood as a vibrant cultural and leisure tourism destination for businesses, residents and visitors.

The Committee consists of the Mayor, four Elected Members and eight independent members who represent the interests of commercial landlords and business owners trading within the Norwood Parade Precinct.

The key role of the Committee is to develop and recommend to the Council an Annual Business Plan and Budget for The Parade Precinct, while overseeing its implementation once approved by the Council.

The Committee also facilitates networking and communication between The Parade business community and the Council.

PURPOSE

The purpose of the 2022-2023 Annual Business Plan is to promote and capitalise on the current retail and commercial activity generated within The Parade Precinct to ensure future growth and the potential of the Precinct.

This Business Plan focuses on developing marketing and promotional activities to stimulate visitation, activate the area and encourage retail, services, leisure and dining patronage to The Parade.

The Business Plan outlines a series of objectives and strategies that will achieve The Parade's overall vision.



A VIBRANT MEETING
PLACE AND BUSINESS
PRECINCT WHERE RESIDENTS
AND VISITORS CAN
EXPERIENCE AND ENJOY
A PLACE TO EAT, MEET,
SHOP AND DO BUSINESS.

OBJECTIVES

The objectives of the 2022-2023 Annual Business Plan are to:

- Attract new customers.
- Promote the Precinct.
- Build on the Precinct's unique atmosphere, culture and 'sense of place'.
- Strengthen relationships amongst businesses and provide support.

BUDGET

The total budget for the 2022-2023 Annual Business Plan is **\$215,000** which is the amount the Council will collect through the Separate Rate.





ALLOCATED SPEND



ITEM NUMBER	STRATEGY	ALLOCATED FUNDS
1.1	Events & Activations	\$40,000
2.1	Website	\$4,000
2.2	Social Media	\$5,000
2.3	Advertising	\$50,000
3.1	Sponsorship	\$7,500
3.2	Signage & Street Decorations	\$50,000
3.3	Merchandise	\$1,000
3.4	Competitions & Promotions	\$50,000
4.1	Networking	\$3,000
4.2	Business Training	\$3,000
5.1	Catering	\$1,000
5.2	Print, Post & Distribution	\$500
	TOTAL	\$215,000



EVENTS & ACTIVATIONS

01



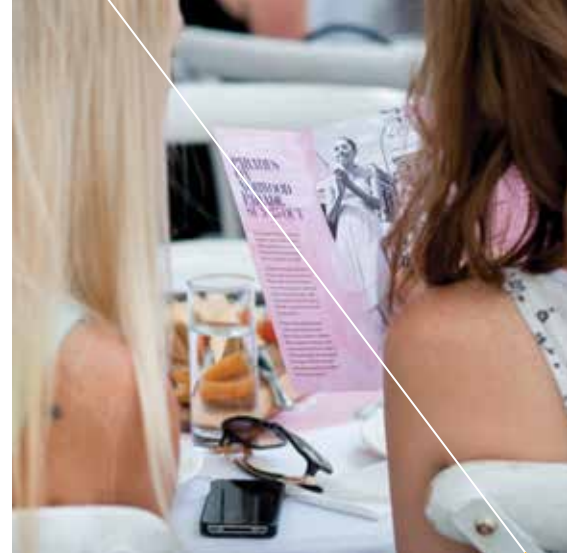
Develop, support and implement events and activations on The Parade to attract customers, provide a unique experience and grow the Precinct's reputation as a leading cultural Precinct.

1.1 EVENTS & ACTIVATIONS

Support the Council's current major events held on The Parade including; Tour Down Under, Norwood Christmas Pageant and an annual fashion event and investigate options to host smaller events and activations throughout the year.

BUDGET — \$40,000

MARKETING & COMMUNICATION



Implement a range of marketing initiatives that communicate and promote the positive strengths of The Parade to all markets.

2.1 WEBSITE

Regularly maintain and promote The Parade's website and improve functionality. Ensure that all businesses within the Precinct have a presence on the website and continue to update their information and utilise the 'offers' page to advise customers of any special promotions in store.

BUDGET — \$4,000

2.2 SOCIAL MEDIA

Develop a social media strategy to maximise effectiveness of current social media channels, increase engagement with current followers and attract new ones.

BUDGET — \$5,000

2.3 ADVERTISING

Develop and implement advertising campaigns promoting The Parade across a wide variety of mediums to increase visitation from the wider Adelaide region.

BUDGET — \$50,000

IDENTITY & BRAND

03



Further develop The Parade's brand and implement initiatives that define and communicate The Parade's identity and raise the community's appreciation of the Precinct.

3.1 SPONSORSHIP

Provide targeted sponsorship to external events and activities aimed at increasing patronage to The Parade for the benefit of all businesses in the Precinct.

BUDGET — \$7,500

3.2 SIGNAGE & STREET DECORATIONS

Implement signage and street decorations to promote specific campaigns, events and activities associated with the Precinct, in particular during the Christmas period.

BUDGET — \$50,000

3.4 COMPETITIONS & PROMOTIONS

Coordinate a major competition for The Parade that engages businesses and encourages community participation.

BUDGET — \$50,000

3.3 MERCHANDISE

Investigate options and purchase appropriate branded merchandise and distribute to businesses.

BUDGET — \$1,000

BUSINESS DEVELOPMENT

04



Foster improved business presentation, appearance and cooperation and support business capability and sustainability through education, training and networking.

4.1 NETWORKING

Host networking forums for Parade businesses and property owners to build and strengthen relationships. Focus on increasing numbers through the use of informative speakers, topics and venues.

BUDGET — \$3,000

4.2 BUSINESS TRAINING

Develop a business training and workshop program for businesses to educate traders on a range of topics such as marketing, social media and customer service.

BUDGET — \$3,000

ADMINISTRATION

05



Ensure the ongoing and effective administration of the Committee.

5.1 CATERING

Catering for Committee and special meetings.

TIMELINE — ONGOING

BUDGET — \$1,000

5.2 PRINT, POST & DISTRIBUTION

BUDGET — \$500



A nighttime photograph of the Inwood Place entrance. The building's glass facade is illuminated, and a large, glowing sign above the entrance reads "Inwood place" with a logo of three stylized leaves above it. A large crowd of people is gathered in the foreground, some looking towards the entrance. The scene is lit with warm, yellowish lights from the building and streetlights, contrasting with the dark blue night sky. A large tree is visible on the right side of the frame.

MEASUREMENT

In order to assess the success of the 2022-2023 Annual Business Plan, the various Strategies need to be measured. Methods of measurement may include:

- Recording attendance numbers at events.
- Analysing data from competition entries.
- Conducting feedback surveys.
- Evaluating the performance of businesses after a major activity or event.
- Website and social media reports.

City of Norwood Payneham & St Peters

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#ParadeNorwood

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PARADE
PRECINCT
BUSINESS
BOOST



www.npsp.sa.gov.au/ppbb



THE PARADE
NORWOOD



City of
Norwood
Payneham
& St Peters

PARADE PRECINCT BUSINESS BOOST

The Council, through the Norwood Parade Precinct Committee, is offering eligible businesses within The Parade Precinct a \$250 voucher, to put towards one of the following services:

- Business advisory
- Marketing and communications
- Content creation
- Health and well-being

Businesses will need to complete a short expression of interest form to confirm eligibility.

Limited vouchers available.

Apply now



www.npsp.sa.gov.au/ppbb



THE PARADE
NORWOOD



City of
Norwood
Payneham
& St Peters

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)

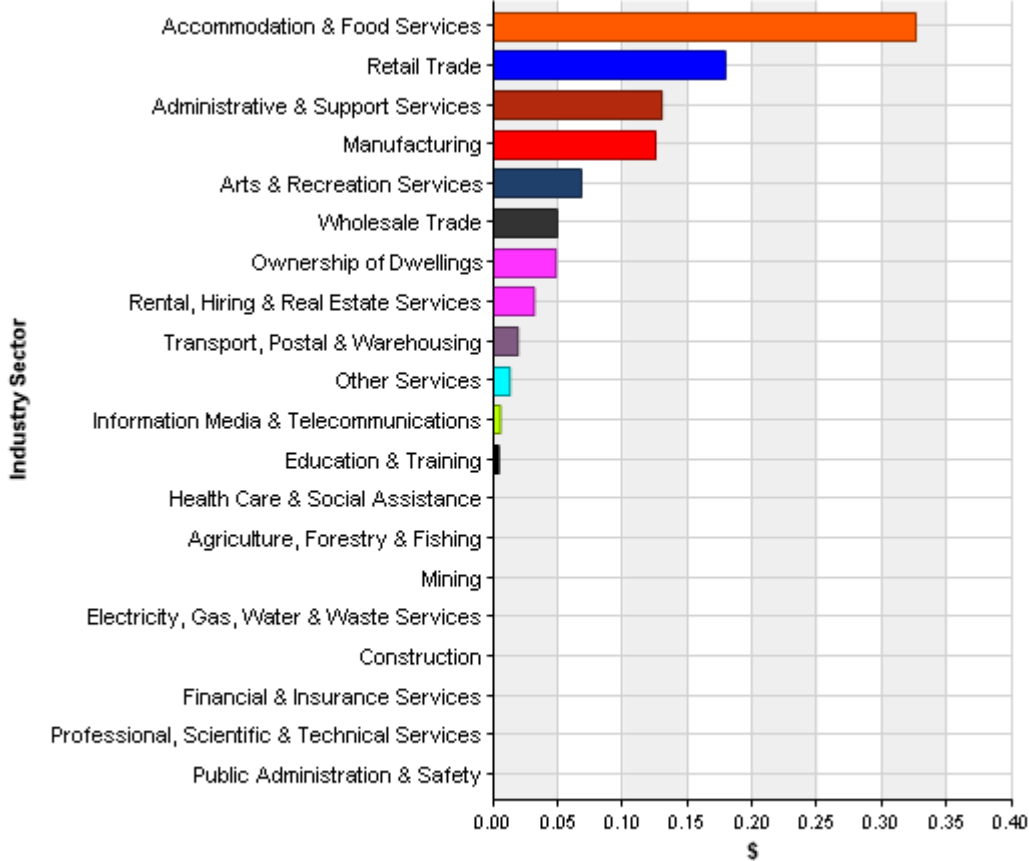


TABLE 1: ALL INDUSTRY SECTORS IN THE CITY OF NORWOOD PAYNEHAM & ST PETERS RANKED BY PORTION OF \$1 SPENT BY TOURIST

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)

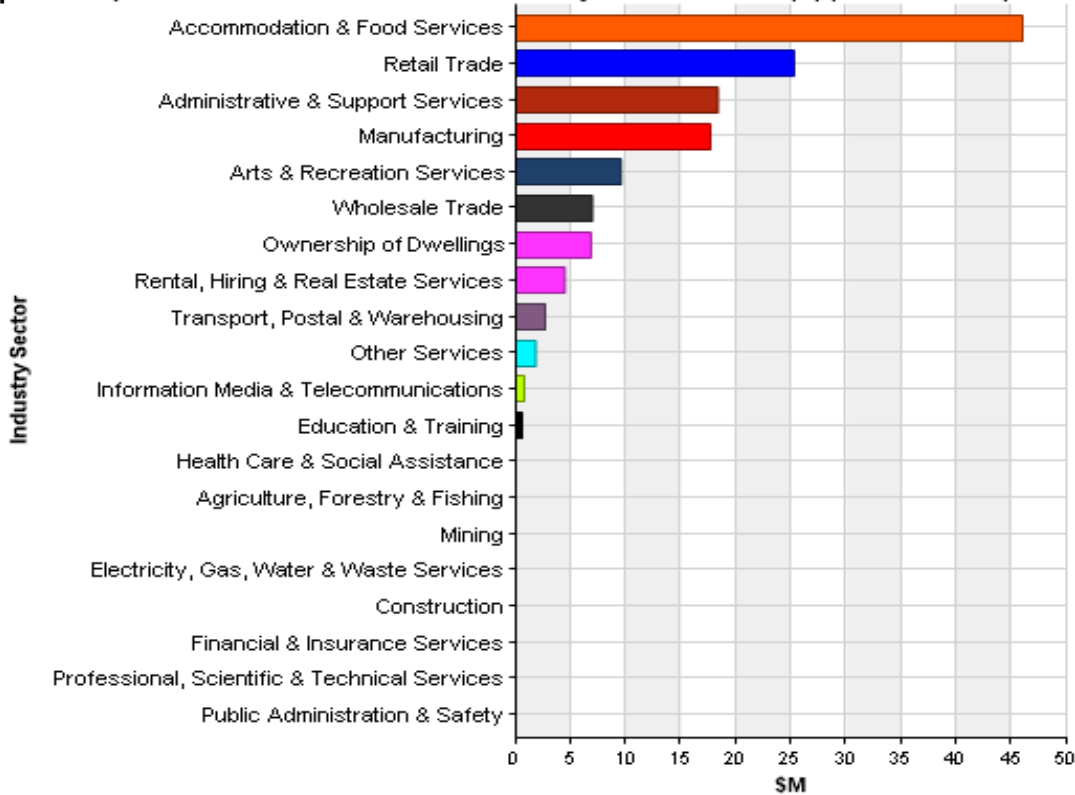


TABLE 2: ALL INDUSTRY SECTORS IN THE CITY OF NORWOOD PAYNEHAM & ST PETERS RANKED BY TOURISM RELATED OUTPUT

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

Suburb	2021			2022									Top Category	Top Suburb
	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April		
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.

Attachment A

Visitor Economy in the City of Norwood Payneham & St Peters

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City of
**Norwood
Payneham
& St Peters**



Economic Development Strategy

2021–2026



City of
Norwood
Payneham
& St Peters



The purpose of this Strategy is to guide economic development within the City, identify the priority areas for the next 5 years and articulate the Council's role in supporting business and economic development.

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Vision

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

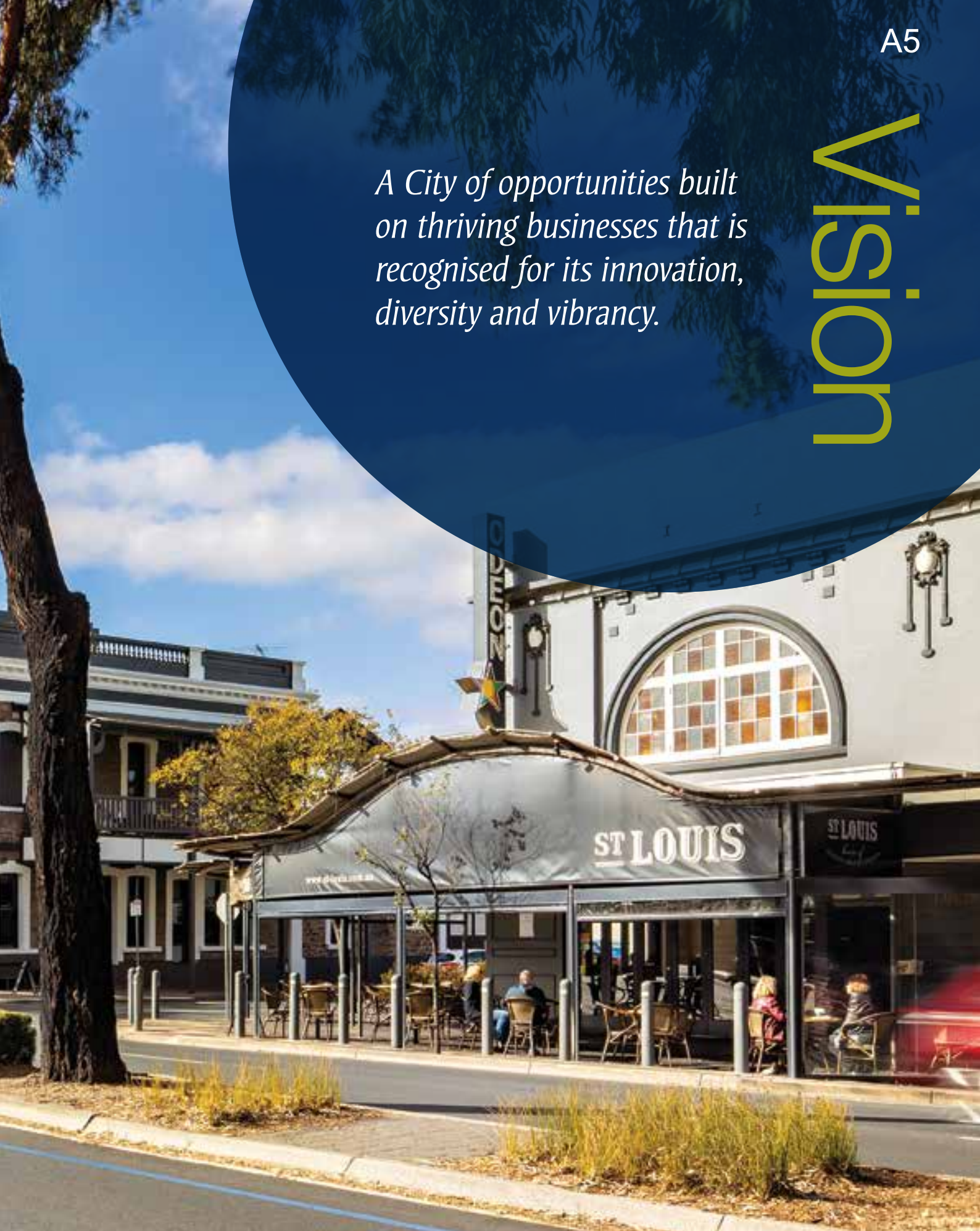


IMAGE: The Parade, Norwood.



Mayor's Message

The City of Norwood Payneham & St Peters has a strong reputation for supporting its business community and is committed to improving and advancing the conditions that allow businesses to flourish and thrive.

Building and sustaining a strong, agile and resilient local economy over the next decade will require continued collaboration, innovation and investment. Now more than ever, the Council needs to partner with the local business community and other key stakeholders to ensure that it creates an economic environment that boosts confidence and delivers economic growth. Adapting to the ever changing global economic environment and the transformational impact of digital technology, while mitigating the economic and social impacts of the COVID-19 Pandemic, will be crucial for businesses to survive and remain competitive into the future.

As a City we will continue to foster an entrepreneurial spirit and openness for collaboration, encouraging and welcoming new and innovative businesses into the area that create employment opportunities for local residents and all South Australians.

The *Economic Development Strategy 2021–2026* for the City of Norwood Payneham & St Peters aims to provide a clear roadmap for the Council, businesses and other key stakeholders to achieve our overarching objective of economic prosperity in our City over the next five years.

Implementing the Objectives and Strategies outlined in the Economic Development Strategy will deliver better outcomes for our community and will ensure that the City continues to be recognised for its innovation, diversity, vibrancy and most importantly, its unlimited opportunities. Over and above everything else it will ensure that our businesses continue to thrive.

Building on our local economy's solid foundation of small to medium size businesses, this Strategy will leverage the strength and diversity of these businesses in four priority sectors: Retail, Food & Beverage Manufacturing, Cultural & Creative Industries and Professional, Scientific & Technical Services, all of which contribute to the rich fabric of our City.



IMAGE:
Fallow Public Art,
St Peter's.

In addition to supporting our priority sectors, the Council will continue to enhance and promote the City's key commercial and manufacturing precincts in order to maintain the vibrancy and diversity of offerings for our community, as well as continue to attract visitors to experience all the City has to offer.

This Strategy looks to deliver and measure the Council's work in supporting local businesses and creating opportunities that will strengthen our economy into the future. This will guarantee the City's continued prosperity by providing the services and business environment needed for success.

On behalf of my fellow Elected Members, I thank everyone who has contributed to the development of this Strategy.

I encourage you all to support the ambitious Vision and Strategies set out in this document so that we can continue to build a strong economy, which nurtures a healthy and happy community.

Robert Bria
Mayor

The City of Norwood Payneham & St Peter's is a place where people choose to be. A place where people have the opportunity to grow, connect and find balance, both in life and in business.



Executive Summary

The *Economic Development Strategy 2021–2026* is a five year Strategy developed by the City of Norwood Payneham & St Peters to support the growth of the City's business sectors, promote the City as a destination with dynamic and vibrant precincts, encourage innovation and investment, and make it easy to do business.

This Strategy is established around four key themes:



**Dynamic &
Diverse City**



**Innovative
City**



**Destination
City**



**Business
Friendly City**

Overview

This Strategy is the Council's framework for achieving a *City of opportunities built on thriving businesses that is recognised for its innovation, diversity and vibrancy*.

A series of Strategies and Actions have been developed which aim to achieve the four key Outcomes and assist the Council in fulfilling its Vision.

The City of Norwood Payneham & St Peters is fortunate to be located within close proximity to the Adelaide CBD and has a diverse business sector that is resilient and well positioned for success. In particular, the City has four sectors within the business sector, which have been identified as having a competitive advantage and therefore have been identified by the Council as a strategic priority. Food & Beverage Manufacturing, Cultural & Creative Industries, Professional, Scientific & Technical Services and Retail, have each been identified by the Council as priority sectors. Whilst the Health and Education sectors have not been identified as priority sectors, their contribution to the City is well recognised, attracting high calibre health workers, as well as students enrolled to elite schools.

Located throughout the City are six major activity precincts which attract a diverse mix of people, making the City an exciting place to visit. These major precincts play a pivotal role in strengthening the City's reputation as a vibrant, diverse and culturally rich destination with a unique 'sense of place'. This Strategy supports these precincts and has put in place a number of Strategies and Actions to ensure the longevity and sustainability of these precincts.

In establishing the strategic framework for the *Economic Development Strategy 2021–2026*, the Council has taken 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 this Strategy appropriately addresses the wide range of opportunities and challenges facing economic growth in the City of Norwood Payneham & St Peters.

The COVID-19 Pandemic has had a significant impact on the economy at a local, national and international level. Prior to the COVID-19 Pandemic, the Council's intent for the *Economic Development Strategy 2021–2026*, was to focus on growth, attraction and understanding the needs of business. However, whilst this is still the Council's overarching goal for the life of the plan, this Strategy has been expanded to assist businesses to recover and rebuild from the COVID-19 Pandemic in the first year of this Strategy and plan for sustainability and growth for when the economy reaches some level of normality.

The Council recognises its role in assisting our 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. In addition, in order to successfully deliver this Strategy, the Council will be required to collaborate with the Federal and State Governments, local partners, small businesses and the community.

The *Economic Development Strategy 2021–2026* reflects the Council's commitment to assisting the business sector to create and maintain a sustainable and more resilient economy. Whilst the strategic direction has been set for the next five years, this document will maintain flexibility and agility to the situation that will exist post the COVID-19 Pandemic and beyond.

The City of Norwood Payneham & St Peters

Located just five minutes east of the Adelaide Central Business District (CBD), the City of Norwood Payneham & St Peters has a reputation of being one of Adelaide's most desirable places to live, work, study and visit.

The City has a footprint of 180 hectares and is enveloped by the picturesque Adelaide Park Lands, the flowing River Torrens and leafy eastern suburbs, all of which complement the City's vibrant and attractive urban landscape.

Renowned for its cosmopolitan lifestyle and its strong cultural influence at heart, the City has evolved as a destination for independent retail, fresh produce, as well as its myriad of cafes, restaurants, pubs and boutique cellar doors.

The City's program of events, which attract many residents and local visitors, contributes to the cultural environment and economy of the City and reinforces Adelaide's status as the first and only UNESCO City of Music in Australia.

The estimated 37,056 residents and 24,367 workers, enjoy the City for its high standard of urban amenity, beautiful tree-lined streets, busy activity centres and unprecedented level of accessibility, which is why it is one of the most highly sought after areas to live and work in Adelaide.

6,996 businesses

In recognising that the City is home to 6,996 businesses, with the majority being small to medium sized and family owned, the Council takes both a precinct and sector approach to business and economic development, focussing on the development of key precincts and sectors across the City. Kent Town, followed by West Norwood are concentration areas, making up 33.2% of the total jobs in the City.

The median age of people in the City is 40 years with 21.5% of households earning an income of \$2,500 or more per week. The City attracts high calibre workers, with over a quarter of the workforce classified as a professional.

37,056 residents

24,367 workers

IMAGE:
Aerial view from Kent Town
to Adelaide CBD.



*The City's proximity to Adelaide's CBD,
makes the City an ideal location for business.*

Introduction

The Economic Development Strategy 2021–2026 outlines the Council's strategic direction for economic development over the next five years, in order to strengthen and grow the City's local economy and support businesses, ensuring their long-term sustainability, viability and growth.

The Economic Development Strategy sets out the Vision for the economy of the City and the Outcomes, Objectives, Strategies and Actions to achieve the Vision.

As an overarching document, its role is to guide economic development within the City, identify the priority areas over the next five years and articulate the Council's role in supporting business and economic development.

This Strategy has been developed during an historical event, the COVID-19 Pandemic, which will change many aspects of our way of life, as individuals, as a workforce and as a society.

The COVID-19 Pandemic has highlighted the importance of a strong economy and the need for diversification in the local economy in order to build resilience. Diversification in the economy reduces the reliance on a small number of sectors, and increases the local economy's ability to withstand challenges and enables the economy to recover faster.



This Strategy has been developed in the midst of an historical event, the COVID-19 Pandemic, which will change many aspects of our way of life, as individuals, as a workforce and as a society.



Economic Development in the City

Economic development is typically characterised by an improvement in the economic well-being of an area and is commonly measured by the increase in the number of businesses, percentage of jobs, higher incomes, greater investment and or increased revenue to fund infrastructure and services for the local community.

Economic development aims to promote prosperity and an improved quality of life in the community by supporting and serving the needs of the local business community. This is achieved through a range of value-adding services that foster a sustainable and vibrant business environment.

The focus on economic development in the City of Norwood Payneham & St Peters, seeks to achieve sustainable economic growth that delivers positive outcomes for the environment, as well as social and cultural sustainability within the City. In short, healthy economies build healthy communities.

The Council recognises that whilst it cannot directly deliver business outcomes, it can facilitate, advocate and promote economic development within the context of its Strategic Management Plan, *CityPlan2030: Shaping Our Future*, and support its business sector to ensure sustainability and longevity.

The Council will play multiple roles in delivering this Strategy. As a leader, partner, facilitator, advocate and regulator, the Council will work towards delivering this Strategy's four key economic outcomes, together with the State Government, local partners, small businesses and the community. The Council will play a critical role in the success of this Strategy and promoting the City as a great place to live, work and invest.



build

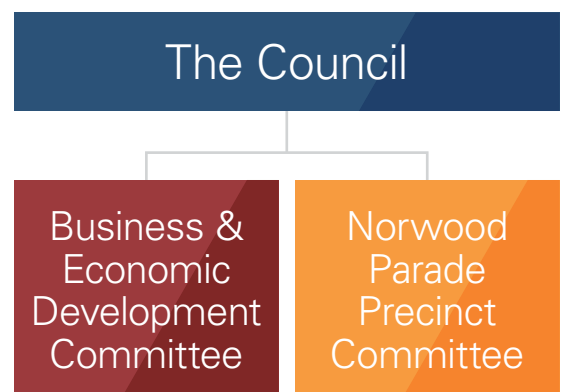


IMAGE:
Norwood Town Hall,
The Parade, Norwood.

To assist in delivering its economic objectives and achieve sustainable economic growth, the Council has established two committees. The *Business & Economic Development Committee* and the *Norwood Parade Precinct Committee* have been established to bring together business representatives, sector specialists and Elected Members to share knowledge, challenges and experiences.

The two Committees play an integral part in the development of the Council's strategic policy direction for economic development and in the delivery of many of its economic initiatives.

The *Business & Economic Development Committee* has played an integral role in the development of this Strategy.



In the City of Norwood Payneham & St Peters, economic development is anything that fosters, enables or contributes to a healthy economy.

Strategic Alignment

The *Economic Development Strategy 2021–2026* is the Council's blueprint to guide the growth of the City's economy over the next five years.

This Strategy sits within the Council's decision making framework and has been developed to align with other key strategic and policy documents. The *Economic Development Strategy 2021–2026* will operate alongside other relevant local, regional and state strategies and plans. The key strategies that have been used to inform this document are summarised below.

Growth State

The South Australian Government has set a target to achieve three percent annual growth in the State economy. To achieve this, nine priority sectors have been identified as focus areas because of their strong potential to meet increasing interstate and global demand, attract investors and leverage comparative advantages. The nine priority sectors are:

Tourism, International Education, Defence Industry, Food, Wine and Agribusiness, Hi-Tech, Health and Medical Industries, Energy and Mining, Space Industry and Creative Industries.

Of these sectors, the City of Norwood Payneham & St Peters has identified food, health and the creative industries as key contributors to the state and local economy and community well-being.

The 30-Year Plan for Greater Adelaide

The 30-Year Plan for Greater Adelaide (launched in 2010 and updated in 2017 to respond to new challenges and opportunities) is the State Government's strategic land use plan that will guide the long-term growth of Greater Adelaide over the next 30 years. It outlines the Government's vision how Adelaide should grow to become a more

liveable, competitive and sustainable city. The Plan is centred around 14 policy themes and their associated initiatives, including a strategic vision for the economy and jobs.

The *30 Year Plan for Greater Adelaide* recognises the integral role that the planning system plays in the planning and investment decisions of the private sector in relation to commercial, retail and industrial development and how it can influence economic outcomes and employment growth.

CityPlan 2030: Shaping Our Future

CityPlan 2030 is the Council's long-term Strategic Management Plan, which outlines the long-term Vision and Outcomes for the City.

The City of Norwood Payneham & St Peters is committed to its Vision of creating 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.

The *Economic Development Strategy 2021–2026* most strongly aligns with Outcome 3 - Economic Prosperity - *A dynamic and thriving centre for business and services*. The five Objectives that support this Outcome are:

1. A diverse range of businesses and services.
2. Cosmopolitan business precincts contributing to the prosperity of the City.
3. Attract new enterprises and local employment opportunities to our City.
4. A leading centre for creative industries.
5. A local economy supporting and supported by its community.

These Objectives are supported by a range of Strategies, Indicators and Targets.

Our City's Four Outcomes



Norwood, Payneham and St Peters (City) Development Plan

South Australia's urban and regional planning system is undergoing its biggest reform in more than 25 years. The Council's current Development Plan is expected to be revoked in 2021, at which time current zoning will be replaced with a single state-wide Planning and Design Code.

The City of Norwood Payneham & St Peters remains a prime location for high quality, higher density development to support the State Government's initiatives for urban consolidation, however this needs to be balanced with the retention of its employment lands and the protection of character, heritage and neighbourhood amenity.

Kent Town Economic Growth Strategy 2020–2025

With a view to capitalising on an exciting period of transformation, in January 2020 the Council endorsed the *Kent Town Economic Growth Strategy 2020–2025* to strengthen and grow the diverse and unique local neighbourhood. The Strategy is driven by three key themes to attract investment, support growth and create prosperity.

The *Kent Town Economic Growth Strategy 2020–2025* recognises the commercial importance of this neighbourhood and acknowledges that the suburb's location, accessibility and convenience makes it a highly desirable location for future growth.

Norwood Parade Annual Business Plan

The Parade is recognised as Adelaide's Premier Mainstreet and remains one of the Council's key hubs of activity. In order to maintain the vibrancy and success of The Parade Precinct, the Council established the *Norwood Parade Precinct Committee*, pursuant to Section 41 of the *Local Government Act 1999*.

One of the requirements of the *Norwood Parade Precinct Committee* is to develop an Annual Business Plan to guide the marketing and promotions of The Parade. As a key driver of the local economy, the Norwood Parade Annual Business Plan must be aligned, and guided by, the objectives of the broader Council area, as outlined in the *Economic Development Strategy 2021–2026*.



Key Influences on the City's Economy

Economic development in the City of Norwood Payneham & St Peters over the next five years, will be influenced by market trends and industry advances as well as environmental and social influences and trends.

Digital

The transformational impact of digital technology is creating exciting opportunities, which have the potential to enhance all industry sectors within the City of Norwood Payneham & St Peters economy.

Ensuring that the City's business environment is conducive to supporting digital technology that is fast and reliable is essential for the longevity and sustainability of all businesses and professions that rely on it.

Encouragement and support from the Council is vital to embracing and harnessing the capabilities that digital technology creates. Access to education

and learning opportunities will prove to be the most beneficial in trying to demonstrate a responsive and innovative approach to incorporating the benefits of digital technology into business operations. With the successful implementation of digital technology, efficiency and outputs will improve in the local economy.

The continued roll-out of the National Broadband Network (NBN) and the growth of Lot Fourteen (former Royal Adelaide Hospital site) will both play a role in enhancing the digital opportunities within the City of Norwood Payneham & St Peters, given the close proximity of the Council to the CBD.

Digital technology, in particular its ability to facilitate economic growth and improve productivity, connectedness and competitiveness, is increasingly recognised as a key contributor to building a vibrant economy and City.

Accessibility

Accessibility is a significant strength of the City of Norwood Payneham & St Peters being an inner-suburban Council located in close proximity to the Adelaide CBD and major transport corridors. Accessibility is a highly valued attribute, which enables the local community to obtain business services and training, employment, technology and transport.

It is important to understand the opportunities that exist to further enhance accessibility within and through the Council area. The perceived ease of access to the area from the Adelaide CBD, major transport routes and by various transport modes presents as an opportunity to leverage the Council's location moving forward.

Businesses in the City of Norwood Payneham & St Peters have organically established themselves in clusters, which can reduce transaction costs

for transport as it improves the ease of contact with shop fronts. Examples of some of the City's clusters include interior design, furniture and homewares located along Magill Road, dining and retail within The Parade Precinct, food and beverage manufacturing in both Glynde and Stepney, and professional services concentrated in Kent Town and its immediate surrounds.

To maintain and enhance accessibility, the Council's natural and built environments must be designed with high quality public spaces that bring people together to exchange ideas and build a sense of community.

Availability of appropriately zoned land in light industry areas, commercial precincts and mixed-use areas, is critical to the long-term success of the City's economic sector.

Access to facilities and services play a key role in the success of an economy. The ease at which people, goods and services can be mobilised, provides for increased productivity and efficiencies.

IMAGE:
Wolfies Records,
Magill Road, Norwood.



As a Council it is important to understand and respond to the challenges and opportunities of climate change that will affect local economic development, employment and skill progression.

Liveability

Central to its definition, economic development seeks to improve the quality of life for all community members through supporting local businesses and strengthening the links between the two.

Australian cities consistently rank highly internationally for their liveability, opportunity and beauty, as well as for their housing, health and the environment. To maintain this standard of liveability, there is an ongoing need for improvements in health and well-being city attractiveness and sustainable development. The growth in urbanisation, changes in the form of development, and economic challenges place continued pressures on maintaining this liveability. As a result, communities will continue to require better and more attractive public spaces, better designed urban systems, better connectivity between and within communities, and increased social cohesion.

A liveable community is vital in supporting the residents and workers who contribute to the local economy and enable local businesses to thrive.

Climate Change

There is a need to prepare for the consequences of a changing climate. If communities and all levels of government remain divided over the relationship between economic growth and carbon reduction, based on a lack of awareness and careful analysis, then it will continue to be difficult to make significant shifts in terms of action and mindset.

Climate change and its impact on future resource scarcity is likely to have a significant impact on the local economy. It is important, now and even more so in the future, that the use of natural capital is valued in the same way as other forms of capital such as human and technological. Without it, the ability of businesses to operate effectively could be hindered and the health and well-being of those in the local community put at risk and quality of life and liveability compromised.

Employment opportunities are changing as a result of climate change and the new challenges that are being presented. Climate change adaptation, resource use and management are driving change and creating jobs in new areas and industries that were not previously anticipated.

Education and awareness are key to responding to the challenges. The greater the knowledge base about the impacts of climate change, the greater the possibility of harnessing and making the most of the opportunities.

Environmental and Business Sustainability

Similar to the need to address climate change, environmental and business sustainability are key factors in promoting and maximising economic growth. It is about improving the sustainability of the environmental resources in an economy and regenerating where possible, and also improving the sustainability of business practices to ensure they have the resources to expand and grow. Good growth in an economy incorporates sustainability that preserves and enhances the City's integrity for future generations, improves the quality of life for the community and increases efficiency and resilience in all aspects of the economy.

High quality education, training and awareness are vital for supporting people and businesses into sustainable employment and to assist businesses in becoming sustainable employers. Sustainable business practices are necessary for continued progression of the business as well as positive economic growth.

Sustainability, whether environmental or in business practices, needs to be recognised to help increase promotion for those choosing to become involved. There needs to be an incentive to initiate change and given this is a transition for society, some barriers do exist and hence the need to reward those who make the effort.

Sustainability, now more than ever, is highly valued in the eyes of the community and the transition to more sustainable resources and business models will create both opportunities and challenges.

Looking forward, it is envisaged that communities will move beyond targeting efficiencies through sustainable practices, to restoring and rebuilding through regenerative development. Regeneration concentrates on a holistic approach and starts by respecting that which is essential or unique in every person, every landscape, every community, every nation. A regenerative approach 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.¹

Implementing regenerative projects and regeneration as a way of thinking, allows whole communities and their places to evolve in a way that enables them to respond to continually changing circumstances and inevitably enhance their resilience.

Circular Economy

A circular business model is fast becoming the preferred and expected option given its emphasis on designing out waste and ensuring the use of materials and resources that can easily be reused and recycled. Promotion of a circular economy and the integration of circular principles to evolve business models will help ensure that materials and resources stay in use for as long as possible and that the amount of virgin materials entering the system and the amount of waste being created is reduced.

A big part of environmental sustainability is the move from a linear economy to a circular economy.



COVID-19 (Novel Coronavirus)

In 2020, the world was presented with one of its biggest health and economic challenges, the COVID-19 Pandemic. The unexpected presence of the COVID-19 Pandemic has drastically changed the normality and functionality of everyday life as well as the economic conditions of all of society.

The COVID-19 Pandemic has thrown local, national and global livelihoods and economies into incomprehensible scenarios. What started as a public health emergency of international concern has resulted in a worldwide crisis that has economic and social ramifications. Amongst other things, the Pandemic has highlighted the importance of Local, State and Federal Governments being prepared for a crisis and the need to have a strong local economy.

Whilst Australia has had a relatively low number of cases as a proportion of the country's population, the actions taken to curb the spread of the virus and reduce the stress on medical resources, has resulted in significant economic and social impacts.

As a result of the Federal Government's mandatory closures and restrictions, a number of businesses have been forced to close their premises and/or alter their business model to adapt to the situation.

During the peak of the Pandemic, many businesses were forced to stand down or reduce staff, transfer their businesses online, as well as reduce opening hours in order to lower running costs. Businesses implemented these measures to ensure their survival through this difficult time and the uncertainty as to whether or not there will be a second wave of infections.

Substantial Federal and State Government financial support has been provided to reduce the economic impact. JobKeeper, JobSeeker and JobMaker have all been designed to help stimulate the economy and secure jobs for Australia's future.

For many businesses, both locally and globally, the short-term goal is to survive and make it through to the other end. *The Economic Development Strategy 2021–2026* will play a significant role in the recovering ability of the business community for a long period of time. This 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.

This Strategy is a reflection of the Council's commitment to help businesses recover as quickly as possible and then maintain a sustainable economy. New strategic directions included as a result of the COVID-19 Pandemic will ensure this 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 image. Consumer confidence and the image of shopping in a brick and mortar store will take some time to restore, but will ultimately be a high priority action that the 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 between tenants, landlords, employees and the community which includes the Council.

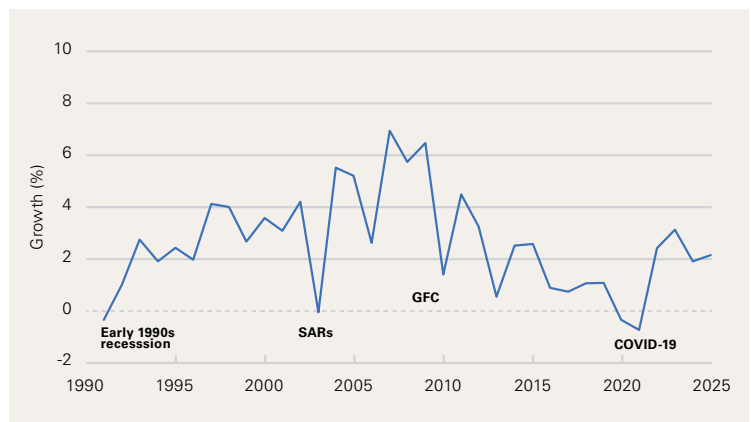
The Council will support the business community through and post the Pandemic. The Strategy is the catalyst for Council's ability to provide this support and given the substantial unknown associated with the COVID-19 Pandemic, flexibility will provide the Council with the ability to adapt its response to suit the needs of the businesses in the Council area.

The COVID-19 Pandemic is a disrupter event unseen before and its affects will be felt for years to come, with the full impact unlikely to be fully understood in the near future. It is estimated that at the very least the Federal and State Government deficits will continue for at least five years. As countries and cities emerge from the immediate health crisis and re-start their economies, changing work practices, attitudes towards travelling, commuting and consumption of goods and services will change employment prospects.

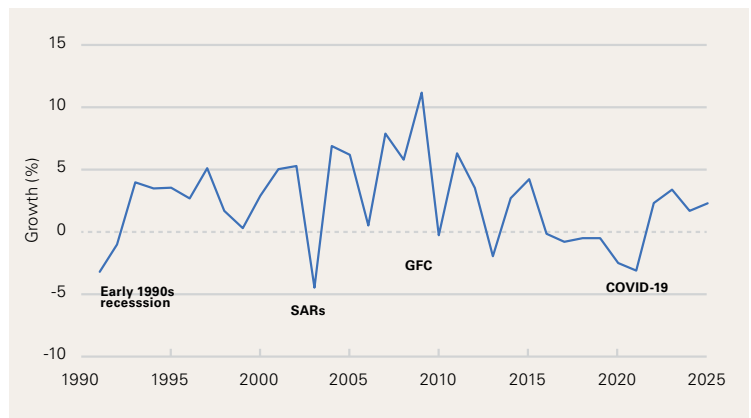


Impacts of COVID-19²

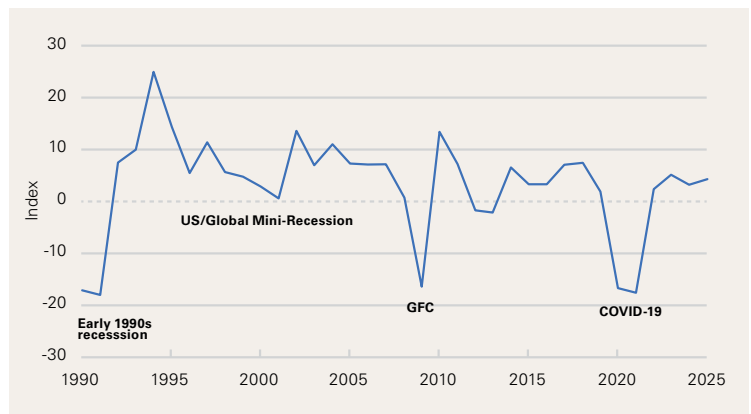
In Australia, the projected rise in unemployment (anticipated to reach 10%) is expected to result in a decrease in overall household disposable income, of approximately 0.3% in 2019-2020 and 0.7% in 2020-2021. The decrease in disposable income is projected to be worse than that experienced post the Global Financial Crisis and earlier recessions.



As the overall income of households falls, so too does their discretionary income that is commonly spent on items such as clothing, travel and dining out. Discretionary income in Australia is expected to decline by 2.5% in 2019-2020 and by 3.1% in 2020-2021. As such, the hospitality sector and elements of the retail sector together with the tourism sector are expected to be among the most severely impacted industries.



As a result of rising unemployment and falling consumer sentiment, business confidence has also fallen, reaching record low levels in March 2020. While business stimulus packages introduced by the Federal Government together with business support packages offered by State and Local Governments are expected to moderate this, business confidence is expected to fall further in early 2020-2021. Despite this, history shows that the economy has the ability to recover quickly if it is well supported.



Retail

Small businesses across the Retail sector have felt the pressure of the COVID-19 Pandemic, with many traditional brick and mortar retail stores having closed their doors due to a lack of consumer demand and government imposed restrictions, which has reduced trading activity. Whilst some retailers such as supermarkets have experienced a spike in demand, many retailers of luxury and discretionary items have struggled.

The clothing retail industry is expected to decrease by 28.3% in 2019–2020 with the number of establishments expected to fall by more than 10% and a number of unprofitable shops expected to cease trading altogether.

Through the COVID-19 period, many retailers have had to increase their online capabilities very quickly in an attempt to maintain their business cashflow. In 2019, online sales represented approximately 9% of clothing retail sales, however this has risen dramatically over the period of COVID-19. Whilst online sales are expected to fall again post COVID-19, it is expected that the trend towards online shopping will stabilise at approximately 12%, which will have a sustained impact on brick and mortar sales in Australia.³

The challenge for retailers is to recognise the significant change in consumer spending and behaviour and to remain responsive to consumer behaviours post the COVID-19 Pandemic, regardless of whether those behaviours revert to former patterns or have been changed forever.

Hospitality

Food and beverage hospitality businesses have been significantly impacted by the COVID-19 Pandemic with the Federal Government enforcing closures on 23 March 2020. This forced many cafes, restaurants and pubs to offer takeaway services through their own apps or through existing services such as UberEats. The revenue of many hospitality businesses is predicted to decline by 18.7% as a result of the Pandemic, with levels of employment also expected to decline.

The critical role that retail and hospitality play in the activation and experience of places means that their response to this Pandemic is likely to drive the success or failure of many mainstreet precincts.

IMAGE:
Argo of The Parade,
The Parade, Norwood.



Unique product offering, quality customer service, attractive spaces and promotion will all be required to provide dynamic, vibrant and successful precincts.

IMAGE:
Signature Wines,
Norwood.

\$207.614m
estimated output generated
by the tourism sector

Tourism

Tourism contributes more than \$8 billion to the South Australian economy annually and employs almost 40,000 people. The sector is considered one of the hardest hit by the COVID-19 Pandemic outbreak, experiencing a rapid and sharp drop in demand and a surge in job losses putting many businesses at risk. Travel restrictions coupled with significant declines in demand added to the pressures many faced in 2020, following the devastating bushfires in the summer of 2019–2020.

At the end of 2019, tourism in South Australia was worth \$8.1 billion. Now, amid the COVID-19 Pandemic, forecasts suggest the tourism industry is losing almost \$430 million per month.⁴

The root causes and new realities imposed by the Pandemic, have caused fundamental changes to the way people think, live, work and play, which in turn, are transforming the nature of tourism demand and supply alike. Some of these changes may be temporary, but others are here to stay and will redefine the way people experience tourism for years to come. COVID-19 has led to profound changes in the behaviour and expectations of travellers, as well as for tourism businesses, which are predicted to have long-lasting impacts.⁵

The Pandemic is anticipated to have a longer lasting effect on international tourism, however opportunities are expected to increase for local travel. To leverage this opportunity, the South Australian Tourism Council has redirected all international marketing activity to focus on promotion of South Australia to the domestic market.

While South Australians can now travel regionally, innovation and creativity will be critical for all tourism businesses with those that embrace technology expected to come out ahead of the competition.

The Tourism sector in the City of Norwood Payneham & St Peters supports 1,320 jobs and it is estimated that the output generated by the sector is \$207.614 million, with Accommodation & Food Services (31.7%) and Retail Trade (15.5%) sectors producing almost half the revenue.

The March Quarter 2020 Business SA – William Buck Survey of Business Expectations has shown a significant decline in business confidence, with 36% casting doubt over whether they could survive another three months of COVID-19 restrictions. In the Accommodation, Hospitality and Retail sectors, this was even higher with 52% saying it was unlikely they would survive another three months of compromised trading.⁶

Tourism sector
supports
1,320 jobs



Buy Local

Buy Local is not a new concept to the Adelaide consumer, but the importance of supporting local business during the COVID-19 Pandemic and the months following the Pandemic has never felt more crucial. If nothing else, the COVID-19 Pandemic has demonstrated to Australia the need to support the local supply chain instead of relying so heavily on global supply chains for manufacturing. The COVID-19 Pandemic has given businesses the opportunity to experiment in value adding. In many cases, it has forced businesses to adapt and be agile in order to meet local demand.

Supporting local means nurturing locally owned and operated businesses, which use local resources and employ local workers, to serve the local community. Small businesses are the largest employers nationally and it is vital that the Federal, State and Local Governments provide financial support to reduce the economic impacts, as well as offer friendly services and information to assist businesses to recover and rebuild.

Business SA launched a 'Buy Local to Save Local' campaign in May 2020, to encourage South Australians to take a proactive approach to buying and purchasing from local businesses wherever possible. This campaign, along with strong business backing, has resulted in conscious consumer spending and greater consideration when buying products from overseas.

This Strategy will take this concept one step further and by encouraging residents and workers to 'Be Local' in their communities. That is, to create a whole connection with the local business sector that adds to community well-being while contributing to economic resilience.

The Strategies and Actions set out in this Strategy emphasise the importance of supporting and buying local where possible, which will, in-turn, support jobs, generate income and raise the overall level of economic activity in the City.

IMAGE:
The Parade,
Norwood.

Changing Nature of Work Environments

The COVID-19 Pandemic has influenced the nation's sentiment, behaviour and lifestyle— from how we shop to how we work, educate and engage as a community, and participate in events. The impacts of the COVID-19 Pandemic have been significant and will continue to be felt after it has been controlled.

Australians are very positive about a shift towards online learning in the education sector and the workplace. In fact, more than half of those surveyed are positive about an increased use of online learning in vocational training (57%), university (57%), workplaces (54%) and in schools (52%).

More than two in five Australians agree that working from home will become the new normal (45%) and would stay longer with their employer if they were offered more remote and flexible working options (46%). This has significant implications on the demand and supply of commercial spaces throughout the City and in particular, business hubs such as Kent Town.

A similar proportion agree that their home is well equipped for them to work from home (44%) and would be willing to spend more time working from home (43%). Australians do not expect their productivity to decrease either, with 42% strongly/ somewhat agreeing that they are just as productive at home, if not more. Studies have shown that remote employees work 1.4 more days per month than their office-based counterparts, resulting in more than three additional weeks of work per year.⁷

Aside from the ability, flexibility and productivity of working from home, people felt that they were able to create a better work-life balance and are less stressed as a result of reduced commuting to and from work.

More people working from home has led to less people leaving the suburbs and commuting to work. This has subsequently resulted in an increase in customers for local businesses.

With advantages there is always disadvantages and this includes professional and social isolation, household running costs and access to necessary resources.

Government Support

During March and April 2020, the Federal Government released stimulus packages valued at approximately \$320 billion to support small businesses. The packages focused on key policy areas including:

- A JobKeeper wage subsidy payment;
- Code of Conduct for commercial tenancies;
- Cash flow support;
- Financial relief for distressed businesses;
- The SME Guarantee Credit Scheme;
- Increase of asset write-off threshold; and
- Other sector specific forms of assistance.

The City of Norwood Payneham & St Peters also introduced a Financial Assistance Package aimed at assisting ratepayers, residents, businesses, sporting clubs and other local groups that use Council facilities. The range of support for business owners included:

- Waiving of interest and fines for any unpaid 2019–2020 Fourth Quarter Rates instalments;
- Discretionary rebates equal to the 2019–2020 Fourth Quarter payment for businesses located within The Parade Precinct that are required to pay The Separate Rate;
- Differential Rate rebate for non-residential property owners, including commercial property owners;
- Refunds of the Fourth Quarter Outdoor Dining Permit fee; and
- Outdoor Dining Permit Holders required to make a payment for the installation of bollards associated with their outdoor dining area had payments deferred until June 2020.



City Snapshot

The City of Norwood Payneham & St Peters is home to approximately 37,056 people and forecasted to welcome another 2,178 by 2031. Whilst there will be an increase in the City's population, it will also see the median age rise due to the national ageing population trend.

The City has experienced a positive growth rate of 36.7% in the number of businesses over the last four years with the City's percentage of South Australia's Gross State Product remaining steady. Rental, Hiring & Real Estate Services, followed by Professional, Scientific & Technical Services and Construction, top the list with the highest number of businesses registered by sector with Health Care & Social Assistance and Cultural & Creative Industries, making up the top five sectors.

Whilst employment opportunities grew by 2,028 between 2016 and 2019 to a total of 24,367 jobs—representing approximately 3.3% of the South Australian workforce—it is worth noting that the effects of the COVID-19 Pandemic will influence

this number significantly as unemployment rates are expected to rise in the first few years of implementation of this Strategy before once again declining.

Health Care & Social Assistance, Professional, Scientific & Technical Services, Retail Trade, Construction, and Education & Training make up the top five sectors that generate the most number of jobs within the City.

The Construction, Health Care & Social Assistance and Professional, Scientific & Technical Services sectors are represented in the top five in both employment by industry and in the number of business registrations.

Demographic Overview



Population

37,056

(ABS ERP 2019)

Forecasts suggest there will be approximately 39,234 residents in the City of Norwood Payneham & St Peters by 2031 and 40,063 by 2036.

(Source: DPTI - Population projections for South Australian Local Government Areas 2016 – 36. December 2019 release)



Median Age

40
years old

The median age of people is 40 years, slightly higher than 39 years across Greater Adelaide. Children aged 0-14 years make up 14.3% of the population and people aged 65 years and over make up 19.6% of the population.



Median Household Income

\$1,304

The median weekly household income in the City of Norwood Payneham & St Peters is \$1,304, compared to \$1,265 in Greater Adelaide.

21.5% of households earn an income of \$2,500 or more per week.



Businesses

6,996

There has been a growth rate of approximately 36.7% in the number of registered businesses for the period 2016 to 2020.



GRP

\$3.147 billion

In 2019 the total Gross Regional Product was estimated at \$3.147 billion and represents 2.88% of South Australia's Gross State Product. It has remained steady since 2014.



Average Value Per Development Approval

\$242,134

(February 2019–2020 year to date)

(Economy.id)

The value of development approvals in the 2019–2020 February year to date was up \$69,187 on 2018–2019, representing 6% of South Australia's total and on par with year-end values obtained in 2017–2018. Traditionally, there is greater focus of activity on residential investment.



Regional Imports

\$1.400 billion

Regional Exports

\$2.460 billion

The value of goods and services imported into and exported from the City of Norwood Payneham & St Peters.



Value Added

\$2.912 billion

The total value added by the City's industry sectors is \$2.912 billion, which is the difference between total expenditure and revenue.

IMAGE:
La Verde, Kent Town.

Note: All data sourced from REMPLAN March 2020 unless otherwise specified.



Business Mix

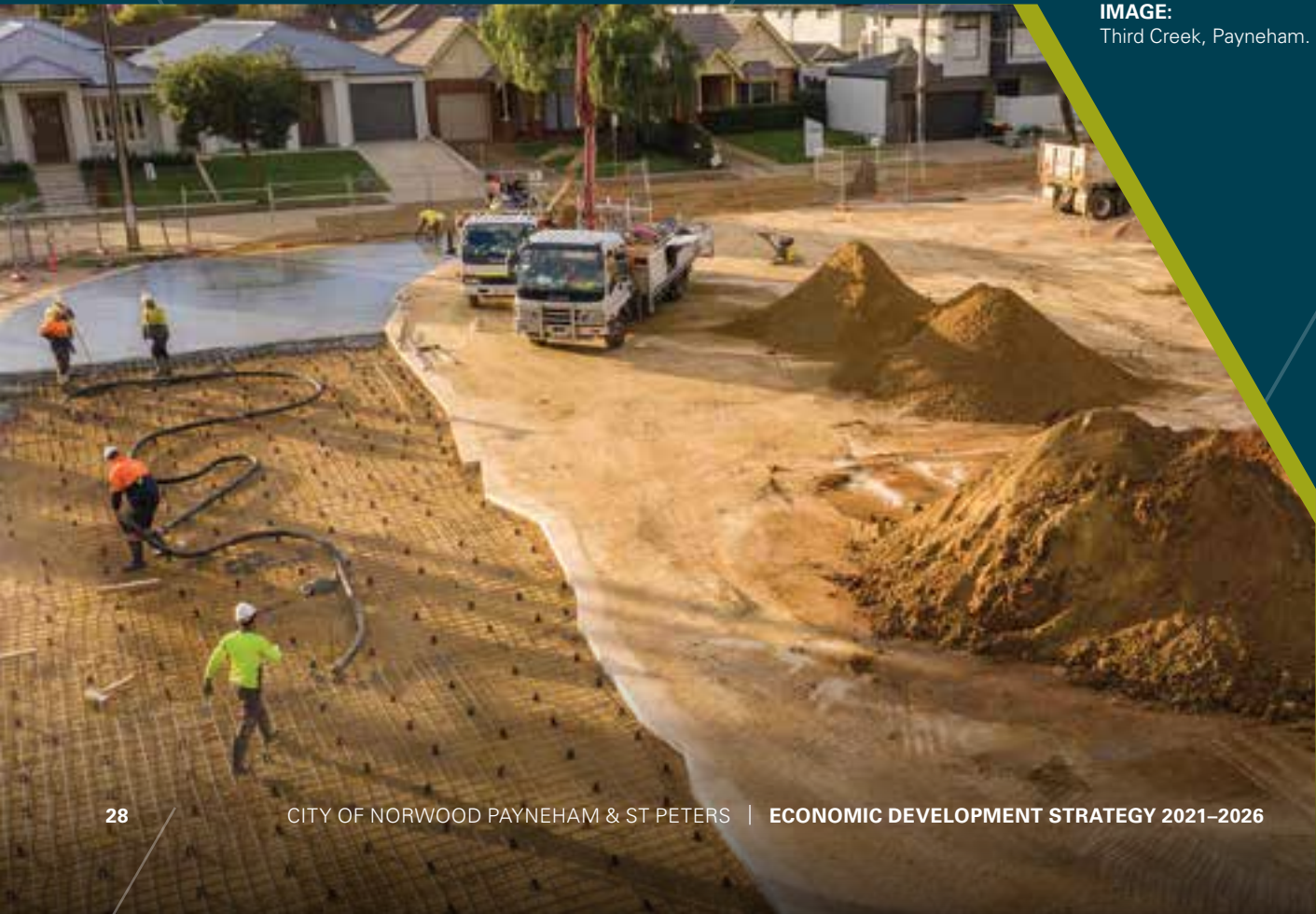
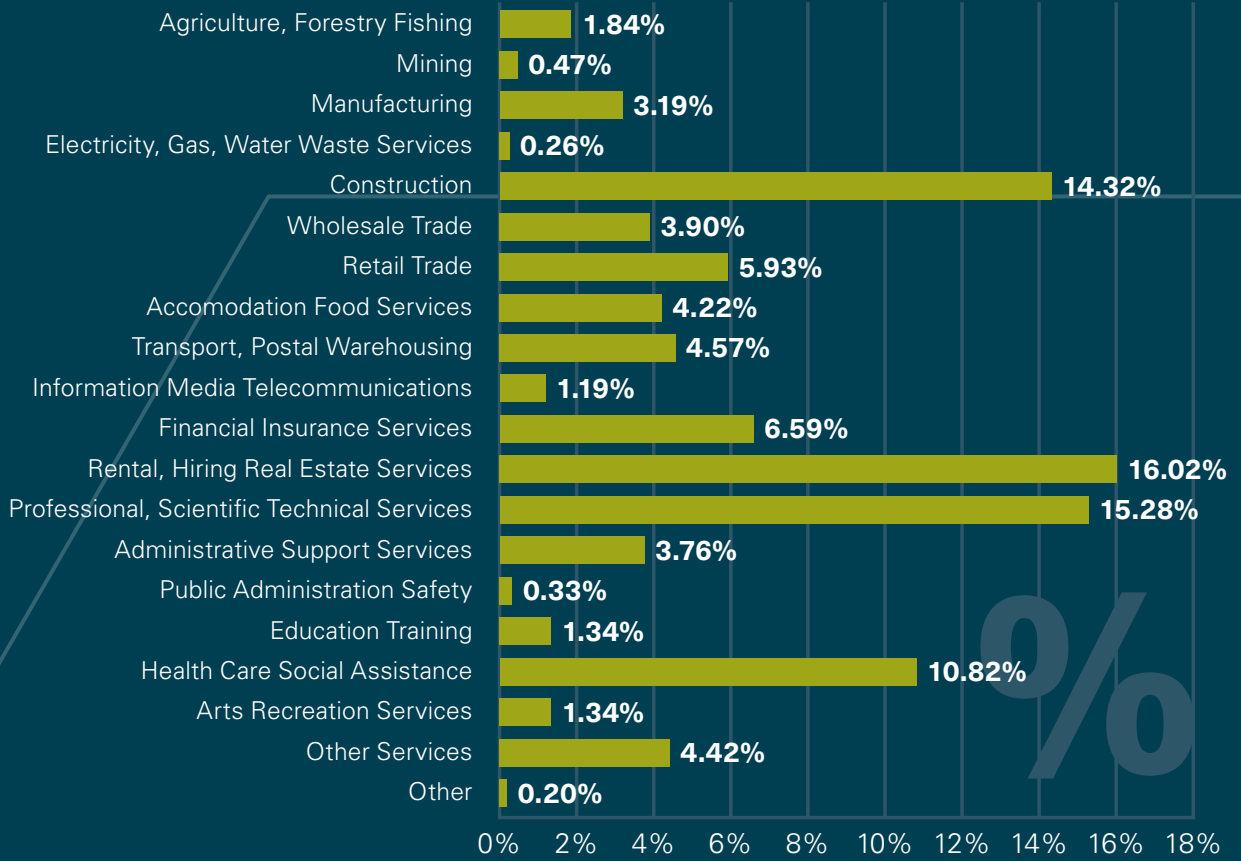


IMAGE:
Third Creek, Payneham.

Employment

24,367
jobs

(REMPPLAN, Feb 2020)

Jobs grew by 2,028 between 2016 and 2020.



Journey to Work

86% of people travel into the City of Norwood Payneham & St Peters to work.



Unemployment Rate

5.1%

(economy.id Dec 2019)

The unemployment rate gradually increased each quarter, up 0.6% from December 2018 to December 2019.

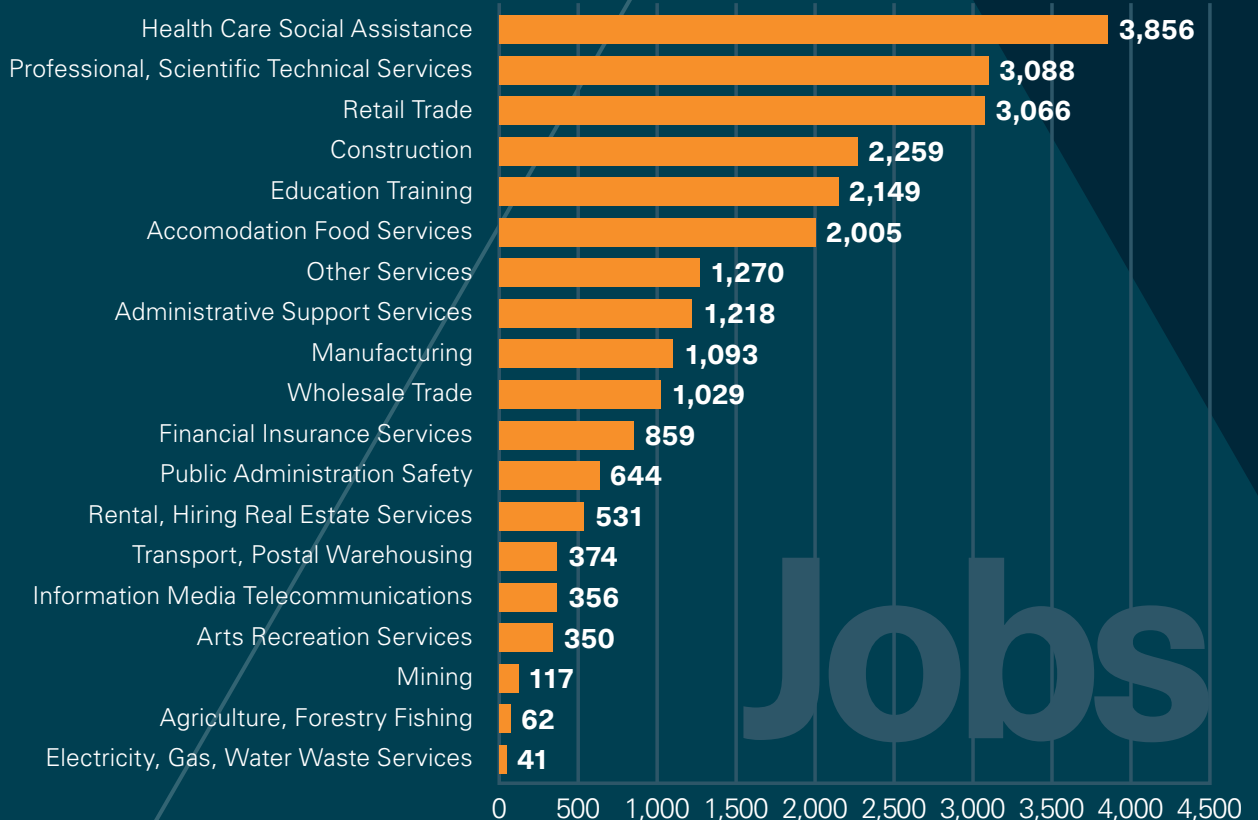
The full economic impact of the COVID-19 Pandemic is still unknown, however for May 2020, total employment is estimated at 21,013, a fall of 13.8% for the month. The greatest decrease in employment is in Retail Trade. In percentage terms it is the Accommodation & Food Services sector.



Live and Work in the City

14% of employed people, both live and work in the City.

The top two age demographics that live and work in the City are aged 45–54 years and 25–34 years.



Jobs

Note: All data sourced from REMPLAN March 2020 unless otherwise specified.
Note: The Cultural & Creative Industries sector contains a broad range of disciplines, which are distributed throughout the sectors identified in the above tables.



IMAGE:
Zohair, The Parade, Norwood.

Our business community values its unique and diverse business mix with strong connections and ability to work together.

Listening to Our Business Community

Consultation with the business community has helped inform the *Economic Development Strategy 2021–2026* and shape its direction.

Through a number of focus groups held with business and property owners, we heard what our business community perceives are the strengths and weakness of the City, and what they value the most for a prosperous future.

Our business community values its unique and diverse business mix with strong connections and ability to work together.

The business community wants an accessible City with vibrant precincts and green, activated spaces. Our business community also wants a supportive Council that continues to provide high quality services and infrastructure for its business, residents and visitors.

Norwood Payneham & St Peters business community values

- ✓ **Open space – street appeal, green vegetation**
- ✓ **Location – close proximity to the CBD**
- ✓ **Attractive, vibrant and diverse place**
- ✓ **Activation and placemaking**
- ✓ **The Parade – drawcard location**
- ✓ **Diverse business community and high level of collaboration**
- ✓ **Unique eclectic mix of businesses**
- ✓ **Connection with the local community**
- ✓ **Accessibility – pedestrian and cycle friendly**
- ✓ **Quality, fresh and local produce**

Note: The above values summarise feedback received at workshops held prior to the COVID-19 Pandemic.

Comments received from 203 local business owners and operators as part of the Council's *2019 Community Survey*⁸ was also considered in the development of the *Economic Development Strategy 2021–2026*. The survey provided valuable insights into their experiences around interacting with Council, what is done well and what areas need extra attention.

As part of the survey, businesses were asked to rank the three major issues which in their opinion, the Council should be addressing in the next three years. The highest ranked response was 'improving

infrastructure' with 50% of respondents rating this as the highest priority, followed by 'car parking' at 39%, with 'environmental sustainability' (30%), 'issues with street trees' (29%) and 'preserving heritage buildings and character areas' (29%) also becoming more prominent issues to be addressed in the next three years.

Of the 203 business respondents, 76% revealed that being close to the city in a central location, was the biggest advantage of operating a businesses in the City of Norwood Payneham & St Peters.

Strategic Framework

The Framework will play a pivotal role in guiding the Council over the next five years and provide direction that is driven through bold thinking, dynamic leadership and collaborative partnerships.

The *Economic Development Strategy 2021–2026* has been informed by the following four key inputs:

- The economic and demographic profile of the City;
- Listening to our business community and partners;
- An understanding of the key influences and trends that have, and will, impact our local economy; and
- The COVID-19 Pandemic and the associated known economic and social impacts.

The Council will strive to deliver four Outcomes that will re-affirm the long held aspiration of increasing economic prosperity and enhancing community well-being in the City of Norwood Payneham & St Peters.

In delivering the *Economic Development Strategy 2021–2026*, it is acknowledged that the economy and local businesses are not in the state they once were at the start of this process. While the long-term vision and overarching themes of the document have remained the same, the unprecedented impact of the COVID-19 Pandemic on the local and global economy means that the state of the economy is no longer the same as it was when planning for the new Strategy first commenced. Given that, a 'Recovery & Rebuild' Strategy will form the initial phase of the *Economic Development Strategy 2021–2026* and be prioritised in Year 1 of its implementation. During this time, the Council will focus on supporting local businesses through their revival following the impacts of the COVID-19 Pandemic, and capturing the opportunities that arise from a re-imagined economy.



IMAGE:
400 Gradi,
The Parade, Norwood.

Direction



Dynamic & Diverse City



Destination City



<p>Outcomes</p>	<p>A City with thriving and resilient business sectors that drive employment and deliver growth.</p>	<p>A destination with dynamic, cultural, vibrant and attractive precincts.</p>	
<p>Objectives</p>	<p>Support the growth and viability of the City’s business sectors based on their competitive strength and strategic priority.</p>	<p>Increase the number of people who live, work and visit the City and enhance the community well-being of existing residents, workers and visitors.</p>	
	<p>CV. RECOVER & REBUILD</p>	<p>CV. RECOVER & REBUILD</p>	
<p>Strategies</p>	<ul style="list-style-type: none"> 1.1 Focus on the support and growth of the City’s priority sectors: <ul style="list-style-type: none"> ▶ Food & Beverage Manufacturing ▶ Cultural & Creative Industries ▶ Professional, Scientific & Technical Services ▶ Retail 1.2 Support the Education and Health sectors as key contributors to community well-being. 1.3 Identify emerging trends and support opportunities for economic growth. 1.4 Promote opportunity and collaboration across the sectors. 1.5 Identify and promote local competitive advantages. 	<ul style="list-style-type: none"> 2.1 Showcase and promote the City’s attractions and events to facilitate growth in visitation and spending. 2.2 Support the City’s vibrant mainstreet precincts. 2.3 Facilitate the activation of key spaces and precincts in the City. 2.4 Work with local business operators to strengthen the viability of precincts and enhance the customer experience. 	

VISION

Innovative City



An innovative City that **supports business** and **attracts investment**.

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

CV. RECOVER & REBUILD

- 3.1 Maximise new investment and growth opportunities.
- 3.2 Recognise businesses and business sectors that make a significant contribution to the City.
- 3.3 Facilitate communication, education and networking programs to support businesses.
- 3.4 Embrace new and emerging technologies that will enhance business productivity.
- 3.5 Encourage sustainable working methods in all aspects of business.

Business Friendly City



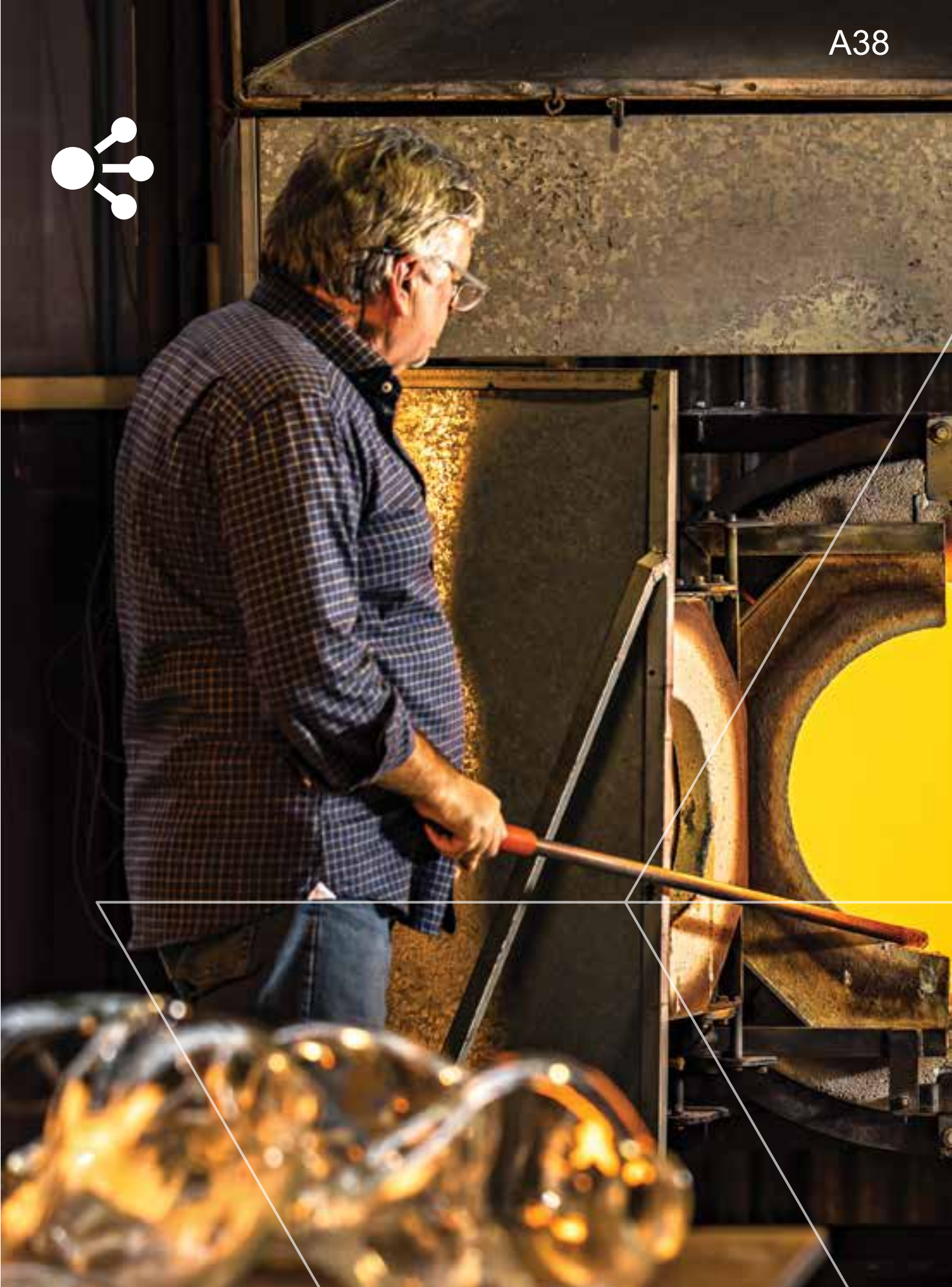
A **City that understands** the needs of business.

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

CV. RECOVER & REBUILD

- 4.1 Ensure that Council processes are business friendly and contribute to a well-functioning City.
- 4.2 Embed economic outcomes in decision-making across the organisation.
- 4.3 Establish an effective planning policy framework to encourage investment and enable businesses to establish in the City.

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



Dynamic & Diverse City

A City with thriving and resilient business sectors that drive employment and deliver growth.

IMAGE: Eamonn Vereker Glass, Norwood.

Dynamic & Diverse City

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

A successful Economic Development Strategy and subsequent economic growth is dependent on a City's business sector. Positive economic growth and a sustainable economy require a business sector that thrives on conditions that are conducive to conducting business activities. The City of Norwood Payneham & St Peters is fortunate to be located within close proximity to the Adelaide CBD, and as a result, has a diverse business sector that is well positioned to be successful, resilient and capable of remaining viable. In particular, the City has a number of sectors within the business sector, which have a competitive advantage and are identified as a strategic priority.

The four business sectors that have been identified by the Council as priority sectors are:



Food & Beverage
Manufacturing



Cultural & Creative
Industries



Professional, Scientific
& Technical Services



Retail

These sectors have been identified due to their significant existing or emerging importance to the local economy in terms of employment, vibrancy and growth.

Whilst the Health and Education sectors have not been identified as priority sectors, their contribution to the City is powerful, attracting high calibre health workers, as well as students enrolled to elite schools.

Accelerating the growth of these sectors is vital to ensuring they continue to thrive and remain a competitive advantage for the City of Norwood Payneham & St Peters. As these sectors contribute to a significant portion of the Council's business sector, the success of these priority sectors is key to ensuring the economy remains sustainable and economic growth occurs. These priority sectors act as key economic indicators and substantial change in any of them can be used to reflect the overall position of the economy.

All of the priority sectors have been and will continue to be impacted upon by the COVID-19 Pandemic, especially the Retail and Cultural & Creative Industries sectors. The impact on these sectors is unprecedented and the full consequences are not likely to be understood for some time.

The Council together with State and Federal Governments will play an important role in ensuring these priority sectors can recover as quickly as possible and return (as close as possible) to a sense of 'normal'. What a thriving business sector will look like post the COVID-19 Pandemic is yet to be determined. What is globally recognised is that it is unlikely to be the same as it previously was prior to the COVID-19 Pandemic.

A reassessment of what would determine a business to be 'thriving' will now need to be redefined, however it will still be an objective of the Council's to ensure the business sectors economic output is viable and sustainable.

Food Manufacturing contributes to

3.9% of total output for the City.

Food Manufacturing sector contributes

\$173.123m

(7.2%)

of total regional exports

IMAGE:
Rio Coffee,
Stepney.



Food & Beverage Manufacturing

Food processing is a vital part of the Australian economy and has long been influential on the manufacturing industry, with its impact far outweighing that of all other sub-sectors. The industry within Australia is diverse in size from multinationals producing large volume fast-moving consumer goods through to smaller players with flexibility to meet demand for niche gourmet items.

As part of 'Growth State', the State Government has set an economic objective to achieve 3% overall growth in Gross State Product (GSP) each year in South Australia. The Food, Wine and Agribusiness sector is a key pillar of the South Australian economy and is one of the nine priority sectors that have been identified for growth.

The Food Manufacturing sector is the largest manufacturing sector in Australia, South Australia and the City of Norwood Payneham & St Peters and therefore needs to be nurtured at all levels to ensure that it continues to meet global demands.

Of the **1,069** jobs
in manufacturing in the City, food
processing remains the most dominant
sub-sector employing
422 (38.6%) people.

Of the 1,069 full-time equivalent jobs in the manufacturing sector, 74 fall in the Beverage Manufacturing sub-sector across 26 registered businesses. The Beverage Manufacturing sector includes the production of soft drinks, cordials and syrups, beer, spirits, and wine and other alcoholic beverages. Whilst the Beverage Manufacturing sector ranks fifth in terms of employment and value-added, it contributes \$21.857 million to the City's regional exports. Although employment declined between 2016 and 2018, output increased with Food Manufacturing contributing to 3.9% of total output for the City of Norwood Payneham & St Peters. The value of goods and services imported into the City has risen from \$114.491m to \$136.011m, which can be attributed to an increase in local sales as well as providing potential opportunities for businesses within the local market.

The Food Manufacturing sector contributes \$173.123 million (7.2%) of total regional exports for the City, ranking fourth after Professional, Scientific & Technical Services and the Construction industry. The Food & Beverage Manufacturing sector in the City of Norwood Payneham & St Peters, is concentrated in the suburbs of Glynde and Stepney. To protect the ongoing success of this sector, it is critical that the light-industrial zoning, which enables the establishment and concentration of these sectors, be protected and retained in these two locations.

523 Cultural & Creative Industry businesses in the City.

Cultural & Creative Industries

The Cultural & Creative Industries typically bring together the arts, media, and design sectors with a focus upon convergent digital technologies and the challenges and opportunities of globalisation. Cultural and creative activity is increasingly recognised as an important component of economic growth. Whilst there is no adopted universal definition, the Cultural & Creative Industries sector incorporates a broad range of disciplines and is defined in the City of Norwood Payneham & St Peters as **sectors which place emphasis on creativity:**

- **Architecture, design and visual arts**
- **Music and performing arts**
- **Film, radio and television**
- **Writing and publishing**
- **Advertising and marketing**
- **Creative software applications.**

The terms 'cultural industries' and 'creative industries' are intrinsically linked. The concept of 'cultural industries' is more related to cultural heritage and traditional forms of creation, while 'creative industries' includes the applied arts practices, innovations and generating profit and creation of jobs by creating intellectual property.⁹

In 2016, there were 523 registered businesses in the Cultural & Creative Industries sector located in the City of Norwood Payneham & St Peters. This was the fifth largest sector representing 8% of the total number of business registrations across the City. Of those 523 businesses, 77 (14.7%) were located in the suburb of Kent Town, a neighbourhood recognised for its cultural and

creative contribution to the City. Overall, the City of Norwood Payneham & St Peters represents 29% of creative and cultural businesses in the Eastern Region of Adelaide and 8% in South Australia.

Similarly, within the City of Norwood Payneham & St Peters, Kent Town also contains the highest concentration of Creative & Cultural industry employment with 1,678 people employed in Creative Industries and 1,699 in Creative Professions. As a whole, the City of Norwood Payneham & St Peters represents 37% of creative and cultural jobs in the Eastern Region of Adelaide and 8% of those in South Australia.

Most notably, between 2011 and 2016, Computer System Design and Related Services experienced the most significant growth increasing by 261 jobs, or 72%.

The South Australian Government has identified the Creative Industries as a key competitive advantage for the State and an important emerging industry. As the basis for innovation, creativity can drive productivity, economic growth and job creation.

The Cultural & Creative Industries represents

8% of the total
in South Australia.

IMAGE:
Tiff Manuell
Studio Store.



The more innovative a business, the more likely it is to export, create jobs, train employees and turn a higher profit.

98.3% of jobs
in the Professional, Scientific & Technical
Services sector in the City are located in
Kent Town.



Professional, Scientific & Technical Services

Having a sustainable sector allows for the formation of a positive knowledge economy, whereby the employment that exists from this sector formulates innovation, collaboration, growth, partnership and opportunities through the sharing of information both internally, at a place of work and externally with other businesses in the sector.

The Professional, Scientific & Technical Services sector has organically formed a cluster in the City, mainly Kent Town and its surrounds. This area contributes to 98.3% of all employment in this sector and highlights its primacy when identifying the location of where employment exists.

The age demographic that accounts for the majority of the employment in this sector is the 25–34 age group followed by those aged 45–54. The workforce age indicates that those employed in this sector are largely established and experienced, both of which are key to the effectiveness of the Professional, Scientific & Technical Services sector given its desire for highly skilled and qualified labour inputs.



Retail

The Retail industry is the second largest employer in the City of Norwood Payneham & St Peters, contributing to around 10,052

jobs or 12.4% of the City's workforce comprising of 47.7% males and 52.3% females. The Retail sector accounts for 415 or 5.9% of the registered businesses in the City and makes an important contribution to the economic and social vibrancy of local places.

The City of Norwood Payneham & St Peters is home to three major mainstreet retail precincts—The Parade, Magill Road and Payneham Road. Each precinct has its own unique identity and product offering, benefiting from the agglomeration of like businesses in the area. The suburbs of Glynde and Stepney are unique light industrial areas, which are home to many family-owned businesses that produce, manufacture and export world-class produce to local, national and international markets. These areas are the hubs for retail and business and play an important role in the liveability and character of the City of Norwood Payneham & St Peters.

Of the **415** registered retail
businesses in the City



212 (51%) are located in
commercial premises along
the mainstreets



107 (25.7%) are in
residential zones



33 (7.9%) are located in
light industry areas which
includes parts of Stepney
and Glynde

IMAGE:
Bauhaus,
The Parade, Norwood.





Health

The Healthcare and Social Assistance sector is the largest employer in the City, with more than 3,800 workers. The sector is supported by the presence of many general practices, residential care and allied health services. Stepney has been home to sportsmed– an industry leading private healthcare provider for more than 30 years, which employs a diverse range of medical and health and well-being professionals.

Once an orthopaedic clinic and hospital, sportsmed has now evolved into a healthcare hub expanding and specialising in a range of services and accommodating for the ageing population, with South Australians ageing faster than any other mainland state. The growth in this sector will naturally increase employment and visitors to the area and in turn have flow on benefits to local precincts and businesses.



Healthcare and Social Assistance sector employs more than
3,800 workers across the City.



IMAGE:
Physio Smart, Payneham.



IMAGE: sportsmed, Stepney.



Education

Education is one of the key fundamental factors of development and is essential to achieving sustainable economic development in any city, state and country. The City of Norwood Payneham & St Peters is proudly home to 17 preschool, primary and secondary schools in both the public and private sectors, which is a significant number for the size of the City.

To complement this there are 100 Education & Training businesses in the City that provide 2,149 jobs (8% of total employment) and more than \$240m (4.0%) of total output generated by businesses and organisations in the City. Education is an important sector for the City with more output than that of any other Council in the Eastern Region of Adelaide.

100 Education & Training
businesses that provide
2,149 jobs

Destination City

*A destination with dynamic,
cultural, vibrant and
attractive precincts.*

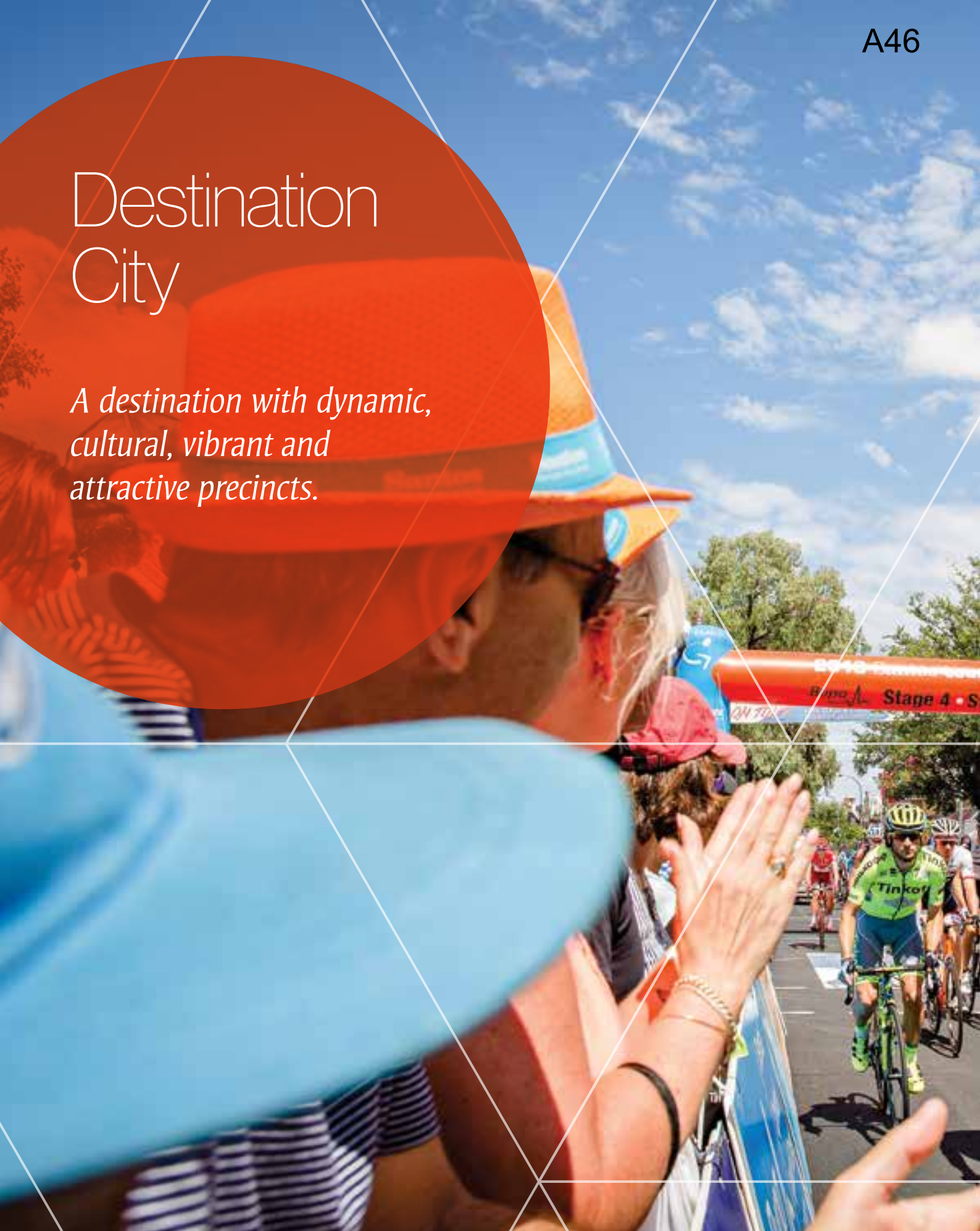




IMAGE: Tour Down Under, The Parade, Norwood.

Destination City

The major precincts play a pivotal role in strengthening the City's reputation as a vibrant, diverse and culturally rich destination.

The City contains six major activity precincts, which attract a diverse mix of people, making the City an exciting place to visit. In addition, significant commercial strips are located along Kensington Road and Glynburn Road.

The Parade

The Parade, Norwood is one of the leading mainstreets in South Australia, offering a diverse range of businesses including a collection of cafes and restaurants, clothing, professional and financial services, plus a cinema complex located near the heart of the precinct. Foodland and Coles supermarkets are major anchors and attractions to the street, and contribute to the flow of foot traffic through this area, attracting thousands of people to the street each day.

The Parade continues to evolve and change, with the recent completion of The Bath Apartments and Nuova Apartments providing new medium density housing and a number of ground-floor retail spaces. These two major apartment buildings along with other developments along the street attract and create opportunity for new brands to enter the street.

The Parade Precinct is currently the only mainstreet in the City where the Council collects a separate rate, money which is raised through a levy on properties to be used for marketing and

promotional purposes. The scheme provides the means for the Norwood Parade Precinct Committee to operate and for the Council to deliver on The Parade's Annual Business Plan, which outlines the Strategies and Objectives of the plan. The four key Strategies in the Plan address events and activations, marketing and communications, identity and brand and business development for businesses in The Parade Precinct.

Magill Road

The Magill Road Precinct encompasses an eclectic mix of retail, some residential premises and larger manufacturers that break up the continuity of the commercial land uses. The distinctive brand identity that captures the unique essence and vibrancy of the street attracts customers, businesses and the community, and offers an experience with a mix of eclectic and eccentric products and services.

By 2023, Norwood Green will be a diverse collection of townhouses and apartments, complemented with green open space and on-site retail tenancies that will complete the liveability of the area. It is estimated that there will be a residential growth rate of 23.4% in Norwood from 10,397 (2016) to 12,826 (2036), which will increase the demand on the offerings within these key precincts.

IMAGE:
Magill Road, Norwood.



Norwood Payneham & St Peters Activity Precincts



A successful precinct drives connection through a concentration of activity and people, and builds on existing competitive strengths.



A key contributor to the success or failure of a precinct is the degree of visitation.

Payneham Road

Payneham Road is the most diverse mainstreet in the City that extends from North Terrace through to the junction of Glynburn, Montacute and Lower North East Roads. The street includes two shopping centres The Avenues and Marden Shopping Centre, a neighbourhood shopping precinct within Felixstow and Glynde, residential aged care facilities and more than fifty bridal related and retail shops is what makes Payneham Road so unique.

Kent Town

Kent Town is a culturally rich and diverse suburb located adjacent to Adelaide's Central Business District (CBD), bounded by North Terrace, Dequetteville Terrace and Fullarton Road.

Kent Town is unique in that it is evolving through a period of transformation. The suburb comprises of a combination of highly productive businesses mixed in with residential and educational uses. Forecast for significant population growth over the next 5–10 years resulting from densification due to zoning changes and its appeal to investors and residents, Kent Town is well placed to capitalise on future economic growth.

Glynde & Stepney

The history of the Glynde area is steeped in farming tradition and food production. Throughout the late 1800s and early 1900s, the Glynde estate was renowned for its fine vineyards, orchards and gardens. It was not until the mid-1900s that there was successive waves of European migrants to South Australia, bringing with them new knowledge, ingredients and culture.

Local Food Manufacturing precincts have emerged within the Council area in Glynde and Stepney, where complementary businesses have established within small-scale industrial pockets, and have seen business success through co-locating. There is a strong connection, and place for this industry in the region. These businesses play an important role in the City through job creation, and in effect have contributed to a cluster of positive and exciting experiences.

Visitor Economy

The Visitor Economy represents economic activity that relates to attracting and servicing visitors in the City, either on a regular basis, for example daily shopping trips, or unique visitations, which are destination driven.

The City of Norwood Payneham & St Peters is a major destination, drawing visitors from a wide geographic area for a diverse range of reasons, including work, business, leisure, recreation, social, educational and family. The area also comprises of a significant number of high quality schools and provides an education offering that is well recognised internationally.

A key aspect in maintaining strong visitation in the City of Norwood Payneham & St Peters involves the Council continuing to provide high quality infrastructure and mainstreets that support the viability of local brick and mortar businesses.

Evening and Night-Time Economy

The evening and night-time economy has increasingly been recognised as a driver of economic growth, extending the social and business activity within an area. Traditionally, the evening and night-time economies comprise of a mix of cultural, entertainment and hospitality based service businesses that provide a diverse offering to local residents, workers and visitors.

Successful evening and night-time cities offer an interesting choice of leisure and entertainment for a diversity of ages, lifestyles and cultures.

Many cities across the world have well-established late night precincts, which include a mix of food and beverage services, live music venues, retail shops, community and cultural institutions, and sporting venues. These services provide a viable transition from daytime to evening economies and also encourage day time users to stay in the area later. The vibrancy created results in increased visitation and enhances the liveability for existing local residents.

The diverse mixed-use precincts located across the City of Norwood Payneham & St Peters, present several opportunities to grow the evening and night-time economy over the coming years.

Innovative City

*An innovative City that
supports business and
attracts investment.*



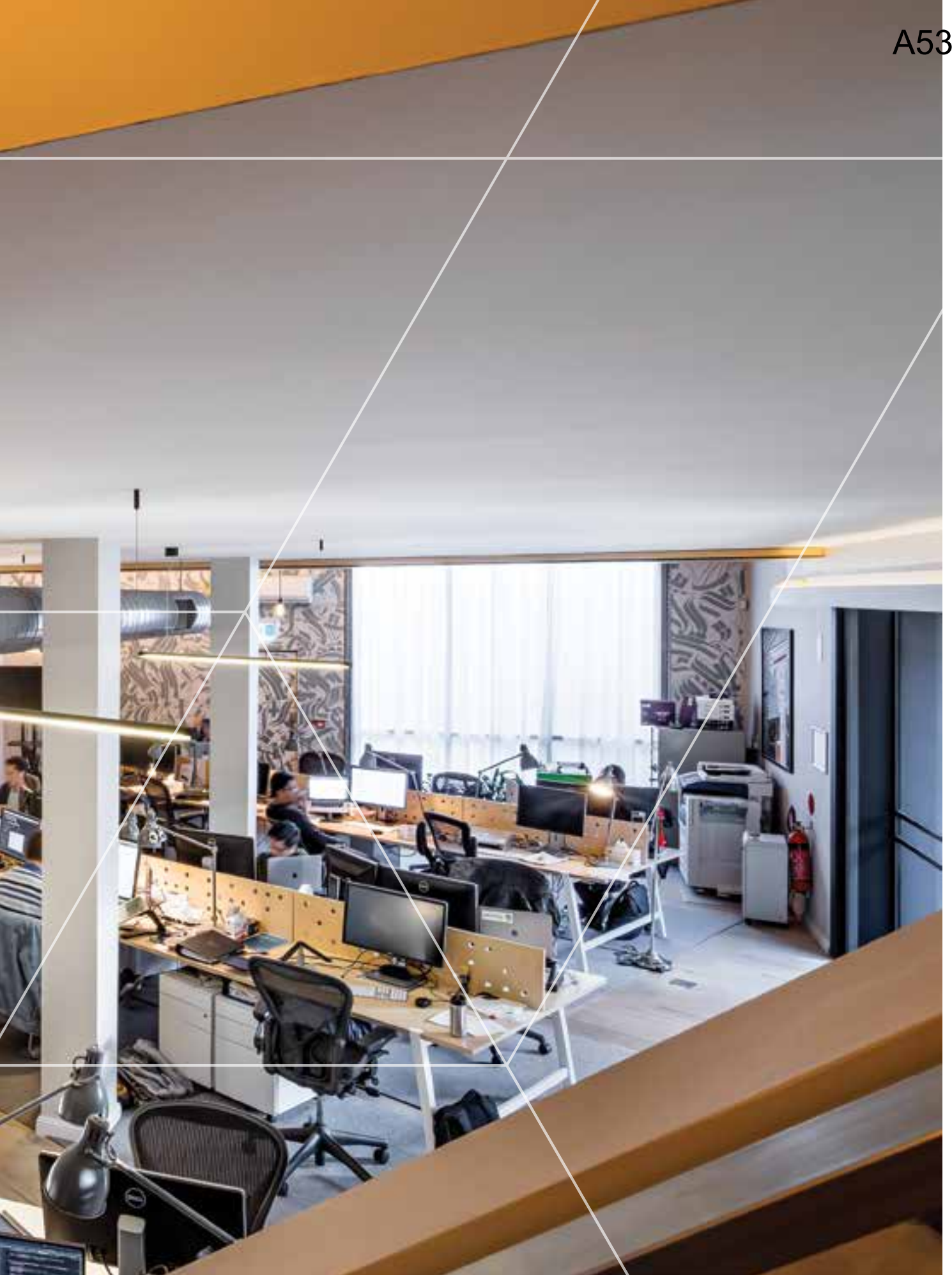


IMAGE: Base64, North Terrace, Kent Town.

Innovative City

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

Long-term economic growth is dependent on sufficient skill levels in the workforce to ensure businesses have the capacity to deliver. High quality education and its subsequent connection with the local economy are essential to building a productive economy by ensuring that businesses can access the skilled workforce that their business depends upon. With 17 high quality schools, the City of Norwood Payneham & St Peters is well placed to both leverage its students as the workforce of the future, and to also offer students ongoing local employment opportunities.

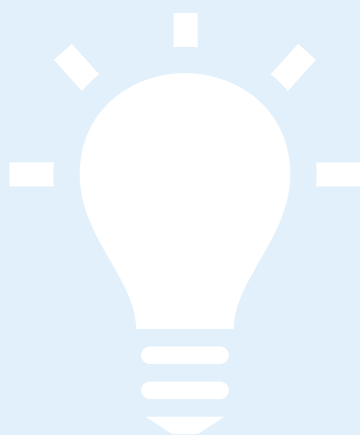
A vital component in meeting the aspirations of current and future businesses in the City of Norwood Payneham & St Peters is ensuring that issues relating to environmental sustainability are considered alongside those of economic sustainability. A sustainable environment impacts on business investment decisions and business competitiveness, and is a key asset in the success of local businesses. The Council is committed to the sustainable and efficient management of resources, and mitigating and adapting to the impacts of a changing environment. To achieve this, the Council will continue to promote environmental programs and initiatives to local businesses.

In order to attract and maintain competitive businesses in the area, it is important to offer training and support services for the business community. In today's economy, workforce development and continuing education is imperative as it fuels growth. It ensures that employees have the skills and knowledge to support current and future industry sectors.

Home-based businesses are a large part of the Australian business community, as well as in the City of Norwood Payneham & St Peters. Running a business from home offers flexibility and lower running costs, but requires discipline and a long-term vision to grow and succeed. The City values and supports home-based businesses and brick and mortar equally, offering the same full service.

Business acknowledgement and recognition is equally as important as business attraction. Celebrating businesses that continue to be successful and make a significant contribution to the City is imperative and is what drives visitors to the City.

As more traditional job roles face disruption, understanding and exploring the opportunities in this sector is vital to ongoing sustainability, innovation and growth.



17 high quality schools

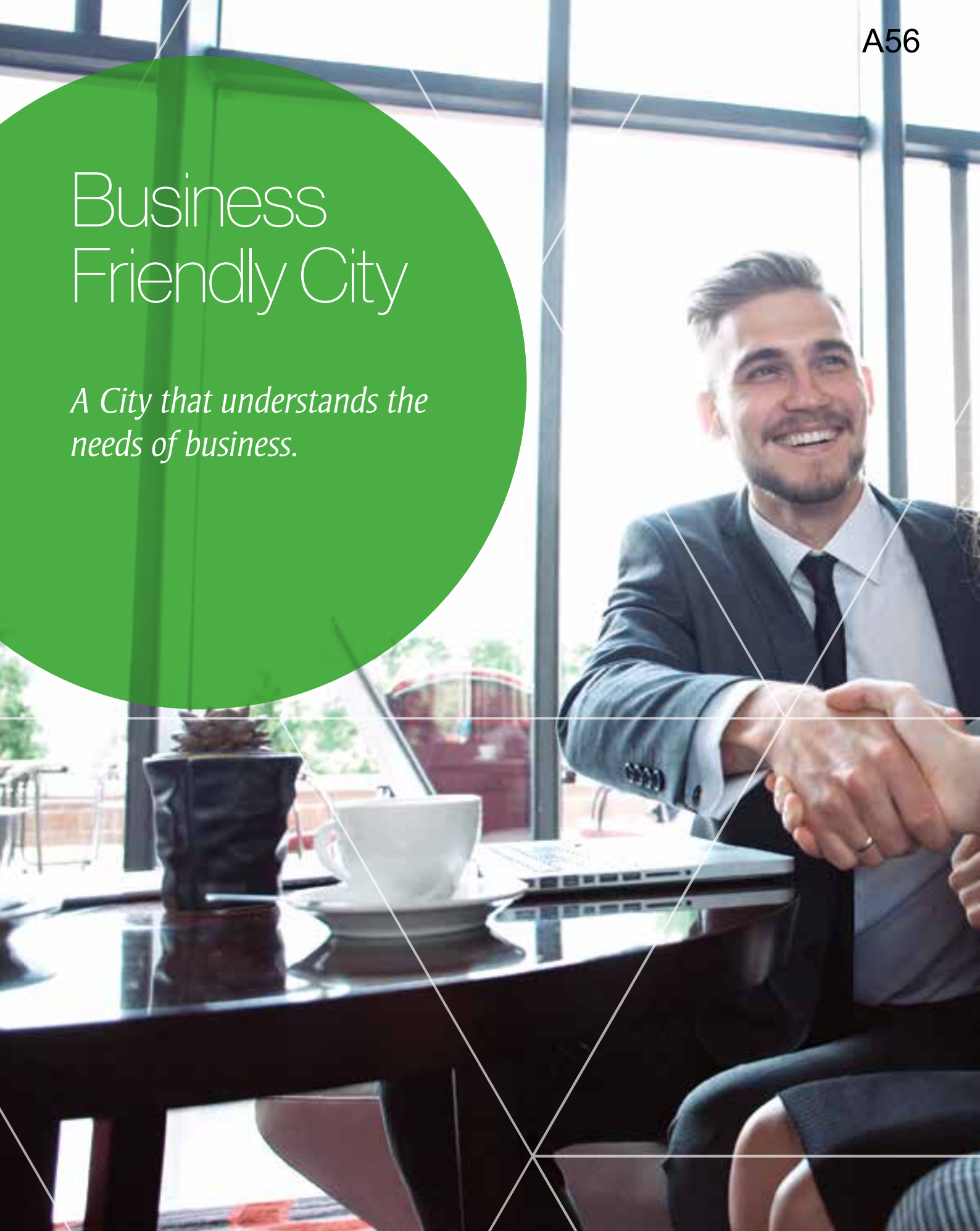


IMAGE:
Base64,
North Terrace, Kent Town.

Start-ups lie at the heart of job creation, investment attraction and economic growth. They contribute to the ideas, skills and jobs that will shape the future workforce.

Business Friendly City

*A City that understands the
needs of business.*





Business Friendly City

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

Businesses add significant value to the local economy within the City of Norwood Payneham & St Peters, contributing approximately 17.5% of rates revenue and through development contributions, fees and charges. Modern businesses, are however very mobile and so if it is difficult to do business in one location, businesses will simply relocate to another. To provide a business friendly environment, the Council must look to simplify regulatory processes where possible, be flexible enough to change rapidly to meet current conditions and reduce barriers that may affect commercial activity.

The Council is committed to developing strong and personal relationships with the business community and is committed to ensuring interactions are responsive and timely. From the initial welcoming of a new business and through the lifecycle of that business, the Council will look

to provide an environment for their success.

Increasing the availability of business information and services online will ensure a consistent message and provide a more streamline approach, resulting in a more pleasurable experience for the consumer. It will build strong and resilient communities by creating connections, healthy communication and through collaboration.

By working with key partners, stakeholders and the community, the Council will provide high quality infrastructure for the community while minimising the impacts to business during their construction.

To remain competitive and attractive as a business destination, it is critical that the Council offers a business friendly service and culture, making it easy to do business in the City of Norwood Payneham & St Peters.



IMAGE:
Networking Event,
Rustic Gourmet, Kent Town.



Being open for business means delivering the Council's business facing services with a can-do attitude, enabling a well-functioning built environment and facilitating a business environment where a diverse range of businesses can establish and grow.

Action Plan



Opportunity



IMAGE: Scoffed Cooking School, St Morris.

Dynamic & Diverse City

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



Strategy CV

Recover and Rebuild the local economy following the impacts of the COVID-19 Pandemic.

Actions		Timeframe
CV.1.0.1	Strengthen the promotion of 'Buy Local' initiatives to support key sector businesses.	Year 1
CV.1.0.2	Develop a downloadable marketing and events calendar which also identifies how businesses can get involved.	Year 1
CV.1.0.3	Focus marketing and promotional initiatives on the Retail and Hospitality sectors to increase discretionary spend.	Year 1

Strategy 1.1

Focus on the support and growth of the City's priority sectors:

- Food & Beverage Manufacturing
- Cultural & Creative Industries
- Professional, Scientific & Technical Services
- Retail

Actions		Timeframe
Food & Beverage Manufacturing Sector		
1.1.1	Continue to support and promote the Food & Beverage Manufacturing sector.	Ongoing
1.1.2	Continue to host regular bus tours, initiatives and events that showcase the City's food and beverage offering.	Ongoing
1.1.3	Identify and work with local business operators that currently export or have the ambition to export.	Years 2–5
1.1.4	Advocate for the retention of existing zoning to protect the Food & Beverage Manufacturing sector.	Year 1
Cultural & Creative Industries Sector		
1.1.5	Promote Kent Town as a Cultural & Creative Industries hub.	Ongoing
1.1.6	Facilitate opportunities and encourage collaboration between property owners and creatives to deliver creative initiatives.	Ongoing
1.1.7	Identify funding and/or promotional opportunities for local artists.	Ongoing
Professional, Scientific & Technical Services Sector		
1.1.8	Improve awareness about the location of the City and its proximity to the Adelaide CBD to attract investment and highly skilled labour.	Years 2–5
1.1.9	Continue to monitor location trends and employment numbers as majority of employment in the Professional, Scientific & Technical Services industry is in Kent Town and its surrounds.	Year 2
1.1.10	Capitalise on future opportunities to leverage the development of Lot Fourteen.	Ongoing

Actions		Timeframe
Retail Sector		
1.1.11	Continue to deliver marketing programs utilising a variety of channels to reinforce the position of the City as a leading and preferred retail destination.	Ongoing
1.1.12	Facilitate opportunities to access underutilised retail spaces for short-term pop-up businesses, activities and initiatives.	Year 1
1.1.13	Continue to work in partnership with business owners and property owners within the City's retail precincts to encourage greater consumer spending in the Retail sector.	Ongoing

Strategy 1.2

Support the Education and Health sectors as key contributors to community well-being.

Actions		Timeframe
1.2.1	Collaborate with local schools on projects that benefit the community.	Ongoing
1.2.2	Promote allied health and well-being services and events that benefit the community.	Ongoing
1.2.3	Explore ways to support future growth opportunities for small to medium allied health businesses that are focusing on emerging services and technologies including home-based care and tele-health.	Year 4

Strategy 1.3

Identify emerging trends and support opportunities for economic growth.

Actions		Timeframe
1.3.1	Monitor land use activity and changes in economic activity to identify emerging trends and opportunities for economic growth.	Ongoing

Strategy 1.4

Promote opportunity and collaboration across the sectors.

Actions		Timeframe
1.4.1	Create opportunities for businesses to interact through business events and networking functions.	Ongoing

Strategy 1.5

Identify and promote local competitive advantages.

Actions		Timeframe
1.5.1	Strengthen the local supply chain and promote the benefits of doing business locally.	Years 2–5

IMAGE:
La Casa Del Formaggio,
Glynde.



Destination City

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 CV

Recover and Rebuild the local economy following the impacts of the COVID-19 Pandemic.

Actions		Timeframe
CV.2.0.1	Promote the City's precincts as local destinations to increase visitation.	Year 1
CV.2.0.2	Increase precinct website capabilities that facilitate and encourage visitors to the street.	Year 1
CV.2.0.3	Develop a mini event series to re-activate key spaces in the City.	Year 1
CV.2.0.4	Increase the social media presence of the various precincts across the City.	Year 1

Strategy 2.1

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

Actions		Timeframe
2.1.1	Work with the State and Federal Governments to ensure that the City's businesses have a presence on their marketing channels.	Ongoing

Strategy 2.2

Support the City's vibrant mainstreet precincts.

Actions		Timeframe
2.2.1	Continue to develop and implement precinct marketing campaigns for the City's key precincts including Kent Town, Payneham Road, Magill Road and The Parade, and the Glynde and Stepney suburbs.	Annually
2.2.2	Manage the Norwood Parade Precinct Separate Levy and deliver and implement an Annual Business Plan for the Committee.	Ongoing
2.2.3	Monitor vacancy rates on The Parade by undertaking annual audits.	Annually
2.2.4	Improve the amenity and safety of The Parade by implementing The Parade Masterplan.	Years 1–5

Strategy 2.3

Facilitate the activation of key spaces and precincts in the City.

Actions		Timeframe
2.3.1	Develop a People, Place and Activity Strategy.	Year 1
2.3.2	Maintain an exciting event offering that contributes to the City's brand and continues to grow and enhance social and economic well-being.	Ongoing
2.3.3	Assist businesses to leverage the City of Norwood Payneham & St Peters, City of Adelaide and State Government event calendars.	Ongoing

Actions		Timeframe
2.3.4	Support externally run events initiated by the business community that will increase local visitation as opportunities arise.	Ongoing
2.3.5	Support live music by promoting local venues and local artists as well as engaging emerging musicians for Council organised events.	Ongoing
2.3.6	Continue to maintain the Artist Register on the Council’s website.	Ongoing
2.3.7	Take a risk management rather than risk averse approach to the consideration of applications to the Licensing Authority for Entertainment Consent.	Ongoing
2.3.8	Promote the role of key precincts as focal points for the evening and night-time economy.	Ongoing
2.3.9	Support legislative reform proposals aimed at improving accessibility of live music at licensed venues, subject to appropriate checks and balances to ensure residential amenity is not unduly impacted.	Ongoing

Strategy 2.4

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

Actions		Timeframe
2.4.1	Explore opportunities to promote businesses through the Council’s website, social media platforms and other promotional/marketing platforms as they arise.	Ongoing

IMAGE: The Parade, Norwood.



Innovative City

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



Strategy CV

Recover and Rebuild the local economy following the impacts of the COVID-19 Pandemic.

Actions		Timeframe
CV.3.0.1	Assist businesses to navigate the impacts of the COVID-19 Pandemic by providing ongoing communication and education on the support services available to them.	Year 1
CV.3.0.2	Increase the number of training events and deliver them in a variety of formats, easily accessible for the business community. eg group workshops.	Year 1
CV.3.0.3	Explore opportunities for the Council to provide a Business Advisory Service Program.	Year 1

Strategy 3.1

Maximise new investment and growth opportunities.

Actions		Timeframe
3.1.1	Develop an Investment Prospectus to promote the City and its opportunities.	Year 2
3.1.2	Investigate options for a Small Business Grant Program.	Year 2
3.1.3	Explore ways to support new and home-based businesses, as well as start-ups and entrepreneurs.	Year 2

Strategy 3.2

Recognise businesses and business sectors that make a significant contribution to the City.

Actions		Timeframe
3.2.1	Conduct an Annual Business Awards program that gives customers, business owners and employees the chance to recognise and celebrate their favourite City businesses.	Ongoing
3.2.2	Conduct the Mayor's Business Commendation Awards annually.	Annually

Strategy 3.3

Facilitate communication, education and networking programs to support businesses.

Actions		Timeframe
3.3.1	Continue to grow the business database and communicate on a regular basis, including a process to identify new businesses.	Ongoing
3.3.2	Deliver a program of forums, networking and training events for new and existing businesses collaborating with specialist providers.	Ongoing

Strategy 3.4

Embrace new and emerging technologies that will enhance business productivity.

Actions		Timeframe
3.4.1	Implement projects identified to benefit businesses through the Smart City Plan.	Years 2–5
3.4.2	Promote access and availability of the NBN to all businesses.	Ongoing
3.4.3	Explore opportunities with the State and Federal Governments to establish an innovation precinct within the Council area as part of GigCity Adelaide.	Year 2

Strategy 3.5

Encourage sustainable working methods in all aspects of business.

Actions		Timeframe
3.5.1	Promote environmentally sustainable programs such as 'Plastic Free SA'.	Ongoing
3.5.2	Promote the benefits of operating in a circular economy.	Ongoing
3.5.3	Explore opportunities to develop regenerative economies.	Ongoing

Business Friendly City

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



Strategy CV

Recover and Rebuild the local economy following the impacts of the COVID-19 Pandemic.

Actions		Timeframe
CV.4.0.1	Provide financial support to traders in The Parade Precinct in 2020–2021 through the introduction of a Discretionary Rebate of The Parade Separate Rate.	Year 1
CV.4.0.2	Provide financial relief to hospitality businesses through the waiving of Outdoor Dining fees.	Year 1
CV.4.0.3	Provide information on health and well-being services to businesses.	Year 1
CV.4.0.4	Update the 'COVID-19 Information for Businesses' webpage as new information and resources become available.	Year 1

Strategy 4.1

Ensure that Council processes are business friendly and contribute to a well-functioning City.

Actions		Timeframe
4.1.1	Maintain and promote the Council's accreditation as a Small Business Friendly Council to the business community.	Ongoing
4.1.2	Ensure that capital works, infrastructure projects and major developments take into consideration impacts on local businesses and develop strategic solutions to mitigate them.	Ongoing
4.1.3	Review the Council's 'Business & Economy' webpage to ensure it is easy to use and is informative for businesses.	Ongoing
4.1.4	Review and update the Council's 'New Business Starter Pack'.	Year 1
4.1.5	Design a streamlined process for businesses working with the Council and across departments.	Year 1
4.1.6	Encourage residents to support their local businesses and services.	Ongoing

Strategy 4.2

Embed economic outcomes in decision-making across the organisation.

Actions		Timeframe
4.2.1	Foster a business friendly culture across the organisation that can adapt to business needs.	Ongoing

Strategy 4.3

Establish an effective planning policy framework to encourage investment and enable businesses to establish in the City.

Actions		Timeframe
4.3.1	Support planning and development that stimulates economic growth and delivers high quality urban form and amenities.	Ongoing



IMAGE: City of Norwood Payneham & St Peters Customer Service.

Implementation & Monitoring

The *Economic Development Strategy 2021–2026* will be monitored and evaluated by the Council.

Annual progress reports on the implementation of this Strategy, and more specifically in relation to the Actions, will be presented to the Council's *Business & Economic Development Committee* and the Council to ensure that the strategies are being met and the actions are delivered in a professional and timely manner. A report against the measurements and targets outlined below will be provided to the

Business & Economic Development Committee and the Council upon completion of this Strategy.

The success of the *Economic Development Strategy 2021–2026* will also be influenced by external factors and minor changes to the actions may be required, in response to changing economic conditions that occur over the life of this Strategy.

OUTCOME 1

Dynamic & Diverse City

A City with thriving and resilient business sectors that drive employment and deliver growth



Measures

- The number of businesses and/or the number of employees in each of the four priority sectors. (*Remplan*)
- Total unemployment in the City of Norwood Payneham & St Peters. (*ABS Data*)

Targets

- 10% increase in the number of businesses and/or employees in each of the four sectors over the five year period.
- Unemployment levels in the City of Norwood Payneham & St Peters to remain below the State average.

OUTCOME 2

Destination City

A destination with dynamic, cultural, vibrant and attractive precincts



Measures

- Level of agreement by businesses that the mix of businesses in the business precincts contributes to the prosperity of the area. (*Community Survey*)
- The number of businesses across the City in the Retail, Accommodation & Food Services and Art Recreation Services sectors.
- Retail spend across the City of Norwood Payneham & St Peters.
- Number of *Food Secrets of Glynde & Stepney* bus tours.
- Dedicated *Eastside Wine & Ale Trail* campaign.
- Support events run by local businesses.

Targets

- A rating of 3.5 or greater out of 5.0.
- Maintain a minimum combined total of 11.5% of total businesses in the City.
- Increase in the amount of retail spend across the City of Norwood Payneham & St Peters.
- Host ten *Food Secrets of Glynde & Stepney* bus tours annually.
- Deliver a dedicated *Eastside Wine & Ale Trail* campaign annually.
- Support a minimum of two local business run events annually.

IMAGE:
Quinzi's Confectionery,
Stepney.



OUTCOME 3

Innovative City



An innovative City that supports business and attracts investment

Measures

- Completion of Smart City initiatives.
- Increase the number of businesses participating in environmentally sustainable programs such as 'Plastic Free SA'.
- Level of business satisfaction with the Council's performance in attracting and supporting businesses. (*Community Survey*)

Targets

- Implementation of at least three Smart City initiatives to support the City's business sector.
- The number of businesses certified as 'Plastic Free' has doubled.
- A rating of 3.5 or greater out of 5.0.

OUTCOME 4

Business Friendly City



A City that understands the needs of business

Measures

- Increase the number of businesses that access the Council's pre-lodgement development assessment service.
- Accreditation as a Small Business Friendly Council from the Office of the Small Business Commissioner (OSBC).

Targets

- 50% increase in the number of business related pre-lodgement applications.
- Accreditation as a Small Business Friendly Council is maintained.

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IMAGE:
Little Bang Brewing Co, Stepney.
Photographer - Iain Dalrymple.





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City of
**Norwood
Payneham
& St Peters**

4. **OTHER BUSINESS**
(Of an urgent nature only)

5. **NEXT MEETING**
To be determined.

6. **CLOSURE**