



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.

Contents

Mayor's Message	4
Executive Summary	6
The City of Norwood Payneham & St Peters	8
Introduction	10
Economic Development in the City	12
Strategic Alignment	14
Key Influences on the City's Economy	16
City Snapshot	26
Listening to Our Business Community	31
Strategic Framework	32
Dynamic & Diverse City	36
Destination City	44
Innovative City	50
Business Friendly City	54
Action Plan	58
Implementation & Monitoring	68
References	70
Acknowledgements	70

COVER IMAGES: Norwood Town Hall, Blackbocks, Tiff Manuell Art, Avanti Pasticceria, Bauhaus.

IMAGE LEFT: Tiff Manuell Studio Store.



Vision

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

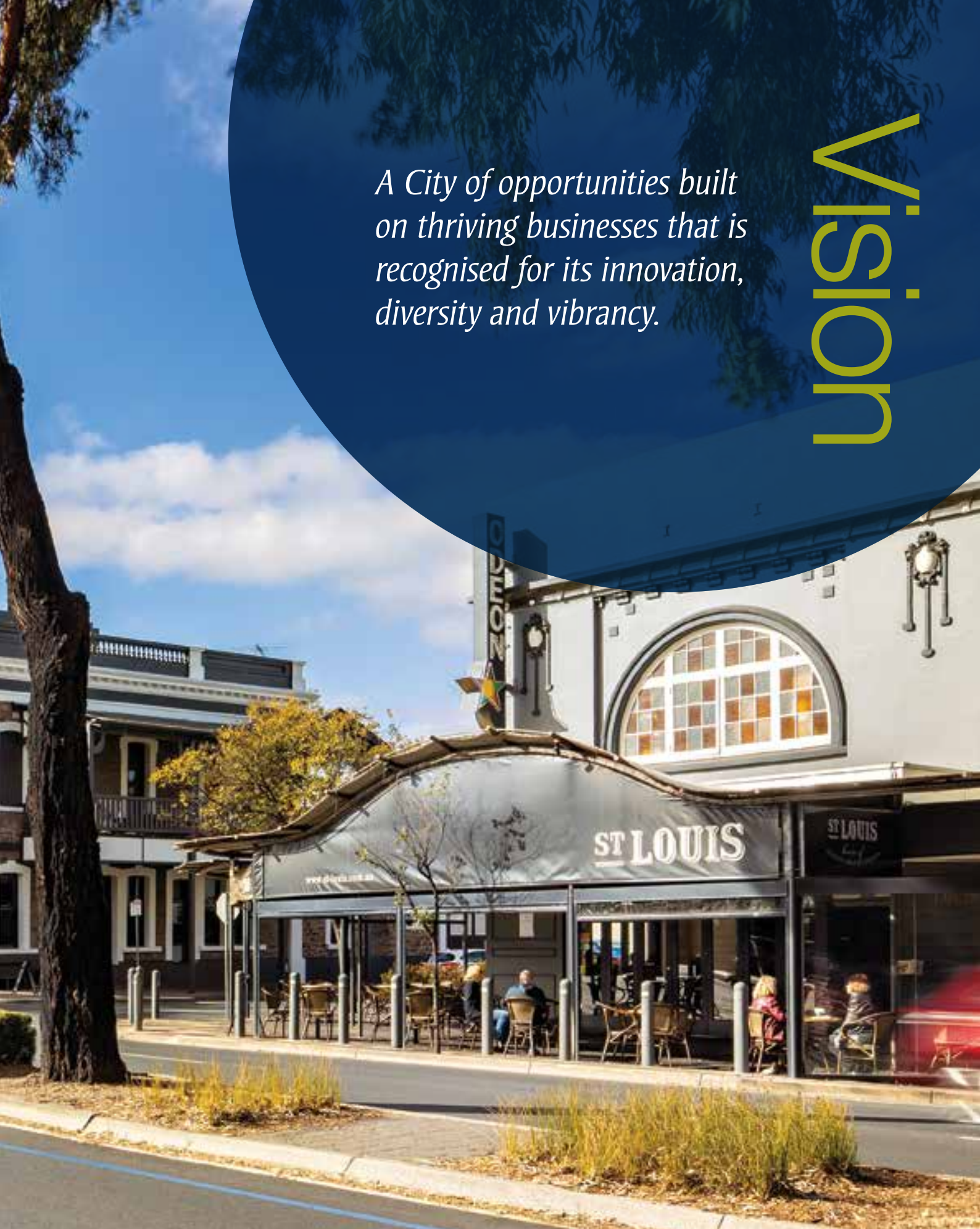


IMAGE: The Parade, Norwood.



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.

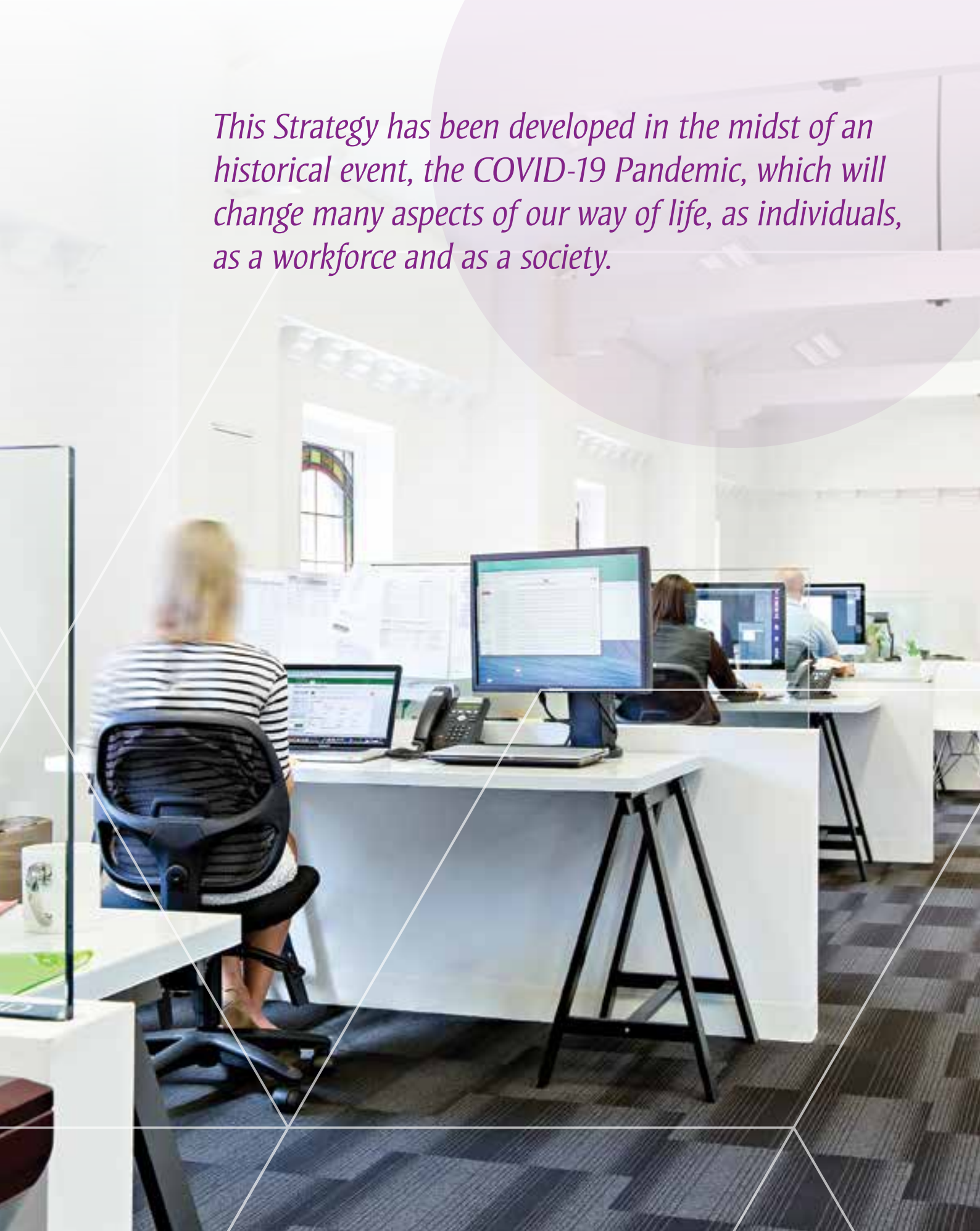
As an overarching document, its role is to guide economic development within the City, identify the priority areas over the next five years and articulate the Council’s role in supporting business and economic development.

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



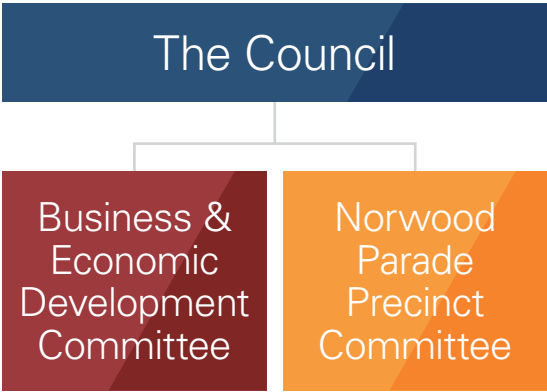


IMAGE:
Norwood Town Hall,
The Parade, Norwood.

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.

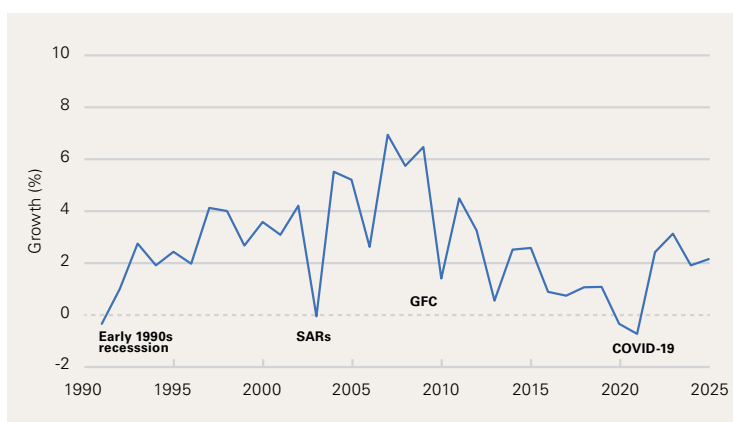
The Council will support the business community through and post the Pandemic. The Strategy is the catalyst for Council's ability to provide this support and given the substantial unknown associated with the COVID-19 Pandemic, flexibility will provide the Council with the ability to adapt its response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

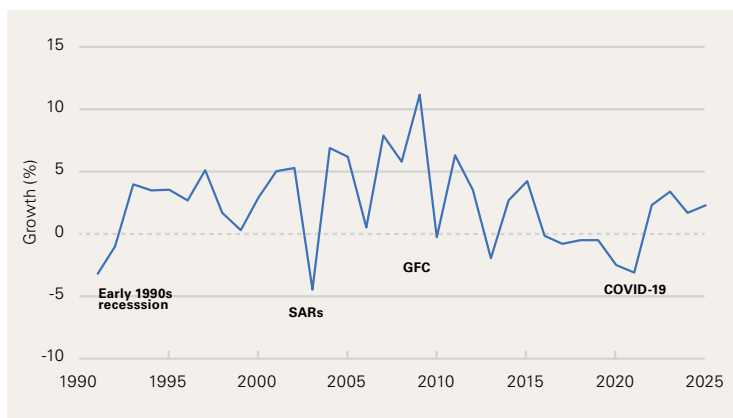


Impacts of COVID-19²

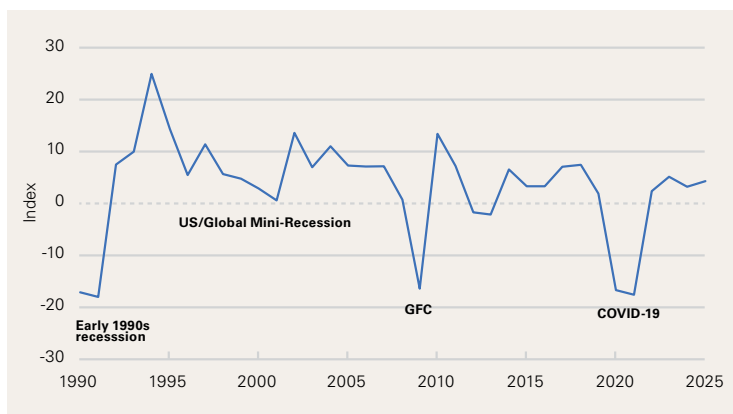
In Australia, the projected rise in unemployment (anticipated to reach 10%) is expected to result in a decrease in overall household disposable income, of approximately 0.3% in 2019-2020 and 0.7% in 2020-2021. The decrease in disposable income is projected to be worse than that experienced post the Global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



IMAGE:
The Parade,
Norwood.

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.

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.



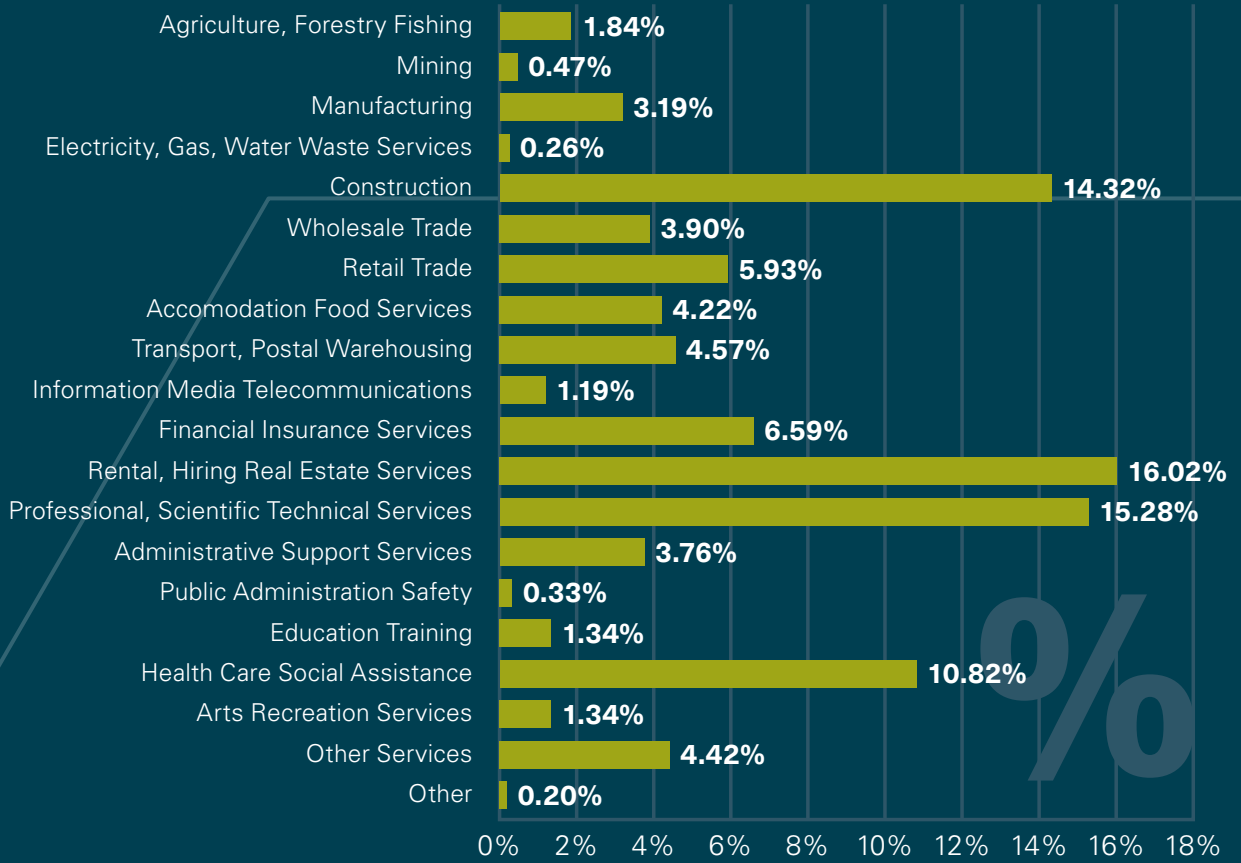


IMAGE:
Third Creek, Payneham.

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.

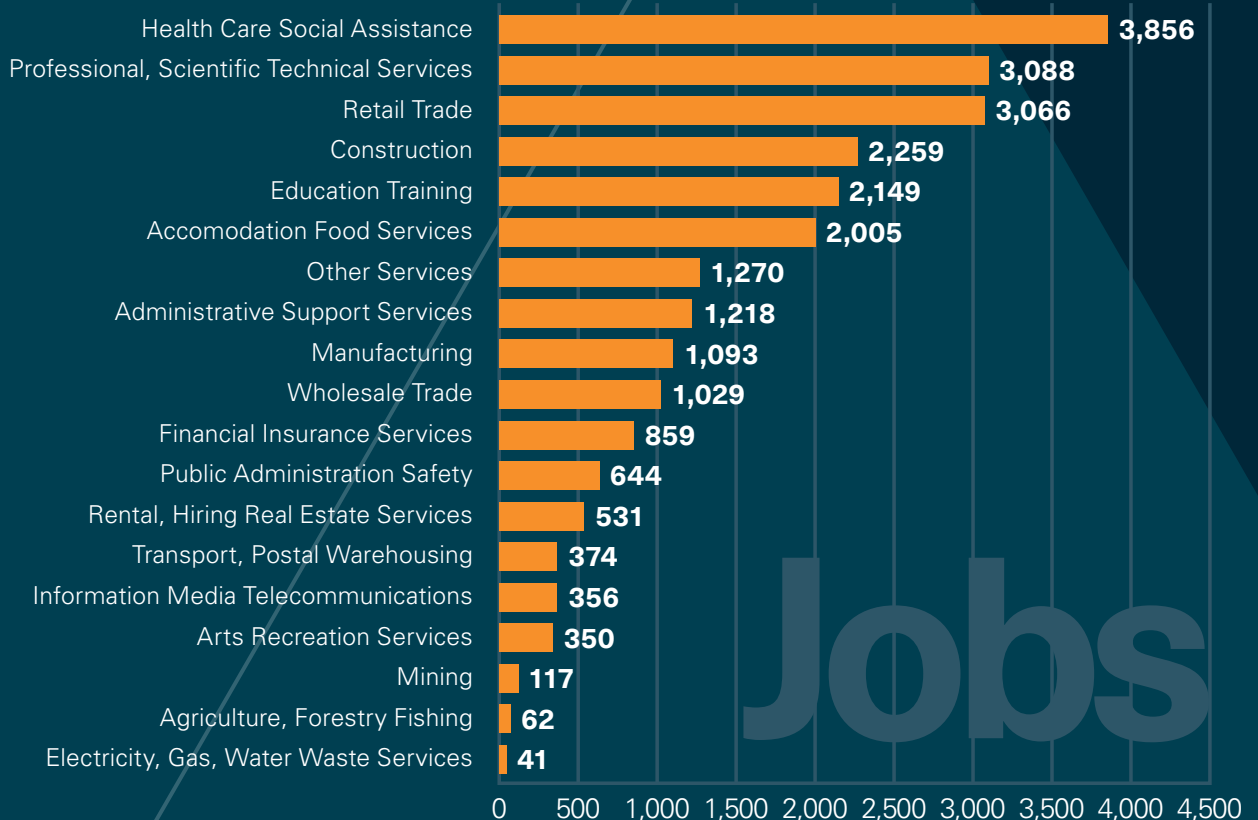
The full economic impact of the COVID-19 Pandemic is still unknown, however for May 2020, total employment is estimated at 21,013, a fall of 13.8% for the month. The greatest decrease in employment is in Retail Trade. In percentage terms it is the Accommodation & Food Services sector.



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



Outcomes

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

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

Objectives

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

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

CV. RECOVER & REBUILD

CV. RECOVER & REBUILD

Strategies

- 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
- 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.

- 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



Business Friendly City



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

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

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

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

CV. RECOVER & REBUILD

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.

- 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 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.

Of the **1,069** jobs
in manufacturing in the City, food
processing remains the most dominant
sub-sector employing

422 (38.6%) people.

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.



sportsmed
orthopaedic surgeons



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.*

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

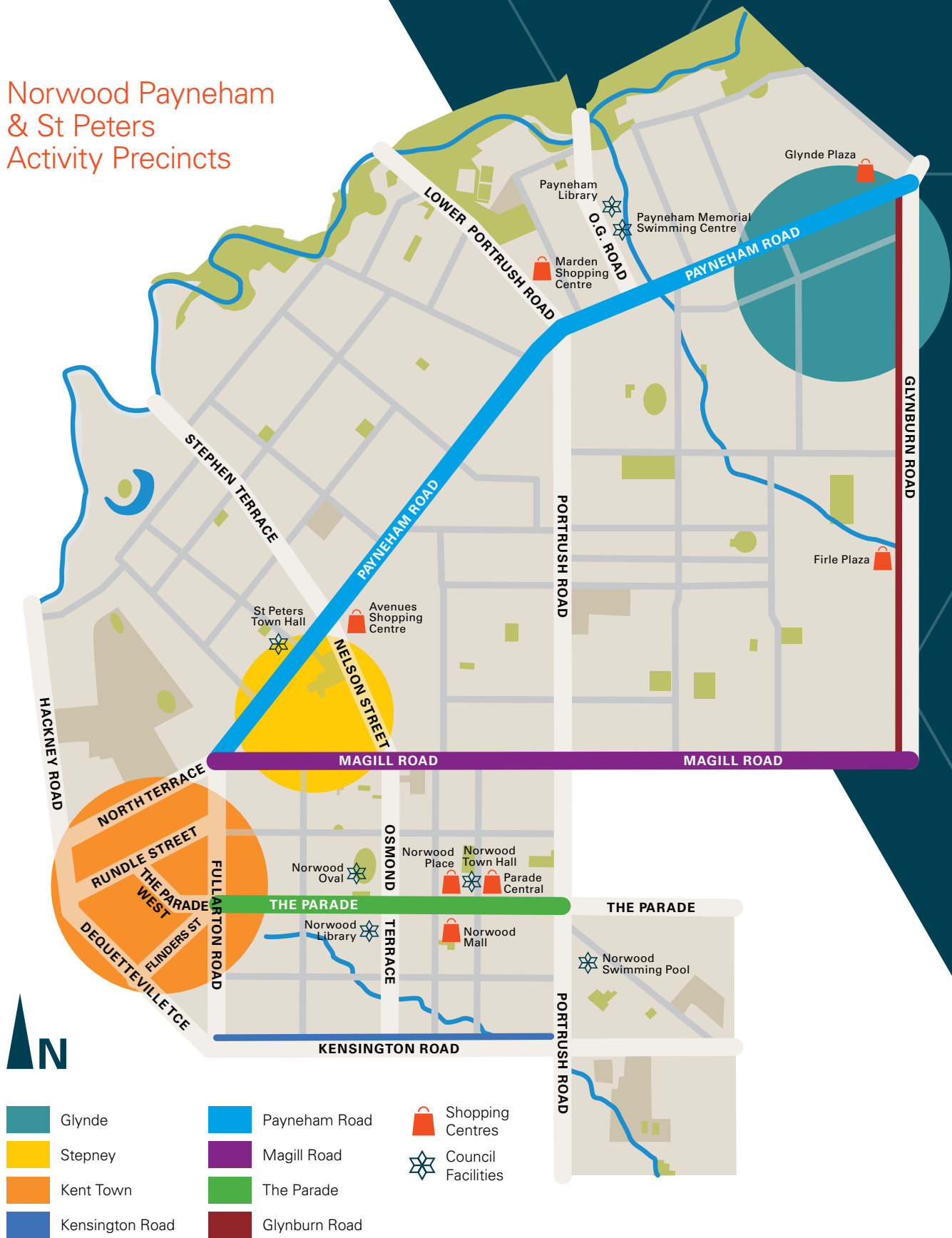
The Magill Road Precinct encompasses an eclectic mix of retail, some residential premises and larger manufacturers that break up the continuity of the commercial land uses. The distinctive brand identity that captures the unique essence and vibrancy of the street attracts customers, businesses and the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



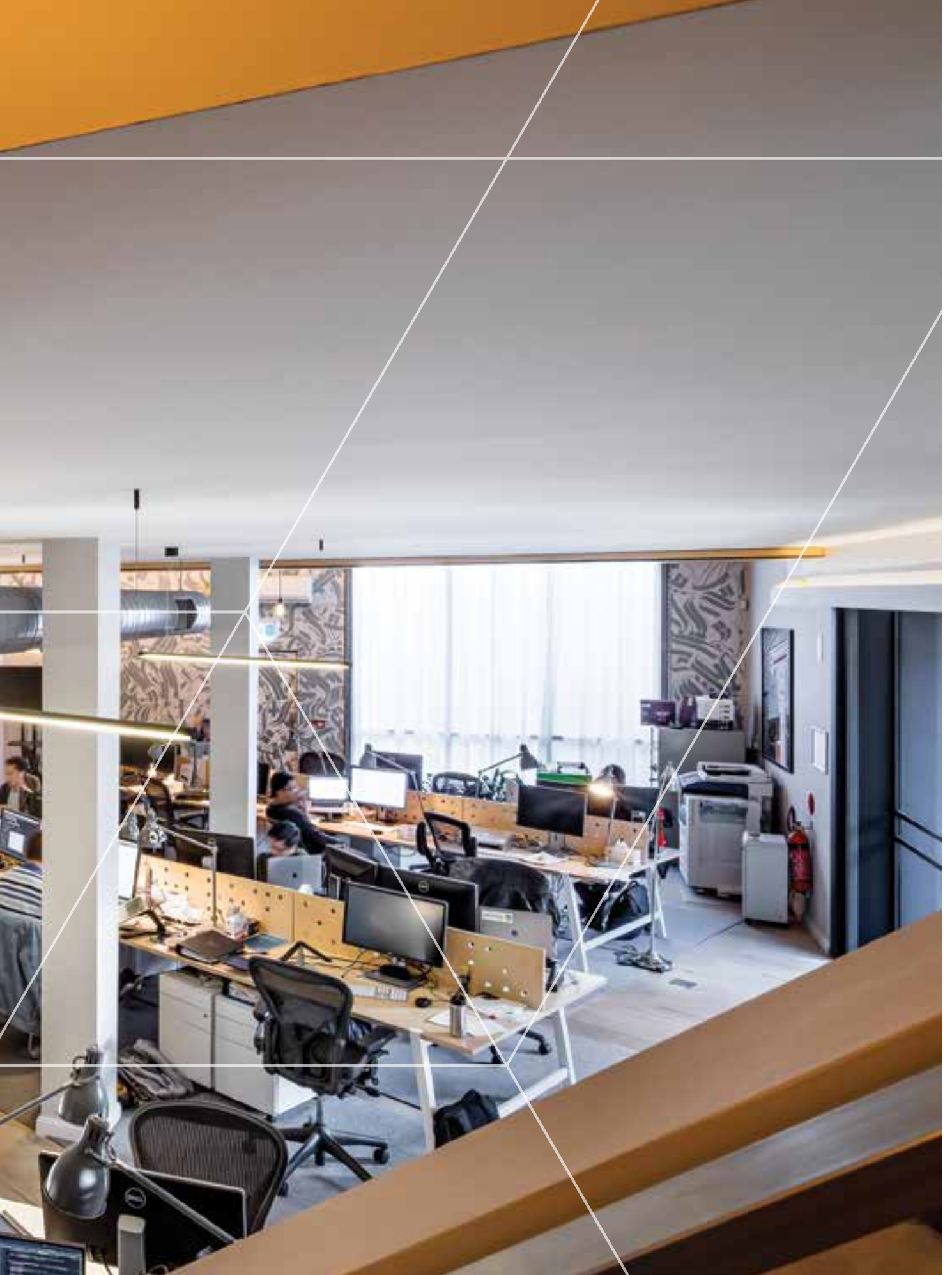


IMAGE: Base64, North Terrace, Kent Town.

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.

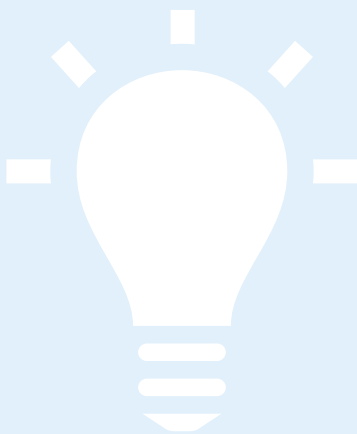
A vital component in meeting the aspirations of current and future businesses in the City of Norwood Payneham & St Peters is ensuring that issues relating to environmental sustainability are considered alongside those of economic sustainability. A sustainable environment impacts on business investment 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

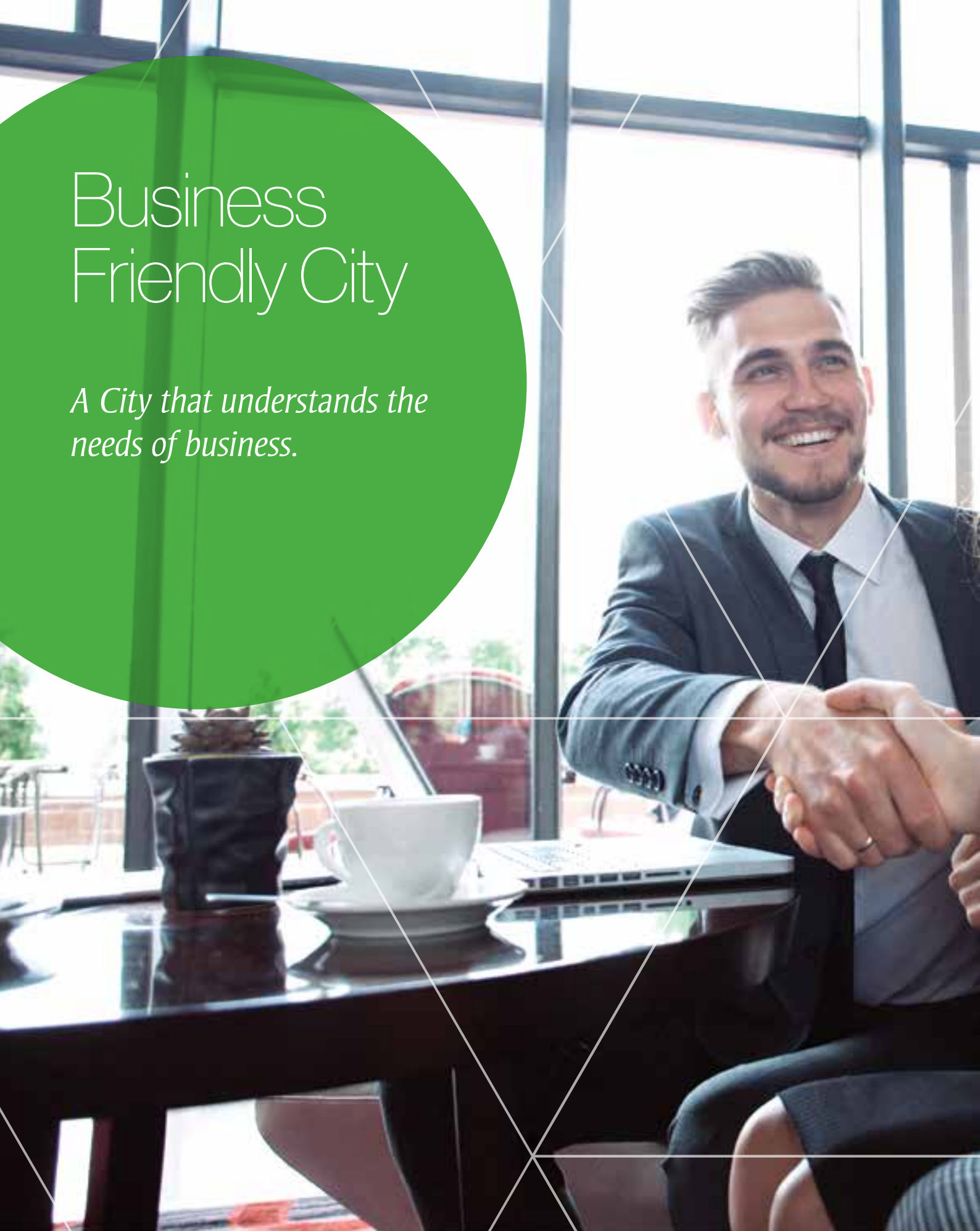


IMAGE:
Base64,
North Terrace, Kent Town.

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 OUTCOME 2

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.

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.





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

Telephone 8366 4555
Email townhall@npsp.sa.gov.au
Website www.npsp.sa.gov.au
Socials [f /cityofnpsp](https://www.facebook.com/cityofnpsp) [@cityofnpsp](https://www.instagram.com/cityofnpsp)



City of
**Norwood
Payneham
& St Peters**