

# Section 41



## Agenda

### Economic Development Advisory Committee

Notice is hereby given pursuant to the Local Government Act, 1999 that the next Meeting of Campbelltown City Council's Economic Development Advisory Committee will be held in the Council Chamber, 172 Montacute Road, Rostrevor on

***Thursday 7 March 2019 at 7.30 pm***

for the purpose of considering the items included on the Agenda.

A handwritten signature in black ink, appearing to be "Kevin Lowe".

Kevin Lowe  
General Manager Urban Planning & Leisure Services

## Terms of Reference

Purpose	To provide strategic advice on economic development and employment growth opportunities in Campbelltown.
Membership	<p>The Committee shall be comprised of:</p> <ul style="list-style-type: none"> <li>• 3 Members of Council</li> <li>• 1 representative nominated by EBEC</li> <li>• 3 business people.</li> </ul> <p>A Committee Member's position automatically becomes vacant if they are employed by Council.</p>
Appointment of Chair	The appointment of Chair will be made by Council.
Conflict of Interest	Applies to all Committee members as per Local Government Act 1999 Part 4 Division 3.
Meeting Times	Quarterly (or more frequently if required).
Public Notice of Meeting	Displayed on Council Office Noticeboard and Council's Website at least three business days prior to each meeting.
Notice to Members	In appropriate form as determined by the Committee as per Local Government (Procedures at Meetings) Regulations 2000 regulation 23.
Procedures at Meeting	As per Local Government (Procedures at Meetings) Regulations 2000 Parts 3 and 4.
Compliance	Committee Members must comply with all Council policies, codes and resolutions as applicable.
Quorum	As per Local Government (Procedures at Meetings) Regulations 2000 regulation 26(a).
Absenteeism	A Committee Member's position on the Committee will be declared vacant if the Member misses 3 consecutive meetings or more than 50% of meetings in a financial year without the leave of Council.
Committee Term	<p>Appointments to the Committee shall be for a period of two years. Elected Member positions will expire in November in even years; independent Member positions (excluding the EBEC representative position) will expire in November in odd years.</p> <p>At the expiration of the relevant period, positions will be declared vacant and nominations will be sought for another two year term. At the expiry of their term, Members of the Committee may be reappointed by Council.</p>

**Chairperson:** Cr Flynn

**Members:** Cr Barbaro  
Cr Blackborough  
Ms Mary Nizamis (EBEC)  
Mr Brian Hales  
Ms Tracey Powell  
Ms Chris Kourniotis

# Economic Development Advisory Committee Agenda

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### 1. Apologies

Ms Mary Nizamis (EBEC)

### 2. Minutes

#### Recommendation

That the minutes of the meeting of the Economic Development Advisory Committee held on Monday 24 September 2018, as printed and circulated be taken as read and confirmed, subject to the following amendments:

- where Mr Kourniotis is mentioned, amended to Ms Kourniotis
- in item 3.3 '2018/2019' amended to '2019/2020'

### 3. General Manager Urban Planning & Leisure Services' Report

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### 4. General Business



# Section 41



150 YEARS  
1868-2018

## Minutes

### Economic Development Advisory Committee

Minutes of the meeting of the Economic Development  
Advisory Committee held in the Council Chamber,  
172 Montacute Road, Rostrevor, on

*Monday 24 September 2018*



**Chairperson:** Cr Amber

**Members:** Cr Barbaro Arrived 6.10 pm  
Cr Grigg Arrived 6.43 pm  
Ms Mary Nizamis (EBEC)  
Mr Brian Hales  
Ms Chris Kourniotis

**Council Staff Present:** General Manager Urban Planning & Leisure Services

Meeting Commenced: 6.06 pm

Meeting Concluded: 7.07 pm

## 1. Apologies

Mr Hales moved and Mr Kourniotis seconded that apologies be received for the absence of Ms Tracey Powell and the late arrival of Cr Grigg and Cr Barbaro.

**Carried**

The time being 6.10 pm Cr Barbaro entered the meeting.

## 2. Minutes

Mr Hales moved and Mr Kourniotis seconded that the minutes of the meeting of the Economic Development Advisory Committee held on Monday 30 July 2018 as printed and circulated be taken as read and confirmed.

**Carried**

## 3. General Manager Urban Planning & Leisure Services' Report

### 3.1 Economic Development Plan 2020 Update

Mr Hales moved and Cr Barbaro seconded that the Economic Development Plan 2020 Update report be received and that it be a recommendation to Council that the funding for Economic Development Initiatives be utilised to provide resources as required to deliver the outcomes contained within the Economic Development Plan.

**Carried**

### 3.2 Projects Investigations

Mr Kourniotis moved and Cr Barbaro seconded that the Project Investigations report be received.

**Carried**

The time being 6.38 pm Cr Barbaro left the meeting.

The time being 6.41 pm Cr Barbaro re-entered the meeting.

**3.3 Brookside Cellars Update**

Mr Kourniotis moved and Mr Hales seconded that the Brookside Cellars Update report be received and provide the following recommendation to Council:

- that funding to the value of \$135,000 be considered for improvements to Brookside Cellars at the time of formulating the Draft 2018/2019 Annual Business Plan and Budget to allow for it to better accommodate events.

The time being 6.43 pm Cr Grigg entered the meeting.

**Carried**

**3.4 Regional Economic Update**

Mr Hales moved and Cr Grigg seconded that the Regional Economic Update report be received and recommend the following concepts be investigated further with a report to be prepared for consideration by the Economic Development Advisory Committee at a future date:

- Trend of craft brewing being a catalyst for urban development.
- See how the Adelaide 10 Gig City project can benefit Council and Eastern Region Alliance.
- Follow up on Artbar concept as they have closed.
- Development of an artisan wine festival for wineries without cellar doors.

**Carried**

**4. General Business**

Certified a true record .....CHAIRPERSON

Taken as read and confirmed this

day of .....CHAIRPERSON

**3. General Manager Urban Planning & Leisure Services' Report**

**3.1 Workshop and Economic Development Advisory Committee Budget Bids**

General Manager Urban Planning & Leisure Services, Kevin Lowe's Report

**Purpose of Report**

To introduce a workshop to allow new and current Members of the Committee to discuss previous directions and budget bids.

**Strategic Plan Link**

Strategy 5.2.1 Develop partnerships with local businesses to grow the economy

**Background**

Following the recent Local Government elections and the appointment of new Committee Members along with the need to consider a number of motions from Council that have economic development implications, Staff thought it was an opportune time to have a workshop to allow the following:

- introduce the new Members from Council to the Independent Members
- revisit prior directions of the Committee to test their relevance
- discuss proposed budget bids leading to possible recommendations to Council.

The following table provides a list of possible economic opportunities identified by the previous Committee with most highlighting Brookside Cellars as a possible location for increased economic activity:

<b>Possible use</b>	<b>Progress Comments</b>
Expand artson wine space concept to cover gin, beers and boutique distilling as an attraction	<p>There are two Food Trail wine businesses who Staff are in discussions with to see if a cellar door is possible at a later date at Brookside Cellars and also staging a Tasting Australia event in April to test the space for events.</p> <p>There are two Food Trail wine businesses (A Fanciful Notion and Springton Hills Wines) and one Food Trail restaurant with their own wine label currently only available for export (Café va Bene). Mercato imports and sells Italian wine. The gin distillery previously located at Magill (Imperial Measures) has relocated to larger premises in Thebarton. Staff are not aware of any other distilleries or breweries within the Council area however will monitor this and include as they establish, other consideration could be to offer incentives for them to establish or relocate to Campbelltown.</p>

	<p>Staff have contacted Norwood, Payneham and St Peters Council regarding the possibility of partnering with them on their Eastside Wine and Ale Trail (comprising five boutique cellar doors and a micro-brewery). Staff are also investigating the development of a wine trail with other neighbouring Councils that have wineries.</p>
<p>Explore connections to Crush and Winter Reds Events as part of the Adelaide Hills wine region</p>	<p>This was explored using Brookside Cellars, however deemed not to qualify in this region so Staff are investigating other wine trail options to involve the cellar.</p>
<p>Look at 'ARTBAR' concept combining art, wine and food <i>(blend this outcome with others for Brookside Cellars)</i></p>	<p>ARTBAR is a monthly cellar door that offers wine tastings or to buy a bottle with friends from guest SA wineries and is run at similar types of venues.</p> <p>There may be increased opportunities to incorporate art through liaison with Food Trail member A Fanciful Notion as this small batch wine business already supports and works with several local artists.</p>
<p>Consider artisan wine festival to support local Food Trail members and wineries without cellar doors <i>(blend this outcome with others for Brookside Cellars)</i></p>	<p>Discussing potential opportunities for Food Trail members and determining levels of interest and requirements. Could be expanded to artisan wineries across SA that don't have a cellar door and seeking an Urban Winery experience.</p> <p>Again looking to use Brookside Cellars for festivals or events on an ad-hoc, maybe quarterly basis would be a good starting point especially given the residential setting of the venue and planning regulations to be considered.</p> <p>A limited cellar door arrangement at Council's Golf Course has commenced as part of the Food Trail.</p>
<p>Consider restaurant or café operation depending on planning regulations <i>(blend this outcome with others for Brookside Cellars)</i></p>	<p>Planning regulations for Brookside Cellars permit 250m<sup>2</sup> of retail (including dining) space and 100m<sup>2</sup> of office space at the venue. To explore possible use as a restaurant or café, further community consultation would be required due to the residential setting (eg possible noise impact on local residents and car parking / traffic impacts). It is also noted that should a permanent lease be provided to a restaurant or café, this would restrict the opportunity to host Council-run events at the venue.</p>

	<p>As such, one-off urban and/or artisan wine events to begin with would be a good way to test the space for consideration of a more permanent restaurant or café in future years. Recent resident surveys would support this approach of irregular events.</p>
<p>Look at ‘lost in a forest’ concept using old church on Friday / Saturday / Sunday only <i>(blend this outcome with others for Brookside Cellars)</i></p>	<p>Lost in a Forest is a ‘Wood Oven Wine Lounge’ in Uraidla open Thursday through Sundays with a wide selection of South Australian beverages and quirky pizza names and toppings.</p> <p>Staff believe a similar feel could be created at Brookside Cellars for an event with booths among the pillars and display wine barrels. Again, urban and/or artisan wine events would be a good way to test this space for consideration of a more permanent restaurant or café in future years.</p>
<p>Pick up on the history of the site and encourage interpretation around wine making with classes and experiences in an ‘urban winery’ concept <i>(blend this outcome with others for Brookside Cellars)</i></p>	<p>Staff consider the development and installation of interpretive signage and landscaping (eg two or three rows of vines) to highlight the history of the site would add significant value to this and previous related event ideas. This initiative would be in line with Council’s Economic Development Plan 2020 and special event wine classes could be introduced after the introduction of artisan wine festivals if interest levels permit. This would need to be scoped further and costed with a recommendation to Council to seek additional funding.</p>
<p>Explore use of the space for pop-up bars and food on Friday / Saturday / Sunday <i>(blend this outcome with others for Brookside Cellars)</i></p>	<p>Staff consider initially holding food and wine events (akin to pop-up bars) that are formally associated with existing festivals (eg Tasting Australia, Crush) to be of less risk than independent pop-up events. The planning and infrastructure for these initial events would be beneficial for future pop-up bars along the same urban winery theme. With regular pop-up bars there would again need to be further consideration of Staff capacity due to the additional time and resources that would be needed compared to the holding of several one-off events. Staff also hosted the Chair of SA Economic Development Australia and two visitors from the USA who run breweries and restaurants to gain their insights on how to better utilise the space given their experience from Oregon USA. They made the point breweries were driving urban regeneration in the USA and some ideas for the site ranged from micro kitchen fit outs to mimic pop up food outlets.</p>

<p>Local heroes event recognising the achievements of long term businesses that have operated in the local area for a number of years (eg Mr Gaetano Lepore of Rostrevor Pizza Bar for 30 years, Mr Ray Neale of Paradise Motors for 40 years)</p>	<p>Consideration by Staff on the staging of these types of events to recognise long term business will occur including possible locations that feature these businesses.</p>
<p>Investigate a Car and Coffee day</p>	<p>Council recently supported the Rotary Club of Campbelltown to hold a 'Show and Shine' day at Thorndon Park and if successful this could be developed into an ongoing event that would support this objective and be promoted by Council.</p>
<p>Investigate artists and performers event</p>	<p>Hosted a tour of sites by an Events producer, including The ARC, to assess potential locations for future events or shows.</p>

As a result of these opportunities, Council will be considering a budget bid of \$135,000 to make necessary improvements to Brookside Cellars to accommodate some of these activities. Also the Committee may wish to consolidate the actions above for the Cellars into one action for Staff to continue investigating. For example it could be 'investigate ad-hoc activation activities to grow the appeal and economic outcomes for Brookside Cellars', which would allow Staff to use the information above as background information to achieve this action.

The following are budget bids from Elected Members that have economic development implications and have been referred to EDAC to consider and recommend any potential bids to Council:

1. Create a destination precinct in our City called 'Little Italy – Newton' (or similar)

Rationale – Little Italys around the world are popular tourist spots and Campbelltown and Athelstone are recognised as part of this branding already. This project seeks to build on Campbelltown's cultural history with signage, support for local business and events.

2. Funding to create an upgraded collaborative workspace at the Campbelltown Library

Rationale – To create a revitalised, supportive and collaborative workspace at the Library in an existing space for people who work from home, are small business owners, or self-employed, along with aspiring entrepreneurs and people trying to launch business ideas. Additionally launching a business mentorship program with local business experts and professionals to be sought as mentors, facilitated through the Library Staff if possible.

Other areas that are worth considering in this workshop are items covered in the Agenda that could be possible budget considerations such as:

- Food Trail review
- Traders support
- Resourcing Economic Development Plan outcomes.

It is suggested that the Committee note any potential projects requiring a budget from Council from the other Agenda items for discussion in the workshop.

## **Discussion**

### *Previous suggestions of the Committee*

As can be seen, the previous Committee was quite active and provided a number of ideas to investigate, which have been actioned as best as resources would allow with most being scoped or partially investigated.

There are a number of food related suggestions, which would complement the Food Trail and could be grouped together as one project for Staff to investigate.

One idea could be around Brookside Cellars, being the centrepiece for these food and wine activities, given the history of the site and the potential improvements to be made.

Given the focus around event type activities, consideration needs to be given to any budget allocation for these to be staged once developed and the staffing required to manage them.

The other suggestion of an event to recognise local business heroes is worth pursuing given the number of long standing businesses in the area. This may also require a small budget to establish the events, provide catering and source materials to support it.

There was a general theme about encouraging arts as attractors and economic catalysts which could be investigated as part of programs currently being managed and, if viable, the staging of these will create some economic activity.

The last suggestion around a Cars and Coffee day could be rolled into the 'Show and Shine' event looking to be staged by local Rotary Clubs and, if successful, could be supported by Council as an annual or more regular event incorporating coffee pop up vans to complement any catering the Rotary Clubs provide as a fund raiser.

### *Elected Member Suggestions*

#### *Little Italy Concept*

Council had previously considered this concept as part of the redevelopment of the Jan Street precinct, however at the time Council chose not to make any changes to the name of the precinct.

Staff have considered the previous report and feel that rather than focusing on Jan Street, Newton, it could be widened to encompass Campbelltown as well, given the number of Italian based food related businesses in the area.

Staff feel that segmenting precincts too much may dilute branding and messaging for the wider region and Council. There are also opportunities to build on successful programs such as The Flavours of Campbelltown Food Trail, Pizza Festival and Moonlight Markets that have businesses of Italian background outside of the Newton area.

Information provided by the Elected Member describes other 'Little Italys' elsewhere around the world as a general name for a region primarily populated by people of Italian ancestry or where businesses with Italian connections are located. Given Campbelltown has a Sister City relationship with Paduli in Italy and Oyster Bay in the USA that are built around Italian migration to the area of Campbelltown and Oyster Bay, Staff feel that the opportunity is to promote Campbelltown and the various businesses with in the wider area under a 'Little Italy' banner.

This would allow Staff to develop branding and unified social media promotion of this concept if the Committee thought it was of value with the support of Council.

As noted in the reference material provided to Staff, there are recognised 'Little Italys' around the world in the USA, Canada, UK, Ireland and Sweden, however the only one recognised in Australia is in Melbourne, so there is an opportunity to create one in Adelaide.

It is noted that in this material that there are large numbers of Italian neighbourhoods around the world not named 'Little Italy' of which Campbelltown and Athelstone are noted as the only ones in Adelaide along with other locations in NSW and Queensland.

As with any precinct branding there will be an expectation to stage events, run promotions, highlight its social media profile and continually address issues of traders through a one-stop shop approach. This will require resourcing in Staff time and funding for collateral such as promotional brochures and activities as well as events to draw attention to the precinct in an ongoing basis, which are currently not budgeted for.

The more brands, the greater the associated costs, resourcing and implications, therefore careful consideration along with professional advice may be required to understand the best way forward. If this was considered appropriate then an allocation of funding to investigate branding along these lines would be beneficial.

#### *Collaborative Co-workspace*

To create a revitalised, supportive and collaborative workspace at the Library in an existing space for people who; work from home, are small business owners, or self-employed, along with aspiring entrepreneurs and people trying to launch business ideas. Additionally launching a business mentorship program with local business experts and professionals to be sought as mentors, facilitated through the Library Staff if possible.

The concept of a collaborative workspace has been an ongoing focus of Staff for some time now. Staff have been investigating the opportunities, the possible locations and who may be occupiers of these spaces, along with links to existing clusters such as the plethora of food businesses and if other idle assets such as Community kitchens could be used. There are a number of successful co-work spaces in the CBD and other centres such as Unley and Prospect on the back of investment in other infrastructure and broadband services nested around clusters.

The concept of creating a space for home based businesses to use to grow, support start-ups and entrepreneurs along with providing mentoring services is sound. It is sometimes underwritten by local Councils to provide low rental space to encourage these businesses and reduce their overheads.

Libraries are a good location for these types of spaces and at Campbelltown a type of co-work space exists where the officer for EBEC (Eastside Business Enterprise Centre) and the Officer for ERA Economic are hosted and use the facilities of the Library for meetings and events.

However room is at a premium at the Library given its popularity and growth in services, particularly digital training and the need to use more of this space to accommodate the growth along with consideration of maker spaces for budding robotic engineers and supporting school STEM programs. Council is currently considering investment in these types of activities to cater for the growth which will eliminate the opportunities for co-work spaces in the Library footprint.

Another idea being investigated is the use of the one of the residential properties held by Council close to the Library or the Council Offices to support a co-workspace that could accommodate this concept. The most logical one would be the house next to the Library, which could house the EBEC and ERA Staff members to support the operations of such a concept and provide connections for developing businesses. Being in close proximity to the Library it would allow use of high speed broadband, meeting rooms, library resources and the IT training suite, whilst allowing for the development of a maker space in the Library to support STEM education and entrepreneurial development opportunities as outlined to Council on 5 March 2019.

Currently the house is leased until March 2020 and earns approximately \$16,500 per year, therefore this income would need to be replaced by income from business tenants or other sources as well as some capital funds to upgrade the premises to create work spaces and connect services such as broadband, which is in the order of approximately \$1,500.

Given access to the house is not possible for at least 12 months and to allow for this to be fully considered, it may be worthwhile seeking some funding to develop a business case at this point to fully understand the opportunities, the business model that may be required, the associated risks, level of ongoing Council support required and possible tenants for the spaces before launching into such a venture.

During this time the Committee can understand more fully the elements of such a space and the opportunities and costs for considering a capital bid for improvements in the 2020/2021 budget cycle.

However the suggestion of business mentoring is supported by Staff as a strong tool to support local businesses and ensure their ongoing success and ability to add value to the local economy. Currently EBEC provide a mentoring program on a fee for service and are looking to grow this area. The difficulty for Council if it were to run such a service is the ongoing resourcing and acquiring mentors which is a specialised skill set.

If the Committee thought there was some value in supporting a mentoring program, Staff would suggest investing in the EBEC program. This could be for a small investment of \$5,000 to underwrite the costs of securing quality mentors and accommodating administration overheads to keep the costs down for participants. As Campbelltown, Burnside and Walkerville are members and supporters of EBEC, it may be worth seeking the same support from these Councils to support a focus on supporting businesses who wished to be mentored from these Councils' areas at a reduced rate and others outside these areas who wish to use the service pay a higher fee. These fees would still be lower than that offered by other business support associations or commercial operators.

### **Social Implications**

There are no social implications in relation to this report.

### **Environmental Implications**

There are no environmental implications in relation to this report.

### **Asset Management Implications**

There are no asset management implications in relation to this report.

### **Governance / Risk Management**

The tracking of progress of ideas generated by the Committee is key to utilising the insights gained and this report is a mechanism to record progress as they are investigated, actioned, discarded or referred to Council as a recommendation.

### **Community Engagement**

There are no Community engagement implications in relation to this report. Community engagement would occur where necessary if a project was viable.

### **Regional Implications**

Some of the ideas may have regional implications and these will be highlighted as they are progressed.

### **Financial Implications**

The possible budget implications for this report align to the directions of the Committee and their recommendations to Council and include recommendations for budget considerations on:

- branding and supporting precincts with events
- creating co-work spaces or undertaking these feasibility of these
- applying resources to the EDP (Economic Development Plan) and economic events
- supporting mentoring programs.

**Recommendation**

**That it be a recommendation to Council that Council consider funding the following projects in the draft 2019/2020 Annual Business Plan and Budget:**

- **\$5,000 to investigate the holding of events at Brookside Cellars**
  - **\$5,000 to investigate precinct branding, promotion and support**
  - **\$10,000 to develop co-work space feasibility study**
  - **\$5,000 to support a local business mentoring program through the Eastside Business Enterprise Centre.**
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**3.2 Economic Development Plan 2020 Update**

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General Manager Urban Planning &amp; Leisure Services, Kevin Lowe's Report

**Purpose of Report**

To update the Committee on the Economic Development Plan 2020.

**Strategic Plan Link**

- |                |   |
|----------------|---|
| Strategy 2.5.1 | Provide an effective corporate governance service that meets legislative requirements |
| Strategy 5.3.1 | Prepare an Economic Development Plan for the city to enhance the local economy        |

**Background**

On 17 April 2018 Council endorsed the EDP (Economic Development Plan 2020) and the associated Action Plan.

This report provides information on some of the key actions Staff are currently working on, and examining the resource implications in more detail.

**Discussion***Improving Living*

- The 2019 Food Trail booklet has been produced. The Food Trail Bus Tours to be held on 8, 9 and 10 April were accepted into the Tasting Australia program. The printed program was released on 9 February and to date, 50 tickets have been sold (with 60 available over the three tours).
- In exploring potential tourism opportunities at Brookside Cellars, planning has continued for the Speakeasy event to be held on 13 April as part of Tasting Australia, with catering input from a number of Food Trail members.
- A concept design has been developed for the Paradise Skate Park. This will be presented to Elected Members at a CEO Briefing session in May to determine the next steps.
- Following the development of the Fourth Creek Nature Play area behind the Function Centre in 2018, Staff have submitted a grant application for State Government Open Space Funding to enhance the Fourth Creek Trail between Lower North East Road and Morris Street Campbelltown (known as the Connected Creeklines project).
- Along with proposed work to be undertaken through the Bicycle Plan and the footpath improvements of the Magill and Campbelltown Village precincts, the Connected Creeklines improvements will help enhance and promote walking and cycling links to key precincts and economic zones.

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- Staff are liaising with neighbouring Councils (Adelaide Hills and Burnside) to explore opportunities to develop shared tourism initiative building off the backdrop of the national parks and gateway to the Adelaide Hills.
  - Staff are exploring branding and promotion opportunities for Campbelltown as an 'identifiable regional food hub'.
  - Staff have increased the promotion of Campbelltown attractions (eg reinstating the Food Trail twitter account, use of Wikipedia website).

#### *Advancing Work*

- Undergrounding of powerlines has commenced at the Magill Village precinct in partnership with Burnside Council with associated consultation with businesses and local residents.
- Consultation with residents and traders has also commenced for the Campbelltown Village undergrounding project leading to Streetscape Improvements with an Information Session held on 30 January. An application was also submitted through the State Government 'Places for People' funding to support the landscape, footpath and artworks components.
- Landscape Architectural firms have been invited to tender for the development of an Industrial Precinct Landscape Master Plan for the City's two industrial precincts to guide landscaping and set priorities for the provision of new infrastructure to grow their appeal and support visitation for businesses in these areas, especially those involved in the Food Trail.
- Council Staff continue to support small businesses in Campbelltown through administrative tasks and event coordination with EBEC (Eastside Business Enterprise Centre) contributing to positive relationship management.
- Staff have improved Council's online business support services with new web links to business resources online via Council's website and increased promotion of EBEC's small business support services.
- Opportunities are being explored for a potential co-working space within the City.
- Staff are exploring opportunities for a 'buy local' gift voucher system through the 'Why Leave Town Gift Card' (an EFTPOS based gift card system limited to select geographical locations).
- Staff have commenced the development of case studies of local family-run businesses to promote the longevity of small family business in Campbelltown.
- Staff have met with representatives of the Small Business Friendly Council initiative to understand the opportunities the program could offer.
- With ERA (Eastern Region Alliance), Staff have led the development of a series of regional and Council specific heat maps showing areas of business clusters relating to specific business themes (eg food, tourism, manufacturing, retail, construction, growth industries), these will be used to better engage these clusters and understand their growth opportunities.

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*Increasing Education*

- Staff have been mentoring a local resident of Rostrevor who is studying Masters in Urban and Regional Planning at UniSA (University of South Australia) via a formal placement to offer practical learning opportunities related to master planning.
- In July, up to four UniSA students of Architecture will participate in a formal placement to collect data and information through VERNADOC (Vernacular Documentation) techniques of drawing and measuring to produce high quality drawings of Brookside Cellars to help capture the unique history and architecture of the building.
- Staff have been building relationships with UniSA regarding the promotion of the tertiary education precinct as part of the high quality education opportunities in the City that contribute to quality living.

*Harnessing Technology*

- Pedestrian counters will be installed at four locations at Magill Village as part of the Connected Cities ('Smart Cities') project to monitor trends in pedestrian numbers over a period of 12 months (and potentially beyond). It is expected they will be operational by May 2019.
- Staff are exploring the Uwai Chinese language app for tourism-related promotion.
- Staff are evaluating opportunities for a possible 'Smart Parking' sensor and camera technology project for the Campbelltown Library car parking spaces.

*Progressing Leadership*

- Staff are progressing the Connected Cities project which will enable for the first time Australian cities, communities and industries to deploy a dual band LoRaWAN (Long Range Wide Area Network) gateway. This is a game-changing development made possible through the collaboration between the University of Adelaide and the Cities of Prospect, Playford, Port Adelaide, Enfield, Burnside and Campbelltown. With the gateways connected to The Things Network, the project is creating the largest public access LoRaWAN network per capita of any Australian capital city.

As outlined to the Committee previously Council allocates limited resources to economic development as compared to other Councils that seek to progress this agenda for their Council.

As previously advised the economic resource (Staff member) is currently just 0.6 FTE (3 days a week) and is required to deliver a wide range of Economic Development related activities; including the Food Trail (newsletter, registration, booklet production and distribution, ongoing promotion and working with our Ambassador – Mr Michael Keelan to promote the businesses involved) and Tasting Australia events and Food Trail tours, precinct planning and liaison, open space master planning, open space reviews, grant submission, updating related webpages with current information and supporting EBEC small business activities, investigating ideas and project suggestions from the Committee and delivering and/or researching other Actions from the Economic Development Plan.

Additional staffing resources would provide a means for Council to dedicate more attention to new proposals and actions in the EDP.

This does not allow for the growing need to service the Trading precincts of Jan Street, Campbelltown Village and Magill Village. At present the Officer is supporting Jan Street which was completed recently as time permits however as the Campbelltown and Magill Villages are completed in the coming one to two years. There is likely to be further resources required to support these precincts as occurs in other Councils and this will be reviewed as these projects progress, including if regional resources can be applied to this support and what the cost of this may be.

The progressing of actions for the Plan will be limited by the level of resources available, this could be funded project by project using consultant resources for investigating and scoping projects and programs as funds become available, however this would be an ad-hoc approach.

Staff recommend increasing the current Staff resources from 0.6 FTE to 5 days a week 1.0 FTE at a cost of approximately \$42,000 and that this be considered as a budget bid for the upcoming budget to provide additional resourcing to progressively deliver the Economic Development Plan.

### **Social Implications**

All actions consider and address social implications as they are planned and carried out.

### **Environmental Implications**

All actions consider and address environmental implications as they are planned and carried out.

### **Asset Management Implications**

All actions consider and address asset management implications as they are planned and carried out.

### **Governance / Risk Management**

There are no governance / risk management implications in relation to this report.

### **Community Engagement**

Where relevant, Community engagement has been carried out in line with Council's Public Consultation Policy.

### **Regional Implications**

The Action Plan takes into account adjacent Councils' Plans as well as the Regional Economic Plan developed by ERA. Council has a role to play both individually and through regional collaboration.

### **Financial Implications**

As outlined, now Council has endorsed the Economic Development Plan, the outcomes listed need to be progressively resourced. The increasing of the current Staff member from 0.6 FTE (3 days a week) to 1.0 FTE (adding an extra two days a week) at an additional cost of \$42,000 a year in an ongoing capacity will assist in addressing the needs around researching, scoping and delivering outcomes listed in the Plan.

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### **Recommendation**

**That the Economic Development Plan 2020 Update report be received and that it be a recommendation to Council that the resourcing for the delivery of the Economic Development Plan be increased by 0.4 FTE at a value of \$42,000 and that funding be considered as part of the draft 2019/2020 Annual Business Plan and Budget.**

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**3.3 Food Trail Review**

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General Manager Urban Planning &amp; Leisure Services, Kevin Lowe's Report

**Purpose of Report**

To update the Committee on current Food Trail activities and consider opportunities to develop the Food Trail going forward.

**Strategic Plan Link**

Strategy 5.2.1 Develop partnerships with local businesses to grow the economy

**Background**

Council has endorsed the following resolutions in regards to the Food Trail:

- review the Food Trail and the feasibility of establishing a Campbelltown Coffee Trail involving local cafes, restaurants and bakeries as part of the Food Trail.
- explore ways to improve signage for the Community to better access local Food Trail businesses which will stimulate exposure and economic growth for our unique and growing businesses and manufacturing hubs.

This report will seek to provide a road map for the review of the current Food Trail offer and understand the advantages and disadvantage of any additions to the Trail, as well as how wayfinding can be improved to help promote these businesses.

**Discussion**

An overview of recent and upcoming Food Trail activities is provided below:

- The 2019 Food Trail booklet was printed in late January with a soft launch at the 1 February Moonlight Market which has been well received to date. With the introduction of Single Listing Membership (with name, logo and contact details included) to accompany the Full Membership (double-page spread with business story and photographs included), there are now 25 businesses in the booklet (compared to 19 in 2018). Council's website has been updated accordingly to reflect this.
- As part of the launch each year the Food Trail members are invited to meet the Food Trail Ambassador, Mr Michael Keelan outlines how he can help promote the Food Trail and their businesses as part of the Trail.
- Recent promotional activities include approval being granted from the State Government to erect temporary corflute wraps on a number of stobie poles to highlight the location of businesses on the Food Trail, and the development of Food Trail Member stickers for use on businesses' windows, doors and food trucks for easy identification. The stickers are currently in production, however with a higher price tag, the corflute wraps are yet to be finalised (approximate cost of \$250 per stobie pole).

- Staff explored the possibility of purchasing temporary additional Food Trail signage in the form of magnetic banners for the Community Bus and other vehicles as required. However, it was decided not to proceed as any additional signage would be lost among the existing design on the bus (with lots of colour, imagery, text).
- Staff also explored the possibility of cardboard wine carry boxes (2-bottle packs) with Food Trail imagery to promote Council and the Food Trail itself, however minimum order numbers of 1,000 boxes restricted this opportunity somewhat.
- Staff have recommenced the use of Council's Food Trail Twitter account (@FoodTrailSA) to promote Food Trail businesses to increase promotion of the Trail. This account has been largely inactive for several years due to staffing changes and resourcing.
- Food Trail businesses participate in Council's Moonlight Markets and other Council events. Staff have increased promotion of Food Trail businesses on Council and Campbelltown Moonlight Markets social media pages to increase organic reach on social media using existing resources within Council.
- Over the past 12 months, past and present Food Trail members have been provided with e-newsletters every two months with information about the Food Trail and an overview of the resources Council has contributed to the program including outcomes (eg. advertising campaigns, booklet production and distribution, website hits, social media likes, and other related items).
- On four Sunday afternoons in March and April, there will be free wine tasting sessions at Lochiel Park Golf at Geoff Heath Par 3 set up as part of an agreement with the Golf Course to support the Food Trail. The Golf Course has returned to the Food Trail booklet, and Staff are working with them to increase their sourcing and selling of food and wine products from fellow Food Trail members.
- The Food Trail Bus Tours will be held on 8, 9 and 10 April as part of the Tasting Australia program. The printed program was released on 9 February and to date, 50 tickets have been sold (with 60 available over the three tours).
- The second Food Trail Tasting Australia event that Council is running is a Speakeasy event at Brookside Cellars on Saturday 13 April. Food Trail wine producers A Fanciful Notion are partnering with Council to cater the event and will be sourcing products from five or six other Food Trail members to showcase on the night (exact number to be confirmed closer to the date).
- The Food Trail has been the recipient of a number of awards, one being a Gold Medal in the SA Tourism Awards and the opportunity exists to continue nominating for awards as the program changes and is refreshed.

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Staff are exploring a number of opportunities going forward:

- Businesses involved with the Food Trail Bus Tours have confirmed their support for participating in additional bus tours from May through December at four to six weekly intervals. Staff are assessing the resourcing implications if these became an ongoing tour at set intervals as occurs in neighbouring Councils with their food trails. The resourcing implications would be around Staff time and promotion, Staff are also investigating the use of volunteers to reduce some of these costs.
- Instagram creates visual appeal and interaction between users, which suggests that there is a need for a Food Trail account on Instagram to promote food and local businesses within the Campbelltown area, and to encourage user-generated content. Resourcing will need to be reviewed to determine feasibility along with how it complements other accounts held by Council.
- The Food Trail has successfully assisted Council in the promotion of local food business to increase visitors within the Campbelltown area. Staff believe that there is potential to grow the Food Trail concept with something along the lines of a Coffee Trail or Cheese and Wine Trail. Staff recommend further investigation into this to determine its feasibility.
- An opportunity to promote food from local businesses in food tasting packs. Products from three to five businesses could be included in each pack to promote their food offer. The packs could be sold as part of the Food Trail experience or at Council events. Staff recommend further investigation into this to determine its viability.
- The opportunity to promote Campbelltown as a regional food hub with increased public artworks related to food and food production. This is in line with the Campbelltown Village Master Plan which proposes artworks centred around Campbelltown's market gardens history (eg figurines of people carrying market produce). Staff recommend further investigation into this to explore broader opportunities (eg large knitted fruit and vegetable displays, food-related murals at precincts throughout the City).

Staff propose that a review be undertaken to assess these opportunities and report on progress to the Committee over coming meetings in following approach:

- May meeting – update
- July meeting - recommend any changes to be endorsed by the Committee meeting
- September meeting – make any final adjustments to the new program roll out and allow for any graphic design updates
- October to December – registration process
- February – launch of new booklet.

Also as part of the review the current fees need to be assessed and discussion around the balance of lower fees to encourage more participation or higher fees to cover costs is critical to the success of the program. The current model of cost recovery which has led to higher fees in the past has proven to be a barrier for some businesses. The introduction of the single listing at a lower fee has helped some return however the concern is that more may take up this option which may dilute the product offering for visitors and limit promotional opportunities.

Further assessment will be undertaken by Staff and reported back at the next meeting in May, however Staff would welcome the Committee's feedback at this time.

**Social Implications**

A vibrant local economy provides social benefits for business owners, residents and visitors alike. Any new actions will consider and address social implications as they are planned and carried out.

**Environmental Implications**

There are no environmental implications in relation to this report.

**Asset Management Implications**

There are no asset management implications in relation to this report.

**Governance / Risk Management**

There are no governance / risk management implications in relation to this report.

**Community Engagement**

Where relevant, engagement with local businesses and the broader Community will be carried out in line with Council's Public Consultation Policy before any actions are undertaken.

**Regional Implications**

Council has a role to play both individually and through regional collaboration with ERA's (Eastern Region Alliance) focus on tourism and hospitality in the eastern suburbs.

NPSP (Norwood, Payneham and St Peters Council) has developed the Food Secrets of Glynde and Stepney initiative which is based on a printed booklet with business information, photographs and recipes. They offer bus tours on a monthly basis from February to November for a cost of \$38 per person plus booking fees. The Council has also developed the Eastside Wine and Ale Trail as a brochure and trail map of three boutique cellar doors and a micro-brewery. NPSP provides more resources in this space than Campbelltown and produces high quality publications to support these programs as well as extensive web and social media coverage that is at no cost to the businesses.

**Financial Implications**

Any new actions will consider financial implications as they are planned and carried out.

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**Recommendation**

**That:**

- 1. the Food Trail Review report be received**
  - 2. the timeline for a wider review be noted with further reports and recommendations being presented to future Committee meetings.**
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**3.4 Regional Economic Update**

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General Manager Urban Planning &amp; Leisure Services, Kevin Lowe's Report

**Purpose of Report**

To update the Committee on general activities Council is involved in that contribute to local and regional economic growth.

**Strategic Plan Link**

Strategy 5.1.1 Investigate expanding Commercial and Retail Land Use and Zoning

Strategy 5.2.1 Develop partnerships with local businesses to grow the economy

**Background**

This report provides advice on significant developments and policy changes affecting Economic Development.

There is continual support on regional activities through Council's involvement in EBEC (Eastside Business Enterprise Centre) and ERA (Eastern Region Alliance) Economic Development Group and updates are provided in the report.

**Discussion**

As Members may be aware there are some significant changes to development assessment and these may impact on economic development. The Government have been issuing various papers for comments and the recent one that has relevance to this Committee is the Productive Economy Policy Discussion Paper and attached for Members' information, is the submission on behalf of ERA.

The following updates are across areas that affect Council regionally:

*Precincts Update*

The precincts of Jan Street, Campbelltown Village and Magill Village are progressing at varying levels with the following providing a quick update:

- Jan Street – two events were planned however one was cancelled due to unforeseen circumstances. Furthermore investigations are occurring on how best to support the traders in the precinct based on their ongoing interest in promoting the precinct.
- Campbelltown Village – underground cabling work is due to start in March 2019 and visits and information sessions have been held with local Traders, outlining the works to be undertaken and how Council will support them through this period, some of which is highlighting the precinct is still open for business and activation activities will be developed to reduce impacts on traders during the construction period.

- Magill Village - the concept design is currently being reviewed given DPTI (Department Planning Transport and Infrastructure) concerns and a briefing of the two Councils has been held. The undergrounding of the power lines has commenced. Once DPTI has endorsed the concept design, the Plan can be finalised for Community consultation and the detailed design developed so the landscape treatments can occur.

As previously advised servicing these precincts that are developing as mainstreets will require resources into the future if they are to remain competitive with surrounding precincts that are well supported by their respective Councils.

Staff from Campbelltown and Burnside Council have been discussing how trading precincts can be supported in the future, given that both Councils share a precinct (Magill Village) and if this could be a role for EBEC as a paid service, funded by both Councils and possibly Walkerville as they may have a need to support traders in their mainstreet area as well.

To provide a resource at one day a week to support traders a budget of approximately \$20,000 would be required however this could be trialled as a shared cost between two or three Councils in EBEC, as these Councils currently do not have differential rates or levies for traders like some other Councils that fund these types of resources.

#### *EBEC Update*

EBEC is supported financially by Campbelltown, Burnside and Walkerville Councils when however provides services to small businesses across the east and more broadly gain other revenue to support services locally for these three Councils.

EBEC's Administration and Events Coordinator is a three day a week part time role, hosted in the Campbelltown Library along with the ERA Economic Development Manager. This allows wider cross coordination of activities and research to support both EBEC and ERA for the respective Councils involved.

EBEC offers a range of services to small business including business advice, networking events and provides a mentoring service which has proved successful at lower rates than larger competitors.

#### *ERA Economic Update*

The ERA Regional Economic Development Framework and Action Plan has been reviewed by the representatives of the ERA Councils and presented to the ERA CEOs who have refined the priorities for the Manager and the group that include:

1. developing a Business Prospectus for the region that supports local content of Councils
2. undertaking mapping of business clusters across the region, in Councils and on boundaries so more targeted engagement can occur with these clusters across the region

3. promoting the ATDW (Australia Tourism Data Warehouse) with the South Australian Tourism Commission through information sessions covering case studies to help tourism businesses in the east get onto the system and therefore access more referrals from the South Australian and Australian Tourism websites.

### **Social Implications**

A vibrant strong local economy provides social benefits for the Community with increased services, job opportunities and the potential to work closer to home.

### **Environmental Implications**

There are no environmental implications in relation to this report.

### **Asset Management Implications**

There are no asset management implications in relation to this report.

### **Governance / Risk Management**

There are no governance / risk management implications in relation to this report.

### **Community Engagement**

There are no Community engagement implications in relation to this report.

### **Regional Implications**

The development of the Regional Economic Development Framework and Action Plan will provide opportunities for the ERA Councils to work collaboratively to grow the local economy.

Hosting both the ERA and EBEC employees assists in greater regional collaboration the helps to grow the regional economic outputs.

### **Financial Implications**

There are no financial implications in relation to this report.

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### **Recommendation**

**That the Regional Economic Update report be received.**

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## **4. General Business**

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## **State Planning Commission Productive Economy Policy Discussion Paper**

### **Interpretive Paper**

#### **Summary**

The Planning, Development and Infrastructure Act 2016 provides for the creation of the Planning and Design Code. The Code will provide a single planning rulebook for assessing all development applications and replace the complex and sometimes inconsistent planning rules contained within the 72 development plans currently in use in South Australia (SA).

The overarching theme of the Code should be to provide a more simple and consistent approach to future planning policy, with an emphasis on cutting red tape for businesses, investors and developers, while maintaining an appropriate balance between environmental, social and community concerns, including the preservation of local character and heritage. A flexible and dynamic approach to planning policy is the key to accommodate the changing landscape we are presented with when evaluating new economic and investment opportunities, particularly in the areas of E-Commerce, the sharing economy and the need to identify 'innovation precincts'.

We should encourage the South Australian Government (SAG) to look at ways to reduce the cost of living through the planning system to deliver more housing, increase the competitiveness of doing business in SA, build liveable centres and improve community and business confidence and integrity in the planning system.

The planning system plays a critical role in the South Australian Economy and plays an important role to support the competitiveness of SA both nationally and internationally. The Planning and design code needs to reduce the cost of doing business in SA by reducing the cost of using the planning system and reducing land and building costs. Consideration needs to be given to accommodating the state-wide growing population and economic growth pressures by ensuring housing and business land.

It is important for the Eastern Region Alliance (ERA) to be familiar with the Innovation Precinct Criteria detailed on page 45 of the Productive Economy Policy Discussion Paper and ERA should look to identify and develop such precincts as a matter of priority.

Collaboration and clustering represents another opportunity for the ERA, promoting the benefits of agglomeration or knowledge sharing from connecting complementary enterprises and their subsequent interaction. Creative industries, professional, scientific and technical services and food manufacturing are such enterprises that are currently well represented across region and could be looked at for clustering purposes. Additionally, health care and social assistance and retail trade are the two highest employment contribution industry sectors in region. Precinct level clustering is well known to boost the productivity of businesses and represents an excellent opportunity for ERA to leverage the existing business base and business/industry footprint across the region.

Utilisation of existing major transport infrastructure assets (eg trams and OBahn busway) and growth area assets including educational (eg Uni SA Magill campus), health, services and aged care is particularly important to ERA in targeting new development in line with these clustering and innovation precinct themes.



Urban infill opportunities should also be a focus of the ERA, looking for suitable areas within region to consider for adaptive reuse, redevelopment and increase in higher density development opportunities. Appropriate positioning of such opportunity areas should include consideration of employment supply to neighbouring retail, commercial and industrial zones and attractive residential redevelopment in order to link people to jobs, goods and services. Currently more than three quarters of all new dwellings are built in established areas, contributing to construction being 15.4% of total output in the Eastern region.

Centres policy and retail investment policy are key areas requiring further investigation for all of the ERA councils, with each having both retail centres, traditional mainstreets and premium shopping precincts. Noting data that supports that most retail spending still occurs outside of centres, there has been recent debate that centralising retail activity actually reduces competition and can result in monopolisation, stifling innovation and productivity growth. It is important however to more closely examine such data to ensure the results are not being skewed by operations such as Bunnings and home maker centres. How do we continue to support and develop our existing centres and precincts without stifling competition and innovation? What does our 'out of centre' planning approval track record look like to date?

Home based businesses are a major part of the E-Commerce and sharing economy growth. Traditional home industry zones and policies have had a mixed rate of success across councils and development plans. However it is important to note that the meaning of home industry is quite different to the home based businesses (computer based) that is generally talked about now. Opportunities for growth in this new and dynamic sector are plentiful and broad based but require adaptive planning policy.

Tourism, eco-tourism and mixed use opportunities combined with food manufacturing capacity in region is another source of opportunity by embracing more flexible future planning policy to leverage existing resources and operating bases in region.

In general, the City of NPSP supports a planning framework and policies which facilitate economic growth, accommodates emerging and growing industries, and continues to support existing businesses.

The Discussion paper states that review of retail policy is still required and will be undertaken prior to Generation 1 of the Code, and also asks whether the Centres Hierarchy is still relevant. These are important policy considerations that ERA should be consulted on.

While it is important to 'future proof' policies, it is also important that significant changes in zoning, land use planning and policy frameworks are introduced strategically and only as required. It is essential that an evidence base be developed to support any changes.

**The Eastern Region Alliance**

The Eastern Region Alliance (ERA) is a group of eastern Adelaide metropolitan councils who voluntarily work together for the benefit of their local communities and the eastern region community as a whole. Currently the ERA consists of the Cities of Burnside, Campbelltown, Norwood, Payneham & St Peters, Prospect, Unley and the Town of Walkerville. A Business and Economic Development Portfolio Group of ERA was formed to help promote the region and develop regional strategies for economic growth.

The ERAs vision around economic development is to:

*Foster economic development through regional advocacy, business support, and promotion that stimulates growth in visitors, jobs, investment and businesses across the Eastern region.*

The ERA region is an economic powerhouse with developing industries, growing employment and output.

Boasting a \$10b economy, with over 100,000 jobs, and nearly 30,000 registered businesses, the ERA region is a significant economy with its own challenges and opportunities in the future.

The new code seeks to simplify the current planning system to better facilitate the economic development and growth objectives of the State by removing unnecessary ‘red tape’ for businesses, developers and investors, while balancing social and environmental needs and those of the broader communities.

Employment prospects, effective business and services clusters, diverse residential offerings and innovative and flexible environments underpin strong, vibrant communities. This aligns and supports the overarching objectives of the ERA, which seeks to develop vibrant communities across the region with strong economic development and investment attraction facilitating diversity and economic prosperity.

**Theme 1 – Supporting and growing key industries**

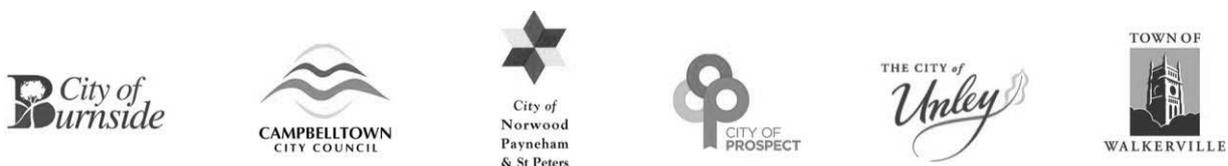
This theme seeks to support and grow ‘key’ industries. It is recommended that growth policy be developed for each of the areas where the State has a key competitive advantage not just primary industries, tourism, mining and exploration (as is suggested on pages 26-27).

There is a need to acknowledge SA’s high proportion of SME’s and their role and importance to the local economy, in addition to focusing on industries as a whole or catering policy to larger retailers.

The emphasis on services industries as a growing proportion of our economy is understood, however there must be a diversity of industries to be sustainable in the long run.

Land use zoning and related policy can protect and reserve land for particular purposes, however market and demand is the primary driver of growth.

**Metropolitan Growth Management**



- **How could a more coordinated metropolitan staging program be achieved which provides greater certainty to all stakeholders and assists more orderly development? P28**

Investors and business seek clarity, opportunity and security when planning future investment and development. Local communities seek balance between social and environmental concerns, including the preservation of local character and heritage, and economic benefits of new investment and development. Councils seek to achieve an acceptable balance between economic development and investment attraction to continue growth and prosperity in region with efficient and sustainable land use to provide for vibrant and growing communities and greater local employment. The State’s infrastructure planning and economic development imperatives and potential must also be supported to ensure a productive economy continues to grow and develop.

All relevant stakeholders within these interest groups need to be engaged upfront to ensure that there is robust discussion which aligns the policy content of the planning and development system with all stakeholder interests. This early and ongoing engagement should see a coordinated approach from the outset and tie in stakeholder interest with the economic drivers of our desired productive economy, helping to manage potential conflicts and encourage zoning and planning controls that provide balance and greater certainty to future planning. This is supported by the combination of land supply initiatives through both the extensive rezoning of residential broadhectare land and the series of major infill development projects we have seen in recent years.

It is essential that a future metropolitan staging program is based on the demonstrated and predicted needs of the region, provides a co-ordinated and staged ‘roll-out’ of development and services, and for the stages to be clearly articulated within the regional plan. Importantly, there should also be a clear set of criteria for what constitutes ‘suitably located’ land as relevant to the intended land use(s).

### **Centres Policy and Retail Investment**

- **What policy approaches or other levers could be used to help ensure South Australia’s retailing sector is competitive, well-located and provides ample opportunity for new entrants to the market? P37**

While it is noted, that there is a strong nexus between centres policy and urban consolidation, it is also worth noting the data that shows most retail spending still occurs outside of centres. While continuing to recognise existing centres, expansion at ‘edge of centre’ locations and the development of new activity centres while protecting well formulated centres hierarchy, could be explored to encourage investment from new competitors and new formats in the retail sector. This promotes new investment, new job creation, greater customer choice available to the broader community and greater utilisation of infrastructure surrounding and supporting existing centres. However, this should only occur with good reason to prevent dilution and a scattering of businesses throughout residential areas. Centres should be concentrated and go vertical and mixed use developments will support both retail opportunity and population density. A key measure is whether there is a net community benefit from such broader retail expansion.



There is a need to look at the total 'experience' offered in retail centres to determine their success, not just the success of each business.

Co-ordinated branding for retail and commercial precincts (such as Mainstreets) can be effective.

It is important for the Code to take into consideration the market trends and the influences that the market has on development and demand, as these have a significant impact on the opportunities for new entrants to the market.

**- How do we harmonise planning objectives for an efficient pattern of settlement at the metropolitan level with the need to encourage investment in new retail facilities? P37**

A centralised retail activity approach can reduce overall land consumption (including valuable rural and agricultural land) by containing the urban footprint and also facilitate efficient use of existing state infrastructure thereby reducing the demands of the state's new infrastructure investment capacity. Increased policy flexibility in and around the activity centre zones and mixed use zones could encourage increased land use diversity and diversity of retail activities in and around existing centres thereby maximising the return from existing infrastructure and creating greater retail supply and competition to support higher density development where an abundance of lower density development may currently exist.

The Existing Activity Centres Policy review DPA has been positive for applicants and generally not resulted in unreasonable impacts. Building code requirements for a change in building classification are however quite onerous.

A Regional Plan and co-ordinated metropolitan staging program should strategically identify any new retail land. These documents should ensure new retail land isn't released or rezoned well in advance of need so as to not dilute the customer base of existing retailers, given the negative impacts this could have on local economic markets.

**Economic and Industrial Land Utilisation/Emerging Industries**

**- How do we ensure that the new system helps facilitate economic activity and provide Adelaide Employment Lands for current and emerging businesses and industries? P43**

The new planning system must strike a balance between the competing objectives of encouraging new industry investment and diversification while protecting valuable established agriculture and food production industries. Consideration needs to be not only on the planning implications for land use for these different industries but also the interface with the growing urban footprint. Greater mixed use and broader activity centres planning policies for existing facilities remains key to striking this balance, with due consideration to associated employment and other community benefits of such infill expansion.

Assistance with data capture, sharing and analysis would help councils/regions identify and support clusters and referrals.



It is important for regional plans and zoning in the Code to set aside sufficient land which is suitable for commercial and industrial uses to help protect the viability of a range of businesses.

**- How could Offset Schemes be used? P43**

Offset schemes can be utilised to provide important broader community services and facilities as ancillary parts of the infrastructure planning arrangements associated with new land utilisation brought about by new investment and economic activity.

The success of offset schemes will be heavily determined by the location of the offset scheme product; if the product is located too far from the contributing sites, it is less likely to be of immediate benefit to the occupants of the site and the local community more generally who may be affected by the shortfall on the site.

Offset schemes should only be allowed for particular aspects of development such as stormwater management, car parking etc and not to exceed established policy parameters (especially if the ‘offset’ is not related to the policy departure).

**Primary Industries**

**- Should the Code include a 40 metre interface buffer between rural and residential, but allow a smaller buffer distance if it can be justified? P53**

A recommendation is made to ‘adopt a more standardised urban/rural interface buffer policy across South Australia, with locational variation, where required.’ Reference could be made to the EPA’s Consultation Draft Guide for separation Distances August 2000.

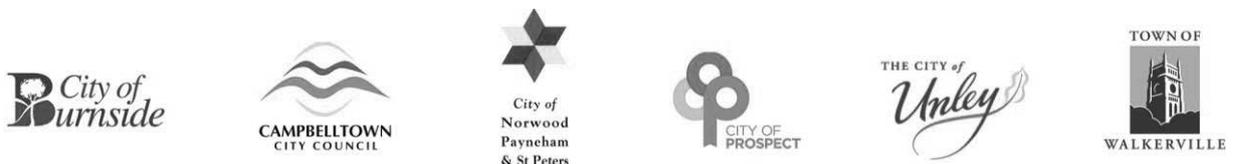
**- Does policy regarding subdivision and minimum allotment sizes need to be reviewed and strengthened? P53**

The implied productivity gains associated with greater flexibility around planning policy and regulations regarding mixed use and adaptive re-use of existing land and facilities, supports a review of policy regarding subdivision and minimum allotment sizes. However it is noted that smaller allotments do not always equal more efficiency. The ever competing objectives of environmental and social balance must not be overlooked however, for the sake of economic benefit.

Given current resistance on infill by communities, policy is still needed for clarity. It remains important to continue to advocate for more open space and better public realm as these are key attractors for new residents – jobs, better lifestyle – these all need to be in place to support these new communities.

It is important for policies to specify minimum allotment sizes which are based on surveys and feasibility studies to determine both the viability of the minimum site area in that location and to understand the existing and desired future character of the area. In a commercial context, minimum allotment sizes are likely to influence the nature of businesses which is important to consider when setting minimum sizes.

**Tourism**



- **Do we need to review our signage policies? In particular, do we need facilities for third party advertising and tourism advertising? For example, should there be more scope for tourism signs on arterial roads and outside of townships? P54**

Third party advertising and tourism advertising could be further developed with minimal environmental impact and would further support the major contribution that Tourism provides to the State's economy and provide an additional source of revenue. The scope of policy here could be broadened to also include wayfinding, not just advertising. Early and ongoing engagement should be held with key stakeholders to facilitate a coordinated approach and ensure broad based benefit from such initiatives. Stakeholders include land owners, DPTI, SATC, relevant Councils, Business SA and local BEC's, business and tourism associations.

It would be useful to better define 'third-party' advertising. Schedule 2(8) of the regulations currently rule new signage displays as development, but exclude changing the contents of the sign (unless the advertisement area is increased) which may change from promoting an on-site business to a third party.

Policies should also be tailored to the context of the zone or area.

### **Mining and Exploration**

- **Should undeveloped strategic mineral resources be identified and protected from urban encroachment and other incompatible development? P55**

While not specifically relevant to ERA, there is a need to define 'incompatible development' as we also need to provide flexibility for related and supportive industry, light industry and ancillary and associated developments in Mineral Extraction Zones. Again, reference to the EPA's Consultation Draft Guide for Separation Distances August 2000 has application here. Given the cyclical nature of mining and exploration operations, flexibility in policy is key in providing certainty for the industry participants and enabling suitable development while still protecting future mineral wealth opportunities for all.

## **Theme 2 – Linking people to jobs, goods and services**

### **Centres Retail and Mixed Use Activities**

- **Is there a need to retain the centres hierarchy or not – is it still relevant to today's planning? P57**

A centres hierarchy offers numerous benefits to businesses and the consumer community and affords a vision and policy planning framework to guide future major and minor retail and commercial activity centres across council areas. Opportunity exists here to link related clusters and e-commerce eg creative industries not in isolation but rather cafes, co-work spaces and other lifestyle elements. The question is not whether to retain or dispose of the centres hierarchy policy but more about the review of such policy to enable greater flexibility (for example in instances where there is potential expansion into



adjacent zones) and to ensure currency with the changing business environment, particularly e-commerce and the sharing economy.

Is there demonstrated demand that shows existing centres cannot cope with the changing business environment and that out of centre retail development is a viable solution? Careful consideration should be given to where and how an expansion of existing centres into adjacent zones should occur (if at all) to prevent unreasonable impacts.

Recent draft State Planning Policies appear to steer away from the centres hierarchy in favour of diversifying zones for greater development opportunities.

Particular consideration needs to be given to large format retailing due to the impact of them being located outside of current retail centres.

There remains a need for centres hierarchy, particularly in terms of local and neighbourhood centres. It is important to define set boundaries to centres so they stay contained, become consolidated and are effective hubs with planning controls in place to enable this and avoid dilution by out of centre and/or unstructured development. At the district and regional level, industry will generally self-regulate in regards to mix, scope and range.

- **Should there be residential development within retail centres? If so, how could/should this occur? P57**

Should be considered in line with developing a greater balance between high density and low density residential development, greater adaptive re-use and greater utilisation of existing infrastructure through clustering of residential and industry. Also of use where existing centres may now be outdated and require a redevelopment or reactivation.

Residential development in retail centres is supported in principle provided, that the residential development is subordinate to the primary retail purpose of the zone and provided that the residential use does not compromise the operations of commercial development or appropriate amenity for occupants. Ground level should be commercial uses only.

The mix of residential with retail can add to vibrancy (look to Malmo Sweden for example), creating environments where people can live, work and play in the same precinct, but needs to be carefully considered to ensure that the mix is right.

### Employment Lands (Industry, Manufacturing and Commercial)



- **Should there be a more flexible approach to encouraging a wide range of land uses in non-residential zones – with land use genus, impact and design focus, rather than strict land use definitions? P58**

Important to review and update the South Australian Planning Policy Library (SAPPL) industry and commercial zones and existing policy intent, to remain in line with changing technologies, markets and business practice. There is a blurring of production and office functions in many types of enterprises now (eg defence and manufacturing north of the CBD) and also opportunities to promote agglomeration through business clusters. The introduction of the SAPPL saw the greater introduction of mixed use zones (for example, the Urban Employment Zone which provides for a range of activity across industry, commercial, offices etc)

It will be important to maintain sufficient land for ‘traditional’ commercial uses in suitable locations to avoid industries being pushed out to urban fringes. This however, must be balanced with creating new opportunities for emerging industries.

**Is there too much emphasis placed on height and setback criteria in employment land zones, in particular the ‘core’ of these zones? P58**

Emphasis should be shared across a mixture of land use genus and impact and design focus along with the traditional planning focus on height and setback criteria. There is still an importance for height and setback criteria but a focus is also needed here on design as well as interface and transition zones.

**Home-based Businesses**

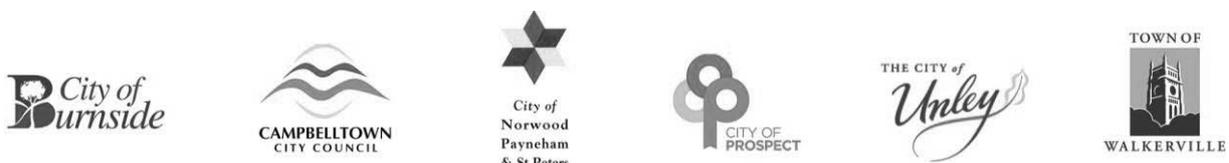
- **What innovations and changes to work practices will impact the planning system and how should we respond? P59**

More flexible workplace practices from all levels of corporates are now enabling far greater utilisation of home based work schedules or employees and contractors. In the E-commerce world, home based businesses now have potential to grow into much larger enterprises and in a relatively short period of time. A review is required of home industry zones and policies to ensure policy keeps up with the pace of change in this sector and also the growing demand for low impact home-industry activities. As previously mentioned, it is important to determine the difference between ‘home based business’ and ‘home industry’ when considering related policy as they are not one and the same.

Activities relating to the ‘Sharing Economy’ are likely to have a big impact on the planning system in relation to accommodation, co-working spaces and car-sharing if designated spaces need to be provided in developments.

It is recommended that definitions and associated policies relating to home-based businesses be included in the Code given the diversity in current policies. It is also important that the Code provide guidance on how to deal with new land uses that are continuing to diversify in response to new businesses and new ways of working.

**Theme 3 – Providing infrastructure to enhance our liveability**



## Renewable Energy

### How should planning policy respond to growth in renewable energy – what issues should be addressed? P60

There are a wide range of renewable energy sources and South Australia leads the country in its adoption of these for both residential and also wide scale commercial use. Policy needs to respond to ensure it remains current in this fast growing technological sector and continues to effectively assess the impact of this growth sector. This includes but is not limited to environmental and also community impact.

## Adaptive Reuse

- **Should existing unused farm houses be able to separately titled to allow their adaptive reuse and to facilitate economic activity? P61**

Possible uses include short term stay options which are easily enabled now through E-commerce platforms like AirBNB, cellar door facilities and an array of food and beverage manufacturing and hospitality options. If separate titling is deemed by business to reduce red tape for this type of business investment and growth strategy then it should be considered.

## Infrastructure

- **How can we ensure that land use planning is able to accommodate and support the provision of new and innovative infrastructure? P61**

The Dutch MIRT programme is the multi-year programme for infrastructure, spatial planning and transport. All parties within the programme collaborate on projects and initiatives regarding infrastructure and water – parties include various ministries and regional parties including provinces, municipalities, transport regions, non-government organisations and businesses and all participate to varying degrees by providing input to solutions. This collaborative model across all forms of public sector, private sector and relevant organisations and authorities could be adopted to provide the platform for effective planning of new, innovative and economically beneficial infrastructure projects. Federal services like Broadband, should be included as key infrastructure with the State providing a concierge service to councils in order to get co-ordinated outcomes.

## Theme 4 – Facilitating innovation and enabling investment



## Collaboration and Clustering

- **Do we have adequate planning policies in place to encourage/support the aims of innovation districts? P62**

There is a need for more rigour in policy approach here as the current system is not optimal. Opportunity exists to review existing planning policies with regard to specialist development clustering within a zone, along with possible refinement of SAPPL policies to encourage emerging technology adoption. An innovation district requires mixed use complementary planning policies supporting regeneration of existing location that attracts innovative and creative companies, workers, supporting businesses and neighbouring residential precincts. Planning has a vital role in connecting the three main assets that make up the Innovation Ecosystem – Economic, Physical and Networking assets.

The planning system can facilitate innovation districts by identifying appropriate locations (with appropriate infrastructure) and creating suitable zones and policies if there is sufficient demonstration of needs and opportunities.

Better sharing of data will facilitate councils to make better decisions and make identifying clusters easier.

## How do we ensure that residential development does not monopolise the offering in mixed-use areas of innovation districts? P62

Special zones or policy overlays may be necessary to secure the potential of identified innovation precincts and prevent their loss through short term/short sighted development. That is, unique limits may be required on residential content of such innovation districts to ensure crowding out doesn't occur. Residential uplift should not occur at the expense of retail/innovation.

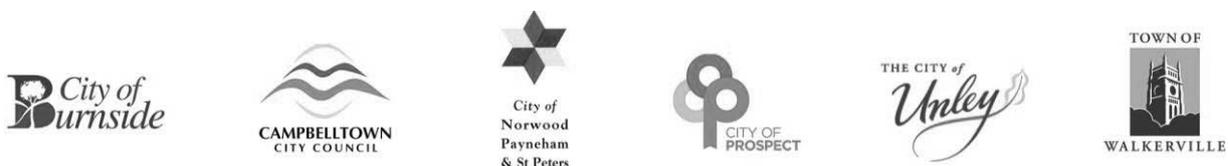
Code policies should:

- State that ground level should be commercial uses only.
- Provide incentives for mixed use buildings where appropriate (eg 3 storey maximum height for mixed uses versus a 2 storey maximum height for residential only).
- Allow more policy flexibility for mixed use developments.

## E-Commerce and Sharing Economy

- **Does planning policy need to respond better to new ways of doing business such as the emergence of the sharing economy – which may require the introduction of controls to mitigate previously unanticipated effects (for example, the conversion of long term rentals into short stay holiday accommodation via online platforms)? P62**

E-commerce and the digital web based economy is constantly evolving with new technologies facilitating an unprecedented pace of change for industry development and new industry formation and growth. It is difficult for planning policy to match this pace of change – a better approach is to remain flexible and open to change, interpretation and



variation with regard to planning policy relating to this field. A dynamic approach is necessary to remain current and relevant to the E-commerce and sharing economy. The P2P, sharing and collaborative economies are informal in their nature, often lack conventional structures and present complexities in their managing, monitoring and regulation. Traditional planning policies will need a dynamic response mechanism to these new e-commerce opportunities. The new Code should focus on the implications/effects of the activity, not necessarily the activity itself.

The new planning system will need to adapt to the sharing economy. In particular, the short-term accommodation sector, which is growing globally, and changing the way people use accommodation services. The industry has introduced accommodation services into residential areas that were occupied by permanent residents. The Code will need to address this as a change of use.

The circular economy and re-use, waste management and 'buy local' initiatives should all be made easier by the Code.

- **What will be the emerging industry impacts of e-Commerce and how should these be managed by the Code? P62**

Further investigation is required to determine the scale and form of the industry impacts of E-Commerce. It is recommended that these investigations continue and are addressed in future generations of the Code.