



Business & Economic Development Strategy

2008-2013



City of
Norwood
Payneham
& St Peters



A MESSAGE FROM THE MAYOR

The City of Norwood Payneham & St Peters understands how important a strong local economy is to providing prosperity for our community, stimulating job growth for residents and sustaining the excellent quality of life currently enjoyed by its citizens.

As one of the four pillars of the Councils' *CityPlan 2030*, economic development presents a set of unique challenges and opportunities for our City. Accordingly, the Council has courageously and deliberately crafted a vision for our local economy which has a strong focus on developing a strong and loyal partnership with our community and the business sector to underpin and maximise our strengths and successes.

At the heart of this five-year strategy is the creation of local employment opportunities, which can only come about from sustained growth within our retail, commercial and business sectors. This means taking advantage of opportunities and responding to emerging trends that affect the way we live, work and play in our City.

The Strategy contains an ambitious, yet achievable suite of goals and objectives, which have been identified and supported by key stakeholders as the foundation to secure the long-term prosperity and vitality of our City. The Council has an important role to play in engaging those interested in doing business in our City and developing policies that promote, support and sustain appropriate economic activity.

In this regard, it is both an inspirational and aspirational document. Not only does it recognise the important role that local business and industry will play, but it also looks beyond the City's boundaries with the aim of positioning the City of Norwood Payneham & St Peters as a centre of excellence and innovation in specialised industry sectors at the state, national and international level.

The vision to become Australia's creative industries hub, for example, is premised on the realisation that our City is currently the leading precinct of its kind in South Australia and is well positioned to take that title to the national level.

We also want our City's well-known cosmopolitan village precincts to prosper, and will work to reinforce their own special character by attracting new industries and entrepreneurs to invest and revitalise areas that are the lifeblood of their local community.

We are also well placed to take full advantage of the booming overseas students market by providing affordable, yet strategically located accommodation to this growing sector of South Australia's economy and offer opportunities for students to make a social and economic investment in our community, whilst enjoying the rich cultural experience our City has to offer.

I commend the City of Norwood Payneham & St Peters' Business and Economic Development Strategy to you and ask that you join me in this exciting venture to provide prosperity for all of our citizens.



Robert Bria

MAYOR

INTRODUCTION

The City of Norwood Payneham & St Peters has been actively supporting economic development for over a decade, including financial support of the Norwood Parade Development Association, appointment of a Business and Economic Development Manager in 2003, development of an Economic Key Directions report in 2005 (which identified the current precinct approach), and the establishment in 2006 of the Business and Economic Development Committee as the peak economic development body for the City – responsible for overall economic coordination, facilitation, policy development and funding distribution.

With foundations in place, the City of Norwood Payneham & St Peters has produced its Business and Economic Development Strategy to provide direction for the City's economic and employment growth.

The Business and Economic Development Strategy was developed through examination of Council strategies (including the CityPlan 2030) and the economic development strategies of neighbouring councils, analysis of census data, reference to South Australia's Strategic Plan, consultation with the Business and Economic Development Committee representing the eight precincts or business sectors and with 'movers and shakers'. The Draft Strategy was distributed for public comment and the feedback incorporated into the final Strategy.

To ensure the Strategy fits within overarching plans, such as Council's *CityPlan 2030 - Shaping Our Future* and the State Government's South Australia's Strategic Plan, actions have been linked to relevant targets and objectives. A listing of targets and objectives are included as appendices.



WHAT DO WE KNOW?

The City of Norwood Payneham & St Peters is well placed to capitalise on the economic growth forecast for South Australia. With a sound local economy, educated workforce, attractive and diverse retail and commercial precincts, proximity to Adelaide City and its rapidly-growing international student sector, and income levels above the state average, there is an air of confidence which augers well for balanced, planned development.

But economic development doesn't happen in a vacuum, and broader social, economic and environmental directions need to be considered:

- > Located adjacent to Adelaide City - development in our capital city has a strong influence on the economic conditions in Norwood Payneham & St Peters.
- > The population in the City of Norwood Payneham & St Peters has grown 4% over the last decade (from 32,216 to 33,729 residents). Planning SA forecasts that, based on current rates of growth, the population of the area in 2021 will be 35,927 – an increase of 6.5% on 2006.
- > Increased petrol prices, ageing population, a more general acceptance of medium-high density housing and the need to feel part of a community are driving demand for homes close to local shopping, services, work and study. The Government of South Australia's target of increasing SA's population to 2 million will also drive housing demand. Approximately 10,000 new migrants settle in South Australia each year, introducing new cultures into our community.
- > Economically, Australia is facing low unemployment, high demand for skilled labour and a booming resources sector offering record wages. Workforce growth is also occurring in inner-city areas, with Adelaide City Council predicting that its workforce will grow from an estimated 98,000 to at least 111,000 by 2010.
- > Education is now South Australia's fourth largest export. The Adelaide City Council aims to have at least 66,000 students in institutional learning by 2010, and is well on the way to achieving this aim, generating significant accommodation, retail and service opportunities for adjacent councils. There are 13 schools within the City of Norwood Payneham & St Peters' boundaries.
- > At the same time as the population and economic growth is occurring, there will be increased pressure to manage the potentially disruptive effects of climate change. The State Government is increasing the use of renewable energy; managing water supply within sustainable limits; reducing waste to landfill; increasing the use of public transport and limiting the State's greenhouse gas emissions – all of which will impact on Council strategies.
- > Tourism is a key driver of South Australia's economy, with 5.4 million visitors in 2006/07. The State Government aims to increase visitor expenditure in South Australia's tourism industry to \$6.3 billion by 2014 and the City of Norwood Payneham & St Peters is well placed to capitalise on this expansion.
- > Flexible work practices, good broadband, a highly-educated population and central location make the City of Norwood Payneham & St Peters an ideal location for home based business, evidenced by the estimated 6,000 home based businesses. Overall one in five people live and work in the Council area.

THE ROLE OF COUNCIL

Councils can influence Business and Economic Development through:

- > Providing and lobbying for infrastructure and services such as parking, affordable housing and business development
- > Partnering with other funding providers to support business advisory services (such as the Eastside Business Enterprise Centre)
- > Supporting strategies that generate workforce skills planning, job creation and retention
- > Attracting investors that would generate improved services or economic vitality
- > Linking to existing precinct, social and environmental strategies and programs

Council's *CityPlan 2030 - Shaping Our Future* identifies the following business and economic objectives:

1. A diversity of business and services attractive to consumers
2. Cosmopolitan character business precincts
3. New enterprises and local employment opportunities
4. The leading centre for creative media in Australia
5. A local economy supporting and supported by its community

These objectives will frame the Business and Economic Development Strategy.

ADELAIDE FUTURES

The Metropolitan Local Government Group (comprising Mayors and CEOs of Adelaide's metropolitan councils) have produced a set of Futures Papers that identify a common vision for Adelaide. The papers are currently being reviewed by councils. A strategic plan for the Metropolitan Local Government Group will arise from this consultation process. Where relevant, initiatives and actions from the Futures Papers have been incorporated into the objectives and actions of this Business and Economic Development Strategy.

BUSINESS AND ECONOMIC DEVELOPMENT THEMES FOR THE CITY OF NORWOOD PAYNEHAM & ST PETERS

This Strategy is divided into five key themes that address the objectives of the *CityPlan 2030 - Shaping Our Future* and reflect the input provided by business:

- 1. Village precincts that service locals and attract visitors.**
- 2. Capitalising on Adelaide's growth in educational services.**
- 3. Building a national creative industries hub.**
- 4. Environmentally and socially sustainable growth.**
- 5. Improving visitor and residential transport access to key precincts.**

1. Village precincts that service locals and attract visitors.

Capitalise on the diversity in precincts to create local and destination shopping and services, and increase tourist visitation.

The preservation of the heritage and cultural character of the City is a high priority for business and the community, and each of the five local precincts (The Parade, Magill Road, Glynde Corner, the Glynde Light Industrial Area and the Stepney Triangle) are unique. Tourists and visitors seek convenience (particularly shopping hours), authenticity (a unique selling point) and experience (interpretation of the story), and therefore the proximity to Adelaide, retail and hospitality choice, and after-hours 'bustle' of The Parade creates significant tourism opportunities.

* Unless otherwise stated, all CityPlan 2030 objectives refer to Outcome 3, Economic Prosperity

Objective 1.1 Maintain the diversity of business and services and cosmopolitan character of precincts

Action	Strategy	Timelines	SA's Strategic Plan Target	CityPlan 2030 objectives*
1.1.1	Develop and implement a streetscaping strategy for retail precincts that enhances the cultural values and engages property owners to improve façades and shared carparking arrangements	Short term	T1.21 T2.9 T2.10	2 Outcome 4
1.1.2	Develop precinct plans for each commercial precinct to articulate identity, clear visions and a framework of strategies and actions to frame the development of business and commercial precincts	Medium term	T1.1 T1.2	1,2 Outcome 2
1.1.3	Support existing businesses to maintain a diverse business mix within each precinct (via the Eastside Business Enterprise Centre and precinct groups)	Ongoing	T1.1	3,5 Outcome 2
1.1.4	Attract new businesses which add to the excitement and attractiveness of the mix in each precinct, including hospitality businesses	Ongoing	T1.2	1,2,3,5 Outcome 2
1.1.5	Ensure that zoning is conducive to the business/retail mix strategies identified in precinct plans	Ongoing	T1.1	1,5 Outcome 2

Objective 1.2 Support a year-round calendar of events

1.2.1	Work with precinct and business groups to help businesses understand how they can capitalise on tourism events	Short term	T1.15 T4.11	1,5
1.2.2	Use events to generate activity, attract visitors, provide local community engagement opportunities, promote learning and creativity	Ongoing	T1.15	1,5 Outcome 2

Objective 1.3 Business development

1.3.1	Facilitate the installation of high speed broadband throughout the City	Short term	T4.8	5
1.3.2	Facilitate, through the Eastside BEC, information and professional development for employers that helps them compete in a tight labour market – assisting them to be ‘employers of choice’ and to recognise the benefits of employing semi-retired and parents who are only available for part-time work	Short term	T1.2 T1.6 T1.10 T1.12	5
1.3.3	Investigate opportunities to attract additional child care in the area to release parents of young children for employment	Short term	T1.6 T1.10 T1.12	1 Outcome 1
1.3.4	Work with Eastside BEC and the precinct groups to develop local business networks and facilitate linkage between local businesses and broader industry clusters to maximise inter-business benefits	Ongoing	T1.1 T4.11	3,5

Objective 1.4 Actively target tourism and visitation that capitalises on the proximity to Adelaide

1.4.1	Develop a City-wide strategy that generates a ‘day and night economy’ through: <ul style="list-style-type: none"> • positioning Norwood Parade as the pre-eminent café and retail destination in Adelaide; • promoting precincts and linkages between precincts; and • leveraging the tourism drawing-power of the Adelaide CBD 	Short term	T1.5	1,5 Outcome 2
1.4.2	Develop promotional activities and materials that position the City as a major retail destination, differentiating offerings from each precinct	Short term	T1.2	1
1.4.3	Encourage the development of publicly-assessible wireless internet hotspots in retail precincts	Short term	T1.15 T4.8	1
1.4.4	Research tourist accommodation supply and demand, and identify opportunities to develop additional accommodation	Medium term	T1.15 T4.9	1
1.4.5	Encourage the uptake of customer service and retailing skills in local businesses to enhance the experience of visitors and improve business profitability	Ongoing	T1.6 T4.7 T1.2	1,5

2. Capitalising on Adelaide's growth in educational services.

Education is a key economic opportunity for the region: attracting export income; boosting retail, hospitality and housing demand; and creating skills for growing businesses.

The State Government aims to double South Australia's share of Australia's 455,185 overseas students by 2014. Overseas students seek inexpensive accommodation close to education and work (most need paid work to support their studies), and the opportunity to mix with the Australian community. In addition, the City of Norwood Payneham & St Peters has 13 schools, and is close to two of Adelaide's major universities. Successful school-training-work pathways are essential to provide viable youth employment and a labour force with skills for future economic growth.

Objective 2.1 Facilitate student housing and transport

Action	Strategy	Timelines	SA's Strategic Plan Target	CityPlan 2030 objectives
2.1.1	Facilitate additional student accommodation in the council area	Short term	T6.7	5 Outcome 2
2.1.2	Review transport patterns between the location of student housing and the major universities/training providers and work with the Passenger Transport authorities to support efficient public transport services between nodes	Medium term	T3.5 T3.6	5 Outcome 1
2.1.3	Review pedestrian and cycle access to key education precincts and work with International Student Services agencies to encourage walking and cycling to work and study	Medium term	T1.16 T3.5 T3.7 T6.20	5 Outcome 1
2.1.4	Encourage the establishment of international eateries (such as food courts) that support the culture and lifestyle of international students	Medium term	T1.16 T5.8 T6.20	1,5 Outcome 2

Objective 2.2 Target residential students

2.2.1	Provide information to local businesses about the opportunities and benefits of employing students	Short term	T1.12	3
2.2.2	Involve international students in sport, community events and cultural festivals to provide a real link to the local community	Short term	T1.16 T2.3 T6.20	3,5
2.2.3	Work with Education Adelaide, Education Agents and higher and further education providers to encourage students to live in the area	Ongoing	T1.16 T6.7	1,3 Outcome 2

Objective 2.3 Support school-study-work pathways

2.3.1	Review models for school-study-work for young people and identify elements that are suited to the local situation	Short term	T2.12 T6.15	3,5
2.3.2	Based on the review of models, work with employers (via the Eastside BEC and precinct groups) to encourage better local school-to-work transition pathways	Medium term	T1.12 T6.15 T6.21	3,5
2.3.3	Work with the creative cluster to highlight film and multi-media career opportunities with students, reinforcing Kent Town as the national creative hub	Long term	T6.15 T4.1 T4.2	3,4,5

3. Building a national creative industries hub

Supporting South Australia's vision to be a magnet for outward-looking and innovative people, with a vibrant intellectual and artistic culture.

The South Australian government aims to double the number of feature films made in the state over the next six years. The City of Norwood Payneham & St Peters is ideally positioned to take advantage of this growth, with Kent Town being home to a healthy multi-media and film industry, and co-location advantages for other creative industries.

Objective 3.1 Strengthen the Kent Town creative industries (multi-media) cluster

Action	Strategy	Timelines	SA's Strategic Plan Target	CityPlan 2030 objectives
3.1.1	Identify participants in the multi-media and film industries in the Kent Town area and gather information about how Council can support the cluster and attract new businesses	Short term	T1.5 T1.21 T4.1 T4.2 T4.11	3,4,5
3.1.2	Develop a Precinct Committee for the multi-media/film industry and work with the Committee to assist the further development of the industry	Short term	T4.1 T4.2	4
3.1.3	Facilitate 'film friendly' approval and permit processes within council to make the area attractive to film makers	Ongoing	T1.2 T4.1 T4.2	4

Objective 3.2 Attract skills and businesses to expand the capacity and international competitiveness of the creative cluster

3.2.1	Investigate opportunities for stimulating innovation in the creative industries through contact with other sectors and industry leaders	Medium term	T4.1 T4.7	3,4,5
3.2.2	Encourage pathways and partnerships between schools and creative industries to provide exciting employment and skill development opportunities for local young people	Medium term	T1.12 T6.15 T6.21	3,4,5
3.2.3	Work with universities to encourage Research & Development partnerships with businesses in the creative cluster	Ongoing	T4.11	4,5

4. Environmental and socially sustainable growth

Creating a strong economy with inter-generational sustainability

The City of Norwood Payneham & St Peters' excellent 'live and work' amenity is an important factor in creating a community that can meet its needs locally, reduce its environmental impact and be successful in a global economy. Pressures that may impact on the achievement of this goal include housing affordability and housing choice, public transport infrastructure and the slow pace of community change in adopting environmentally sustainable practices. In order to maintain the area as a community for all age groups, a range of housing options need to be made available.

Objective 4.1 Reduce the Council and business community's ecological footprint to a sustainable level

Action	Strategy	Timelines	SA's Strategic Plan Target	CityPlan 2030 objectives
4.1.1	Introduce recycling services for businesses	Short term	T3.7 T3.8	5
4.1.2	Expand the Green Power Precinct program	Medium term	T3.12	Outcome 4
4.1.3	Continue the commitment to the Cities for Climate Protection Program including reduction of greenhouse gas emissions	Ongoing	T3.5	Outcome 4
4.1.4	Continue to support the Water Campaign and embrace the Adelaide Water District and Climate Region principles	Ongoing	T3.9	Outcome 4
4.1.5	Encourage home based businesses	Ongoing	T3.7	1,3,5
4.1.6	Work collaboratively with government agencies and industry to maximise social, economic and environmental objectives in urban renewal	Ongoing	T3.7 T3.14	Outcome 1

Objective 4.2 Maintain access to a range of housing options for a changing population, whilst balancing character and built form

4.2.1	Work with other councils to identify urban regeneration areas and develop guidelines for sensitive infill areas	Short term	T3.7	Outcomes 1 & 2
4.2.2	Explore density, price, style and location options to provide housing that retains skilled young workers in the council area	Short term	T6.7 T6.8 T1.12	Outcomes 1 & 2
4.2.3	Liaise with councils within the region and the State Government to develop a co-operative urban growth strategy based on robust information and agreed system capacity	Medium term	T3.7	Outcomes 1 & 2
4.2.4	Contribute to the development of regional strategic plans for housing and growth that reflect the changing workforce and population	Medium term	T1.21 T6.7 T6.8	Outcomes 1 & 2
4.2.5	Advocate for a mix of affordable public and private housing developments for all age groups	Ongoing	T6.6 T6.7 T6.8	Outcome 1

Objective 4.3 Council policies and decisions are conducive to business

4.3.1	Review and monitor Council's response to Development Applications, benchmarking against best practice in council turn-around times	Medium term	T1.7 T1.8	1,2,3,4,5
4.3.2	Minimise red tape and facilitate good communication with businesses	Ongoing	T1.7 T1.8	1,2,3,4,5
4.3.3	Improve access to economic databases (emerging industries, labour markets, economic opportunities resulting from increased population) to assist in planning for business and economic growth	Ongoing	T1.9	T1.9

Objective 4.4 Regional collaboration

4.4.1	Identify appropriate cross-government funding sources and opportunities to package resources	Medium term	T4.9	
4.4.2	Support business-led networks through continued funding of the Eastside BEC	Ongoing	T4.9	1,3

Objective 4.5 Improve access to community events and sporting programs

4.5.1	Facilitate greater use of existing community and sporting facilities (such as Norwood Oval) for community recreation	Short term	T2.3	Outcome 2
4.5.3	Work with schools to identify opportunities for use of school facilities and programs for (appropriate) business and community activities	Medium term	T2.12	Outcome 2
4.5.2	Celebrate diverse cultures at the local level through community events	Ongoing	T2.3 T5.8	Outcome 2

5. Improving visitor and residential transport access to key precincts

Parking, public transport and pedestrian access are essential to precinct development, a sense of community, and reducing greenhouse gas emissions.

Parking has been the most frequently-mentioned barrier for local businesses. While larger parking facilities are one solution, well planned integrated transport and land use networks are more effective. High quality pedestrian areas attract social gatherings which help overcome isolation, prevent crime, and facilitate a vibrant social and cultural mix.

Objective 5.1 Support regional planning initiatives for sustainable transport systems

Action	Strategy	Timelines	SA's Strategic Plan Target	CityPlan 2030 objectives
5.1.1	Participate in the proposed Adelaide Transport Forum	Medium term	T3.6	Outcome 1
5.1.2	Develop regional integrated transport and land use plans	Medium term	T3.6 T3.7	Outcome 1

Objective 5.2 Structure urban planning around Transit Oriented Developments

5.2.1	Review the Development Plan to allow increased density living and commerce at targeted Transit Oriented Development locations	Ongoing	T1.21 T2.9 T2.10 T3.6	Outcome 1
5.2.2	Identify appropriate locations for Transit Oriented Development	Ongoing	T1.21 T2.9 T2.10 T3.6	Outcome 1
5.2.3	Undertake integrated transport network planning with councils within the region and with State and Commonwealth governments	Ongoing	T2.9 T2.10 T3.6	Outcome 1

Objective 5.3 Facilitate pedestrian and cycle use to replace car-based transport

5.3.1	Map pedestrian movements and provide pathways, seating, toilets and cut-throughs on key routes	Short term	T3.7	Outcome 1
5.3.2	Develop Green Travel Plans that encourage council staff to reduce car use for council activities	Short term	T3.7 T3.6	Outcome 1
5.3.3	Through the precinct groups and Eastside BEC, encourage businesses to adopt sustainable travel or use alternatives to travel	Short term	T3.7	Outcome 1
5.3.4	Identify infrastructure barriers to cycle use and liaise with bicycle groups to develop strategies to address these barriers	Medium term	T3.7 T4.9	Outcome 1

Outcome 1: Social Equity

A connected, accessible and pedestrian-friendly community.

Objectives:

1. Convenient and accessible services.
2. A people-friendly, integrated and sustainable transport and pedestrian network.
3. An engaged and participating community.
4. More community life in public spaces.
5. Healthy and active community.
6. Access to affordable housing for low income earners.

Outcome 2: Cultural Vitality

A culturally rich and diverse City with a strong identity, history and sense of place.

Objectives:

1. A visually interesting, artistic and creative City.
2. A community embracing its social and cultural diversity.
3. A City which values its rich cultural and built heritage.
4. Pleasant, well designed, sustainable urban environments.
5. Dynamic mix of uses and activities in selected precincts.

Outcome 3: Economic Prosperity

A dynamic and thriving centre for business and services.

Objectives:

1. A diversity of business and services attractive to consumers.
2. Cosmopolitan character business precincts contributing to the prosperity of the City.
3. New enterprises and local employment opportunities.
4. The leading centre for new media in Australia.
5. A local economy supporting and supported by its community.

Outcome 4: Environmental Sustainability

A leader in environmental sustainability.

Objectives:

1. Sustainable and efficient management of water, energy and other resources.
2. Healthy watercourses.
3. Sustainable quality streetscapes and open spaces.
4. Thriving habitats for native flora and fauna.

SOUTH AUSTRALIA'S STRATEGIC PLAN TARGETS

The following targets from South Australia's Strategic Plan are referenced in the Business and Economic Development Strategy.

Objective 1:	Growing Prosperity
<i>T1.1 Economic Growth:</i>	exceed the national economic growth rate by 2014.
<i>T1.2 Competitive business climate:</i>	maintain Adelaide's rating as the least costly place to set up and do business in Australia and continue to improve our position internationally.
<i>T1.5 Business Investment:</i>	exceed Australia's ratio of business investment as a percentage of the economy by 2014.
<i>T1.6 Labour Productivity:</i>	exceed Australia's average labour productivity growth rate in trend terms by 2014.
<i>T1.7 Performance in the public sector - customer and client satisfaction with government services:</i>	increase in the satisfaction of South Australians with government services by 10% by 2010, maintaining or exceeding that level of satisfaction thereafter.
<i>T1.8 Performance in the public sector - government decision-making:</i>	become, by 2010, the best-performing jurisdiction in Australia in timeliness and transparency of decisions which impact the business community (and maintain that rating).
<i>T1.9 Performance in the public sector - administrative efficiency:</i>	increase the ratio of operational to administrative expenditure in state government by 2010, and maintain or better that ratio thereafter.
<i>T1.10 Jobs:</i>	better the Australian average employment growth rate by 2014.
<i>T1.12 Employment participation:</i>	increase the employment to population ratio, standardised for age differences, to the Australian average.
<i>T1.15 Tourism industry:</i>	increase visitor expenditure in South Australia tourism industry from \$3.7 billion in 2002 to \$6.3 billion by 2014.
<i>T1.16 Share of overseas students:</i>	double South Australia's share of overseas students by 2014.
<i>T1.21 Strategic infrastructure:</i>	match the national average in terms of investment in key economic and social infrastructure.
Objective 2:	Improving Wellbeing
<i>T2.3 Sport and recreation:</i>	exceed the Australian average for participation in sport and physical activity by 2014.
<i>T2.9 Road safety – fatalities:</i>	by 2010, reduce road fatalities to less than 90 persons per year.
<i>T2.10 Road safety–serious injuries:</i>	by 2010 reduce serious injuries to less than 1000 per year.
<i>T2.12 Work–life balance:</i>	improve the quality of life of all South Australians through maintenance of a healthy work-life balance.

Objective 3:	Attaining Sustainability
<i>T3.5 Greenhouse gas emissions reduction:</i>	achieve the Kyoto target by limiting the state's greenhouse gas emissions to 108% of 1990 levels during 2008-2012, as a first step towards reducing emissions by 60% (to 40% of 1990 levels) by 2050.
<i>T3.6 Use of public transport:</i>	increase the use of public transport to 10% of metropolitan weekday passenger vehicle kilometres travelled by 2018.
<i>T3.7 Ecological footprint:</i>	reduce South Australia's ecological footprint by 30% by 2050.
<i>T3.8 Zero waste:</i>	reduce waste to landfill by 25% by 2014.
<i>T3.9 Sustainable water supply:</i>	South Australia's water resources are managed within sustainable limits by 2018.
<i>T3.12 Renewable energy:</i>	support the development of renewable energy so that it comprises 20% of the state's electricity production and consumption by 2014.
<i>T3.14 Energy efficiency—dwellings:</i>	increase the energy efficiency of dwellings by 10% by 2014.

Objective 4:	Fostering Creativity and Innovation
<i>T4.1 Creative industries:</i>	increase the number of South Australians undertaking work in the creative industries by 20% by 2014.
<i>T4.2 Film industry:</i>	double the number of feature films produced in South Australia by 2014.
<i>T4.6 Commercialisation of research:</i>	increase gross revenues received by South Australian-based research institutions from licences, options, royalty agreements, assignments, licensed technology and patents by 2010.
<i>T4.7 Business innovation:</i>	the proportion of South Australian businesses innovating to exceed 50% in 2010 and 60% in 2014.
<i>T4.8 Broadband usage:</i>	broadband usage in South Australia to exceed the Australian national average by 2010, and be maintained thereafter.
<i>T4.9 Public expenditure:</i>	by 2010, public expenditure on research and development, as a proportion of GSP, to match or exceed average investment compared to other Australian states.
<i>T4.11 Business expenditure:</i>	increase business expenditure on research and development to 1.5% of GSP in 2010 and increase to 1.9% by 2014.

Objective 5:	Building Communities
<i>T5.8 Multiculturalism:</i>	increase the percentage of South Australians who accept cultural diversity as a positive influence in the community.

Objective 6:

Expanding Opportunity

<i>T6.6 Homelessness:</i>	halve the number of 'rough sleepers' in South Australia by 2010 and maintain thereafter.
<i>T6.7 Affordable housing:</i>	increase affordable home purchase and rental opportunities by 5 percentage points by 2014.
<i>T6.8 Housing stress:</i>	halve the number of South Australians experiencing housing stress by 2014.
<i>T6.15 Learning or earning:</i>	by 2010 increase the number of 15-19 year olds engaged fulltime in school, work or further education/training (or combination thereof) to 90%.
<i>T6.20 Higher education:</i>	increase South Australia's proportion of higher education students to 7.5% of the national total by 2014.
<i>T6.21 VET participation:</i>	exceed the national average for Vocational Education and Training (VET) participation by 2010.



This strategy was prepared on behalf of the City of Norwood Payneham & St Peters
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