



AGENDA

Unley Business and Economic Development Committee Agenda

Notice is hereby given pursuant to the provisions of the Local Government Act, 1999, that a meeting of the Unley Business and Economic Development Committee will be held in the Council Chambers, 181 Unley Road Unley on

***Wednesday, 2 March 2016
at 6.30pm***

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

**Peter Tsokas
Chief Executive Officer**

UNLEY BUSINESS AND ECONOMIC DEVELOPMENT COMMITTEE

PRESENT:

Councillor John Koumi – Presiding Member
Mayor Lachlan Clyne – ex Officio
Councillor Anthony Lapidge
Councillor Don Palmer
Councillor Luke Smolucha
Doug Strain
Orren Pruncken
Alison Snel
Jodie Gaffney
Craig Phillips
James Morris
Susan Straschko
Leonie Clyne

ACKNOWLEDGMENT:

We acknowledge that the land we meet on today is the traditional land of the Aboriginal people and that we respect their spiritual relationship with their country.

We also acknowledge that the Aboriginal people are the custodians of the Adelaide region and that their cultural and heritage beliefs are still important to the living Aboriginal people today.

APOLOGIES:

CONFIRMATION OF MINUTES:

MOVED:

SECONDED:

That the minutes of the meeting of the Unley Business and Economic Development Committee held on Wednesday, 2 December 2015 as printed and circulated, be taken as read and signed as a correct record.

DEPUTATIONS

PRESENTATION:

WRITTEN REPORTS FROM REPRESENTATIVES

Nil.

OFFICER'S REPORTS

21	Economic Development Strategy Update	1-3
22	Late Item – Main Street Association Marketing Funding requests	

NEXT MEETING

Wednesday, 1 June 2016 at 6.30pm

DECISION REPORT

REPORT TITLE: ECONOMIC DEVELOPMENT STRATEGY
UPDATE

ITEM NUMBER: 21

DATE OF MEETING: 2 MARCH 2016

AUTHOR: DAVID LITCHFIELD

JOB TITLE: GENERAL MANAGER ECONOMIC
DEVELOPMENT AND PLANNING

1. EXECUTIVE SUMMARY

The City of Unley Business and Economic Development Strategy was endorsed by Council for a three year period from June 2012 until June 2015. Whilst the Strategy has now effectively expired, it is not necessarily outdated and UBED has done some work over the past 12 months with a view to updating this Strategy or preparing a new one.

- 1.1 The Independent members of UBED have met on several occasions and prepared their thoughts on the direction the new Strategy should be taking. (Attachment 1 to Item 21/16)
- 1.2 The existing Strategy is not necessarily redundant, although quite a number of the initiatives have been completed. (Attachment 2 to Item 21/16)
- 1.3 The review of the current Trader Association model will occur over the remainder of this calendar year, and the findings may help to inform future strategy.
- 1.4 The resignation of the Manager Business and Economic Development in December 2015 also provides an opportunity to review the current structural arrangements and focus of the Strategy.

Attachments 1 & 2

2. RECOMMENDATION

That:

1. The report be received.
 2. The Committee continue to work on the development of a new Business and Economic Development Strategy.
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1. RELEVANT CORE STRATEGIES/POLICIES

- 1.1 Business and Economic Development Strategy 2012-2015
- 1.2 Four Year Plan 2013-2016

2. DISCUSSION

The Business and Economic Development Strategy 2012-2015 was created with an overarching goal of achieving the Objectives contained within during the life of the Strategy. That has been largely achieved, as highlighted in the report at Attachment 2 (to Item 21/16).

The UBED has been working since early in 2015 to develop a new strategy, but with the resignation of the Manager, Business and Economic Development, progress on the new strategy had stalled. The Independent Members of UBED met as a group and prepared the attached paper (Attachment 1 to Item 21/16) to try and put some structure around the work on the new strategy.

Whilst some of the ideas contained within the paper will probably need to be further considered during a workshop session by the Committee members, there are some pertinent points that can be made.

Recommendation 3 talks about obtaining an updated Community Profile.

The City of Unley is neither a rapidly growing or rapidly changing community. Compiling a new or updated Community Profile is not an inexpensive exercise. The website profile.id has an updated profile based entirely on ABS data, but updates since the 2011 Census are based on ABS estimates. The Community Profile available of the City of Unley website is based on the 2011 Census. There has not been another census since then. It is unlikely that there will have been material change to the Community Profile since the current one was published.

The document also recommends the alignment of the City of Unley strategies with those of the state Government and lists the ten economic priorities of Government. It is worth remembering that these priorities may not necessarily be supportive of the City of Unley's own priorities, but is important that Unley is not competing with the State. There may be areas where our strategy has us in neighbourly competition with other Councils, which is not something the State is happy about if resources are expended on that competition.

The Independent members of UBED have offered to continue to meet to help finalise a new strategy.

3. **ANALYSIS OF OPTIONS**

Option 1 – The Committee continue to work on a new strategy

This option would see the Independent Members of the Committee continue to lead the development of a new draft strategy, for presentation to the whole committee.

Option 2 – The Committee seek to engage outside assistance to develop the new strategy, noting that the 2012-2015 Strategy was developed with the assistance of a consultant.

4. **RECOMMENDED OPTION**

Option 1 is the recommended option.

5. **POLICY IMPLICATIONS**

5.1 Financial/budget

- *The Strategy needs to be framed with a business as usual assumption about future budget allocations to the economic development function*
- *Council support and funding for the engagement of a consultant would be required.*

5.2 Staffing/Work Plans

- *Delivery of future objectives and goals in a new strategy will require appropriate staff resources. The Manager Business and Economic Development position is currently vacant.*

5.5 Stakeholder Engagement

- *When a Draft Strategy is presented to Council, Council may require Community Feedback before endorsing that Strategy.*

6. **REPORT CONSULTATION**

No internal consultation has occurred.

7. **ATTACHMENTS**

1. An Agenda for the Unley Business and Economic Development Committee
2. Progress towards Completion Report

8. **REPORT AUTHORISERS**

Name	Title
David Litchfield	General Manager Economic Development and Planning

A PROPOSAL BY THE UBED INDEPENDENT MEMBERS
AN AGENDA FOR THE
UNLEY BUSINESS & ECONOMIC DEVELOPMENT COMMITTEE

Background.

1. The current Independent Members of the Unley Business & Economic Development Committee have been in their roles for nearly 12 months and recently met to review their performance and to formulate recommendation for improvement to the way UBED operates. It was also timely for this in light of the assumed “disruption” that will be caused through the sudden resignation of the former Manager Business and Economic Development.

Aim.

2. The aim of this paper is to propose a revised agenda for the operation of UBED.

Discussion.

City of Unley Strategic Planning Framework.

3. The City of Unley has articulated a planning framework for formulating and effecting its strategy, see Figure 1 below. This appears sound.



Figure 1 – City of Unley – Strategic Planning Framework¹

4. The City of Unley has also formulated, consistent with its strategic planning framework, the following;

- a. Community Plan 2033²
- b. 4 Year Plan 2013 – 2016 : A Community of Possibilities³; and
- c. 2012 – 2015 Business & Economic Development Strategy⁴

¹ http://www.unley.sa.gov.au/getmedia/ccd638b6-a5c5-4254-a8f6-0dd53fa57987/Community_Plan_2033-1.aspx

² http://www.unley.sa.gov.au/getmedia/ccd638b6-a5c5-4254-a8f6-0dd53fa57987/Community_Plan_2033-1.aspx

³ www.unley.sa.gov.au/CityOfUnley/media/CoU-Media-Library/Council%20and%20Administration/3407_Strategic_Plan_FINAL.pdf

⁴ www.unley.sa.gov.au/CityOfUnley/media/CoU-Media-Library/Council%20and%20Administration/Strategic%20Planning/Corporate%20Strategies/Final_Eco_Dev_Strategy_2012-15_Full_Hi_res.pdf

RECOMMENDATION 1.

The Independent Members believe that in formulating the next Business & Economic Development Strategy of Council's consideration its should;

- a. Confirm Council's commitment to its Community Plan 2033;**
- b. Seek advice regarding the availability of Council's next 4 Year Plan, which it is assumed will cover 2017 – 2020;**
- c. Review progress made against the 2012 -2015 Business & Economic Development Strategy; and**
- d. Seek to formulate the next Business & Economic Development Strategy to cover the period consistent with Council's 4 Year Plan.**

Wider Strategic Planning Context.

5. UBED should not develop its business & economic development strategy in isolation and should consider the following;

- a. State Economic Priorities as detailed by the SA Government, see Figure 2;

Priority 1	→	Unlocking the full potential of South Australia's resources, energy and renewable assets
Priority 2	→	Premium food and wine produced in our clean environment and exported to the world
Priority 3	→	A globally recognised leader in health research, ageing and related services and products
Priority 4	→	The Knowledge State – attracting a diverse student body and commercialising our research
Priority 5	→	South Australia - a growing destination choice for international and domestic travellers
Priority 6	→	Growth through innovation
Priority 7	→	South Australia - the best place to do business
Priority 8	→	Adelaide, the heart of the vibrant state
Priority 9	→	Promoting South Australia's international connections and engagement
Priority 10	→	South Australia's small businesses have access to capital and global markets

Figure 2 – SA State Economic Priorities⁵

⁵ www.economic.priorities.sa.gov.au/

- b. Local Government Economic Priorities as detailed by the SA Local Government Association(SALGA), see Figure 3;

1. Strategic Vision
2. Investment Attraction
3. Tourism
4. Mineral and Energy Resources
5. Red Tape Reduction
6. Planning
7. Innovation and Entrepreneurship
8. Local Infrastructure
9. Digital Economy
10. Small Business
11. Skilled Workforce

Figure 3 - LGA Statement of Economic Priorities⁶

RECOMMENDATION 2.

The Independent Members believe that in formulating the next Business & Economic Development Strategy of Council's consideration it should take account of the established State and Local Government economic priority areas.

Who & What is the City of Unley?

6. Clearly to progress development it is necessary to know from where you start. In the City of Unley's "4 Year Plan 2013 – 2016: A Community of Possibilities" a summary of the profile of the community of the City of Unley was provided, see Appendix 1. No updated profile has been provided to UBED.

RECOIMMENDATION 3.

The Independent Members believe that in formulating the next Business & Economic Development Strategy for Council's consideration it should take account of an updated Community Profile for the City of Unley.

What is the Capacity of a Local Government re Business & Economic Development?

7. It is also considered necessary to clearly establish in what areas any local government authority can have an effect on business and economic development, and for the City of Unley establish in which areas it wishes to have an effect.

8. In a report commissioned by The Local Government Association of SA and prepared by The South Australian Centre for Economic Studies in December 2013 titled "Promoting Local Economic Development: A Role for Metropolitan Local Councils"⁷ considerable

⁶ https://www.lga.sa.gov.au/webdata/resources/files/2015_EconDevStatement_Final.pdf

⁷ www.lga.sa.gov.au/webdata/resources/files/Promoting%20Local%20Economic%20Development%20-%20A%20role%20for%20Metropolitan%20Local%20Councils.pdf

discussion was had about the roles of council generally and in influencing economic growth more specifically. Figure 4 details what the report details as the principal roles of local government in Australia and hence those principal areas in which council can seek to impact business and economic development.

- representation of local interests;
- governance and advocacy;
- planning and community development;
- regulation;
- provision of infrastructure; and
- delivery of property-related and community-related services.

Figure 4 – The Principal Roles of Local Government in Australia⁸

9 The City of Unley needs from this to establish in what areas it wishes to focus its business and economic development activity. Indeed, in its last business and economic development strategy it did this detailing four roles – see Figure 5.

1. Providing and lobbying for infrastructure and services such as parking, affordable housing and business development.
2. Partnering with other funding providers to support business advisory services (such as the Eastside Business Enterprise Centre).
3. Supporting strategies that generate skills planning, job creation and retention.
4. Attracting investors that would generate improved services or economic vitality.

Figure 5 – City of Unley Role in Fostering Business & Economic Development⁹

RECOMMENDATION 4.

The Independent Members believe that in formulating the next Business & Economic Development Strategy for Council's consideration it should;

- a. ***Assess in what areas the City of Unley can effect business and economic development; and***
- b. ***Clearly detail in which areas the City of Unley will focus its effort.***

Key Priorities & Key Questions Identified by UBED Independent Members.

10. Mindful of the need for the foregoing, in the interests of progressing the development of the new City of Unley Business and Economic Development Strategy, the independent members have prepared a draft preliminary SWOT Analysis – see Appendix 2 – and draft Strategic Concept – see Appendix 3.

11. Further the independent members have agreed four key areas for focus as a part of any business and economic development strategy these being;

⁸ The South Australian Centre for Economic Studies in December 2013 titled “Promoting Local Economic Development: A Role for Metropolitan Local Councils” Page 6

⁹ The City of Unley – Business & Economic Development Strategy 2012 -2015

- a. Cut Red Tape. Whilst it is acknowledged that this is an often used catch cry the independent members are unaware of previous material action in this area and believe this is an area in which the City of Unley could serve to assist business and enterprise.
- b. Cultural – “Can Do” & “Yes We Can Help You With That”. The independent members note that in the City Of Unley’s “Unley – Community Plan 2033 - A Community of Possibilities” it does detail commitments to foster a “Culture of Delivery” – see Figure 6.



Figure 6 - City of Unley’s Expressed Commitment to the Community¹⁰

- c. Leadership & Risk Taking. Council needs on behalf of its constituents to adopt a longer-term approach and accept a leadership role, set a vision and accept risk to achieve the vision. Such an approach needs to be articulated and embraced across the Council, both by paid and elected official.
- d. Innovation & Entrepreneurship. Council needs to embrace new ways of doing things and thinking. Again, Council need to “step up to the plate” in these areas and challenge the accepted wisdom.
- e. Performance Reporting & Measurement. Council appears to lack a structured approach to performance management/measurement around its economic and business strategy and performance.
- f. The Role & Functions of Trader Associations. Council appears to focus UBED’s agenda on the day-to-day performance of the identified, and council funded, Trader Associations. It is felt that this detracts, near precludes, UBED focusing on its’s strategic planning function.

RECOMMENDATION 5.

The Independent Members believe that in formulating the next Business & Economic Development Strategy of Council’s consideration it should;

- a. ***Undertake a SWOT Analysis;***
- b. ***Establish Key Focus Areas;***
- c. ***Consider as a “Straw Man” the Strategic Concept attached as Appendix 3, and***
- d. ***Address the matter detailed in Paragraph 11 and establish a position re each.***

¹⁰ City of Unley – Community Plan 2033 - A Community of Possibilities

Conclusion.

12. This paper has been prepared by the independent members of UBED as a positive contribution to the formulating and effecting of a successful business and economic development strategy that will appropriately contribute to achieving the wider objectives of the City of Unley. Many matters remain unanswered/uncertain, such as what are the roles of the Trader Associations and how best to structure the UBED meeting agenda, but it is believed that the accepting of the recommendations made in this paper will help advance business and economic development in the City of Unley.

Alison Snel
UBED Independent Member

Jody Gaffney
UBED Independent Member

Orren Pruncken
UBED Independent Member

Douglas Strain
UBED Independent Member

Appendices.

- 1. City of Unley – Community Profile**
- 2. SWOT Analysis – Draft & Preliminary**
- 3. UBED Strategy 2019 – A Concept**

CITY OF UNLEY – COMMUNITY PROFILE

Source: 4 Year Plan 2013 – 2016 : A Community of Possibilities

OUR COMMUNITY

Source: City of Unley

TOTAL POPULATION

36,842

MEDIAN AGE

39

NEW RESIDENTS
11,257 since 2006.

30%

HOUSEHOLD TYPES

- Couples with children: 22.1%
- Couples without children: 24%
- One parent families: 7.5%
- Less person households: 30.4%
- Other: 11%

INTERNET ACCESS
Most are broadband connections.

83%

MEDIUM DENSITY HOUSING MEDIAN
Compared to greater Adelaide.

38.5% vs 22.5%

INCREASING CULTURAL DIVERSITY

- China: 1.7% increase
- India: 1% increase

HIGH VEHICLE USAGE
45.4% of households have two or more vehicles.

SNAPSHOT
Prosperous yet not necessarily a wealthy community.

- High average income
- Low unemployment
- High education
- High housing mortgages

INCREASING POPULATION
Estimated growth by 2040

36,842 (2011) to 43,842 (2040) (+7,000)

AGE SEGMENTATION

- 65+ yrs: 16.4%
- 15-34yrs: 11%
- 15-34yrs: 18.4%
- 25-34yrs: 27.9%

COMMUNITY PROFILE

The City of Unley is located 4km south of the Adelaide CBD and is bounded by Greenhill Road in the north, Glen Osmond Road in the east, Cross Road in the south and South Road and Anzac Highway in the west.

The City is predominantly a residential area, with some commercial and industrial areas and encompasses a total land area of 14 square kilometres.

The City's population of around 37,000 is expected to increase by an estimated 7,000 people by 2040.

The population is made up of a balanced of age groups, with the age profile being very similar to Greater Adelaide.

The City's cultural diversity has been increasing in recent years with many new residents coming from China and India.

The Unley community benefits from a relatively strong volunteerism focus with 22.5 per cent of the population aged 15 years and over providing volunteer services.

The City has a high socio economic profile with higher income, lower unemployment and a predominantly educated population.

City of Unley residents are highly technologically 'savvy' and connected with 83 per cent of all households connected to the internet.

Housing prices within the Council area are amongst the highest in the state. Median house prices for 2013 have been recorded at \$672,000.

**SWOT ANALYSIS
DRAFT & PRELIMINARY**

OUR STRENGTHS	OUR WEAKNESSES
<ul style="list-style-type: none"> • A developed infrastructure • Financially strong • City fringe location • High amenity locale 	<ul style="list-style-type: none"> • Conservative – no evident driver/imperative for change • No apparent greenfield development site • No longer term business & economic development strategy • Red tape/bureaucracy • Limited use of digital technology
OUR OPPORTUNITIES	OUR THREATS
<ul style="list-style-type: none"> • NBN • Unley Central • Higher density • Wayville Showground Site • Greenhill Road • Employers/businesses choosing to locate in Unley • Enhanced engagement with business • Innovations/developments in transport • New/emerging technologies and industries 	<ul style="list-style-type: none"> • Prospect/Norwood seize the opportunity • State-wide malaise & lack of confidence and conservatism in the general community • Recession in traditional economic sectors • Business closures

UBED STRATEGY 2019 – A CONCEPT

UBED VISION 2019

By 2019 Unley will be recognised as one of Adelaide’s leading communities for supporting business and economic development through embracing an innovative spirit, enhanced connectivity, genuine collaboration, ready access and activating its vibrant community.

KEY RESULT AREAS/STRATEGIC THEMES.

The UBED Vision will be achieved through;

- Embracing an innovative spirit that will be demonstrated in Council’s:
 - Inspired leadership;
 - Entrepreneurial spirit; and
 - “Can Do” culture.
- Enhanced connectivity that will be demonstrated in Council’s;
 - Operating of a leading edge technology platform;
 - Promoting the take-up of technologies such as the NBN; and
 - Promoting an on-line presence for Unley-based businesses.
- Genuine collaboration that will be demonstrated in Council’s:
 - Embracing a partnering approach with its community;
 - Facilitating partnerships between established precincts; and
 - Fostering an interface with new opportunities, e.g. the emerging Showgrounds & Greenhill Road Precincts.
- Ready access that will be demonstrated by Council’s:
 - Commitment to embrace a walkable community;
 - Commitment to the young, disabled and aged; and
 - Commitment to its established heritage and green values.
- Activating its vibrant community that will be demonstrated by Council’s:
 - Fresh and friendly approach to doing business;
 - Active community events programme; and
 - Effective branding strategy.

Action Plan

Theme 1: Strengthen the Retail and Professional Services sectors

*the timeframes refer to Quarters in Financial Years (i.e Q2 2012 = Oct – Dec 2012)

Objective	Key Actions	Tasks	Responsible agent / partners	Timeframes*	Progress towards Completion
1.1 Provide support to businesses within the City of Unley to excel in business	A. Implement Stage 1 Element 1 "Training & Support" of the Mainstreet Digital Economy Strategy	1. program workshops and promote	CoU	Q3 2011	Ongoing (Social Signals)
		2. facilitate and evaluate	CoU	Q4 2011	Completed to date
		3. report to UBED & DFEEST	CoU	Q1 2012	Completed
	B. Implement Stage 1 – Elements 2 to 5 of the Mainstreet Digital Economy Strategy	1. Secure funding – Council / Mainstreet Associations	CoU / Mainstreet Associations	Q4 2011	Completed
		2. Tender and appoint service providers for elements of the Strategy as required.	CoU / Specialist Consultancy	Q1 2012	Completed
		3. Undertake Foot traffic surveys on the Five Main street precincts	CoU / Mainstreet Associations	Q2 2013	Completed
	C. Work with ERA Economic Development portfolio to provide business advisory service to Unley business community.	Meet monthly to develop options and implement	ERA / CoU / ISBEC	Q1 2012 – Q4 2013	Ongoing through BEC
	D. Promote Small Business Commissioner role of State Govt.	Quarterly reminder in e-newsletter to business community.	CoU / Mainstreet Associations	Ongoing	Ongoing

Objective	Key Actions	Tasks	Responsible agent / partners	Timeframes*	Progress towards Completion
	E. Manage contact databases for effective communication and promotion to businesses and business groups within the City of Unley	1. Update Council's contact databases as changes are notified.	CoU / Assocs MAC (Mainstreet Admin Coord)	ongoing	Databases maintained - ongoing
		2. Action Customer Record Management component of Mainstreet Digital Economy Strategy	CoU MAC (Mainstreet Admin Coord)	Q2 2013	Ongoing
	F. Encourage businesses to take part in professional development opportunities	1. Promote involvement in 1.1a	CoU	Q3 2011	Ongoing
		2. Continue bi-monthly Unley Business Breakfast Networking Event Program and promote 1.1C	CoU Hyde Park Rotary ISBEC	Ongoing	Continuing and well attended
	G. Incorporate economic objectives into Council's consultation process for the new community plan	1. Survey business community to find out what they need, want, don't like about Council.	UBED / CoU (governance)	Q1 – Q3 2012	Latest survey January 2015
		2. Survey residents what they want / need on Unley Main streets			
3. Promote UBED Committee and UBLG role					
1.2 Support the Mainstreet Association model	A. Manage the separate rate levy to ensure Mainstreet Associations are funded to market their respective precincts if compliant.	1. Implement a formal funding agreement with each Association in relation to separate rate collection and distribution.	CoU / Mainstreet Associations	Q1 2012 Q1 2013 Q1 2014	Completed and ongoing
		2. Continue the process of alignment of Mainstreet Association objectives and Council strategic objectives.	CoU / Mainstreet Associations / UBED	Ongoing	Ongoing

Objective	Key Actions	Tasks	Responsible agent / partners	Timeframes*	Progress towards Completion
		3. Undertake a project to explore activities that benefit the non-retail sector and promote them.	CoU / Mainstreet Associations / UBED	Q2 2013 Q2 2014	
1.3 Promote the City of Unley as an 'Experience' destination	A. Maintain an annual Main Street Improvement Program that focuses on streetscape, amenity and functionality	1. Undertake the King William Road Master plan	CoU / King William Rd Traders Assoc	Q2 2013 – Q2 2014	Currently in action
		2. Contribute to the Unley Central Revitalisation Project from an Economic Development perspective	CoU / State Gov. / Unley Road Association / UBED	Q1 2013 – Q3 2013	Currently in action
		3. Progress the Glen Osmond Road Street beautification concept	CoU / City of Burnside / DPTI / Glen Osmond Road Precinct Assoc.	Q4 2013	Ongoing – Unley side completed, Burnside still in action
		4. Goodwood Road street design incorporating main drain replacement and undergrounding power. Investigate a Place Activation Concept Plan to be undertaken on Rosa St intersection with Goodwood Road .	CoU	ongoing	Currently in action
	B. Support event tourism, focusing on events that directly contribute to the Unley cosmopolitan 'brand' and provide additional trading opportunities	1. Support the ongoing pursuit of a Tour Down Under stage start. Contribute to the Unley Gourmet Gala event management and evaluate the impact of the event.	CoU / KWRTA	Ongoing	Ongoing – 2015 report to this meeting
		2. Develop a suite of events that support the business and wider sector to activate places such as 'Parks Alive' / Market opportunities	CoU / relevant community groups / Mainstreet Associations.	Ongoing	Ongoing
		3. Explore and undertake opportunities to collaborate with fashion sector representatives / Associations to stage an	CoU / private sector / Mainstreet	Ongoing	Support for KWR through Variety on King William event

Objective	Key Actions	Tasks	Responsible agent / partners	Timeframes*	Progress towards Completion
		event	Associations		
		4. Ensure event infrastructure is supported for inclusion in the King William Road Master plan (1.3a.1) - Inclusion of access to power / sewer connections / audio & visual infrastructure. temporary signage / fencing/ bollards attachment points	CoU / KWRTA	Q2 2013 – Q2 2014	Completed
		5. Continue to work collaboratively to coordinate the "Where Business Meets Art" program currently underway – focus on Culture Quarter (vacant premise activation)	CoU / Cultural Coordinator / Mainstreet Associations	Ongoing	Ongoing
	C. Support a City wide marketing Activity	1. Identify appropriate Food & Dining venues to promote	CoU with input from Associations.	Q3 2012 Q3 2013	Completed
		2. Develop materials to jointly promote venues (e.g. brochure & digital content)			
		3. Develop activities such as historic walking trails, tours etc. where budget allows	CoU		Unley Road project nearing installation
		4. Explore and communicate tourism attraction opportunities, such as sporting and cultural events, provision of tourism/precinct maps and activities	CoU / Associations	ongoing	Ongoing
		5. Provide information to traders about how to maximise the benefits from events (including events at the Adelaide Showgrounds)	CoU / Associations	ongoing	Ongoing
		6. Research an 'icons/faces' of Unley to promote the area as a shopping and cosmopolitan destination and reinforce the Unley brand.	CoU	Q2 2013	Not undertaken
	D. Develop and implement a strategic approach to influencing appropriate tenancy mix on Main	1. Investigate similar case examples where successfully implemented and follow steps to make happen.	CoU / Leasing agents / Commercial Landowners	Q2 2013	Tenancy mix monitored – report to this meeting

Objective	Key Actions	Tasks	Responsible agent / partners	Timeframes*	Progress towards Completion
	streets.	2. Enlist business leaders to work with landlords and retailers in identified precincts in a rolling process of revitalisation.	CoU / Leasing agents / Commercial Landowners	Ongoing	Ongoing
		3. Update and distribute the business information pack to promote leasing opportunities to businesses outside Unley and South Australia. Following each bi-annual vacancy rate.	CoU / Leasing agents / Commercial Landowners	Q1 2012 Q3 2012 Q1 2013 Q3 2013 Q1 2014 Q3 2014	Updated and distributed as aware of new traders
	E. Investigate and facilitate rear car park amalgamation (where appropriate and landowner cooperation present)	1. Identify appropriate sites to amalgamate	CoU – Traffic / BEDM / landowners	Q1 2012 -	Ongoing project which is proving difficult
		2. contact landowners and discuss project		Q1 2012 -	
		3. Determine assistance that can be provided by CoU to facilitate.		Q1 2012 -	
1.4 Support the development of more supportive Statutory Planning processes for retail / commercial development approvals.	A. Facilitate appropriate development through rapid response to questions and working with investors to achieve Council's goals	1. Work with CoU Planning dept to raise awareness of community benefits of commercial investment / development opportunities as they present. 2. Monitor commercial development applications on Main streets	CoU / BEDM / Planning dept	Ongoing	Ongoing
	B. Promote the opportunities resulting from DPA3	Work with the DPA3 Subcommittee to include business in the information and consultation process	CoU	Q1 2012 – Q3 2012	Ongoing

Theme 2: Build the Home Based Business sector

Objective	Key Actions	Tasks	Responsible agent / partners	Timeframes*	Progress towards completion
2.1 Identify and respond to priority needs of the Home Based Business (HBB) sector in Unley	A. Incorporate HBB into Digital Economy Strategy where appropriate	1. Facilitate the development of a HBB Group	CoU / EBEC	Q4 2011 – Q4 2013	Ongoing project proving difficult with resources and information available. Little progress to report.
		2. Use the resources of the group to identify HBB needs and establish informal networking; facilitate links between HBB and support programs.	CoU / EBEC	Q4 2011 – Q4 2013	
	B. Create links between HBB and Mainstreet Associations	1. Work with Mainstreet Associations to establish membership arrangements and promotional activities directed at non-levy businesses	CoU / Associations	Q2 2012	
2.2 Ensure Planning policies and practices support and facilitate clean and quiet HBB in the City of Unley	A. Identify HBBs that should be encouraged, and determine how current regulation regarding Home Based Business should be communicated.	1. Work with the Planning Department to develop criteria for appropriate HBB types from the criteria that exist within the regulations. 2. Revise the existing Information Sheet to provide greater clarity regarding preferred HBBs and Council's Development Approval processes	CoU / HBB	Q3 2013	Ongoing work with Planning Revised when changes made
2.3 Promote Unley as a "better place to do business from home"	B. Develop a HBB marketing strategy	1. Development and implementation of marketing to attract 'clean and quiet' HBB 2. Education of internal functions and local business as to the benefit of HBB	CoU	Q3 2014	Ongoing project proving difficult with resources and information available.

Theme 3: Demonstrate Leadership

Objective	Key Actions	Tasks	Responsible agent / partners	Timeframes*	Strategic Links
3.1 Support a Mainstreet focused overarching Committee (UBED)	a. Maintain membership and attendance at the UBED Committee (Section 41)	<ol style="list-style-type: none"> 1. Provide advice and support to the Chairperson 2. Manage the nomination process for each term of office 3. Facilitate induction and governance training 	CoU	Ongoing	Membership renewed
	b. Review Terms of Reference to reflect primary purpose (Place making and management)	<ol style="list-style-type: none"> 1. Draft Report to Council 2. Educate Elected Body on role of UBED 	CoU	Q1 2012	Terms of reference renewed
3.2 Develop and maintain an Unley Business Leaders Group	a. Develop a Terms of Reference & Purpose	<ol style="list-style-type: none"> 1. identify list of potential business leaders to be involved 2. program a schedule of events for year 3. Brief Council on initiative 4. CEO / Mayor to invite participants 	CoU	Objective not relevant if new UBED Committee structure in place.	Not relevant
3.3 Work collaboratively with the Eastern Region Alliance, Adelaide City and Regional Development Australia	a. Explore alignment with other relevant groups. Convene or participate in regular meetings with.	1. Identify current issues and solutions in Economic Development and work collectively to maximise the benefits to Unley businesses.	CoU / ERA / ACC / RDA	Ongoing	Ongoing work with ERA, AC and RDA
	b. Align relevant CoU objectives with Regional Development Australia (Adelaide Metropolitan Incorporated branch).	1. Convene meeting CEO of both organisations and relevant senior staff	CoU	As opportunities arise.	Met with CEO Feb 2015
	c. Engage The City of Burnside in joint projects to improve the Glen Osmond Road Precinct	1. Develop collaborative working relationships with key staff at City of Burnside.	CoU	Ongoing	Met with Burnside Feb 2015
	d. Monitor the use of and	1. Liaise with Adelaide City Council and ERA	CoU	Q2 2013	NBN not yet connected

	demand for Wireless Hotspots in light of the National Broadband Network	Councils to identify trends in the provision of wireless hotspots			
3.4 Collaborate with internal departments on projects that benefit the City's economic development	a. Support and Implement new Youth initiative - 'Where Business meets Youth'	1. provide feedback and advice to Youth Development Coordinator as required 2. Assist promote program to business community	CoU / BEDM / Youth Development Officer	Ongoing	Ongoing with Youth Coordinator regarding students in particular from China – see Sturt Football first training event

UBEDC – Unley Business and Economic Development Committee

UMDES – Unley Mainstreet Digital Economy Strategy

DFEEST – Department of Further Education, Employment, Science and Technology

DPTI – Department of Planning Transport Energy and Infrastructure

ERA – Eastern Region Alliance

CoU – City of Unley

BEDM – Business and Economic Development Manager

EBEC – Eastside Business Enterprise Centre

ACC – Adelaide City Council

RDA – Regional Development Australia