



Kent Town Economic Growth Strategy

2020–2025



City of
Norwood
Payneham
& St Peters

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Executive Summary

Situated on the edge of the Adelaide central business district and adjacent to the Adelaide Park Lands, Kent Town offers an enviable lifestyle and an accessible and collaborative environment to do business. With a view to capitalising on an exciting period of transformation, the City of Norwood Payneham & St Peters has prepared the *Kent Town Economic Growth Strategy 2020–2025* to strengthen and grow this diverse and unique local neighbourhood.

Development of the first Economic Growth Strategy for Kent Town demonstrates the Council's ongoing commitment to recognising and celebrating it as an innovative and creative neighbourhood in which to invest and do business.

The *Kent Town Economic Growth Strategy 2020–2025* is underpinned by the City of Norwood Payneham & St Peters long term Strategic Plan *CityPlan 2030: Shaping Our Future* and has been informed by other key strategic documents including the *Norwood Payneham and St Peters (City) Development Plan*, the *Kent Town Urban Design Framework* and the *Kent Town Public Realm Manual*.

The Strategy has been developed to build upon the existing strengths of Kent Town, which presently boasts several strong and emerging sectors supported by an accessible, culturally rich and liveable environment. Its diverse built form and creativity offer a lifestyle which is unique to Adelaide.

Kent Town is home to approximately 13% of the City's businesses and currently provides 17.6% of the Council's employment, illustrating the critical role that Kent Town plays in being a key contributor to the broader economy of the City. Complementing the diverse business sector is a significant component of residential development which highlights the important contribution that residential development plays in the success and vibrancy of Kent Town.

Since 2006, Kent Town's population of 1,252 has remained relatively stable but is expected to grow as the neighbourhood evolves with an increasing number of new high density residential developments.

With a recognised vibrant cultural and creative industries sector, an evolving built form and a heritage and character embraced by its community, Kent Town is on the cusp of an exciting new growth phase driven by its unique competitive advantages. This Strategy reinforces the importance of these elements and that of the property market and role of future investment in the ongoing success of Kent Town, and in ensuring that Kent Town maintains its reputation as a great place to live and work.

The *Kent Town Economic Development Strategy 2020–2025* has been formulated through a series of discussions and from feedback received from the community. This Strategy provides an overarching vision and framework within which local economic development activity will occur and sets out a priority agenda for the next five years to:

- attract investment;
- support growth; and
- create prosperity.

The Strategy also recognises the increasing importance of digital technology and infrastructure as a fundamental enabler of economic development.

The Council's approach to economic development also acknowledges its partnerships with key stakeholders including the Eastern Region Alliance, the South Australian Government and the local business community, in delivering the actions and outcomes of this strategy.

Through the implementation of this Strategy, Kent Town will offer a vibrant and flourishing local economy full of opportunity. An enticing inner-city environment where businesses thrive and gain confidence, investment is encouraged and creativity is cultivated.

Driving Growth in Kent Town

Kent Town is a culturally rich and diverse suburb within the City of Norwood Payneham & St Peters located adjacent to Adelaide's central business district, with the East End and Adelaide Park Lands located to the west and the thriving businesses of Stepney and West Norwood located to the east. It is bounded by North Terrace, Dequetteville Terrace and Fullarton Road and is in close proximity to one of Adelaide's premier mainstreets, The Parade, Norwood.

Kent Town is unique in that it is evolving through a period of transformation. The suburb comprises a combination of highly productive businesses mixed with residential and educational uses. Forecast for significant population growth over the next five to ten years as a result of State Government zoning changes which encourage densification and its appeal to investors and residents, Kent Town is well placed to capitalise on future economic growth.

In recognition of the expected changes that are likely to occur in Kent Town, the City of Norwood Payneham & St Peters, in partnership with the state Department of Planning, Transport and Infrastructure (DPTI), developed the *Kent Town Urban Design Framework* and *Kent Town Public Realm Manual*, which sets out the strategic direction and implementation strategy for Kent Town's public realm. As part of that process, the need for an economic growth strategy was recognised as a tool to identify and attract new businesses and enhance existing businesses to support the economic competitiveness, community activation and unique cultural appeal of Kent Town.

In response, the *Kent Town Economic Growth Strategy 2020–2025* has been developed to assist the Council to understand and capitalise on the strengths of Kent Town and respond to key economic trends and opportunities over the next five years. It will complement the Council's new *City-Wide Business & Economic Development Strategy*, which at the time of writing this Strategy was in the process of being developed.

With the recent zoning changes to the *Norwood Payneham and St Peters (City) Development Plan* that facilitate private investment in Kent Town along with the adoption of an *Urban Design Framework* and *Public Realm Manual* providing direction for the upgrade of the public realm, an economic growth strategy is now required to drive activity within the public and private spaces of Kent Town.

Kent Town Land Use Map



Source: DPTI, 2019
Adapted by: City of Norwood Payneham & St Peters

Strategic Alignment

The *Kent Town Economic Growth Strategy* sits within the Council’s decision making framework and aligns with other key policy documents. The *Kent Town Economic Growth Strategy* has been informed by existing planning and policy documents which guide the actions within this document.

CityPlan 2030: Shaping Our Future

CityPlan 2030 is the long-term Strategic Management Plan for the City of Norwood Payneham & St Peters, which outlines the long term vision and outcomes for the City. The Council is committed to the progression of the vision

to create ‘A City which values its heritage, cultural diversity, sense of place and natural environment. A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit’.

The *Kent Town Economic Growth Strategy* most strongly aligns with *CityPlan 2030* Outcome 3: Economic Prosperity—A dynamic and thriving centre for business and services. The Objectives to achieve this vision include:

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

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



*Preparation of the new City Wide Business & Economic Development Strategy, is currently in progress.

Norwood, Payneham & St Peters (City) Development Plan

The *Inner Metro Rim Structure Plan* was introduced by the South Australian Government in 2012 to assist in achieving the population, dwelling and employment targets set out in *The 30 Year Plan for Greater Adelaide*. The *Kent Town and The Parade Strategic Growth Development Plan Amendment (DPA)*, was prepared in response to the *30 Year Plan for Greater Adelaide*, to define those areas where population and housing growth should be encouraged and those areas where new residential growth should be limited in order to retain the existing residential character of the area.

In relation to Kent Town, the DPA introduced a new 'Urban Corridor Zone' and three policy areas and key development opportunities within the zone. The 'Urban Corridor Zone', which comprises of a large portion of the northern half of Kent Town, proposed changes that increased height limits and densities in certain parts of Kent Town among other new characteristics. Despite the densification and introduction of a significant residential component, the Development Plan still recognises Kent Town as a significant business and commercial precinct that should be protected and enhanced.

Key aspects of the *Urban Corridor Zone* include:

- Kent Town will continue to be developed as a 'Creative Industries Hub' with a focus on digital media, advertising, publishing and design activities.
- Temporary and permanent art installations on public and private land will be encouraged to further complement and strengthen its identity.
- Retail activity will be encouraged on a scale that supports the residential and business function and where it does not compromise the District Centre function of The Parade.
- The development of a variety of high density and lower scale developments in various streets in Kent Town.

A key input into the development of this DPA, was the *Inner City Dwelling Yield Analysis Project Report* which identified a total of 77 areas within Inner Metropolitan Adelaide, including Kent Town, which were considered suitable for accommodating an increase in residential densities. The report concluded that for Kent Town, the dwelling yield to 2038 was 1,440 additional dwellings. This was based on a range of dwelling densities anticipated between 50 and 250 dwelling units per hectare.

Kent Town Urban Design Framework and Public Realm Manual

The *Kent Town Urban Design Framework*, adopted by the Council in 2019, sets out the overarching vision, themes, directions and implementation strategy for Kent Town's public realm. It highlights the importance of stronger relationships between development sites and local streets and raises aspirations for developers, designers, businesses and the local community for public and private spaces that add to the future liveability of Kent Town. The suburb's location, accessibility and convenience makes it a highly desirable location for future growth.

In recognition of this, the *Kent Town Urban Design Framework* was subsequently developed to support new development and improve the safety, accessibility and amenity of Kent Town as it continues to evolve.

The *Kent Town Urban Design Framework* highlighted the need for an economic growth strategy to, 'Identify and attract new businesses and enhance existing businesses to support the economic competitiveness, community activation and unique cultural appeal of Kent Town'.

The *Kent Town Public Realm Manual* reflects the vision, ideas and themes set out in the *Kent Town Urban Design Framework*, by detailing recommendations relating to the future function and layout of each street within Kent Town. It provides a comprehensive palette of materials to be used that will create a high quality and more resilient public realm. Its role is to guide the long-term management and replacement of all Council-owned infrastructure to a new standard and guide the opportunity for new public realm enhancements.

Eastern Region Alliance

Formalised through a Memorandum of Understanding, the Eastern Region Alliance (ERA) comprises the Cities of Burnside, Campbelltown, Prospect and Norwood Payneham & St Peters, and the Town of Walkerville. The ERA is a group of six eastern Adelaide councils who have committed to collaborate for the benefit of their local communities. Whilst each of their individual economies is different, they each share a common feature to make the local area as attractive as possible for businesses.

In 2013, ERA commissioned a report prepared by Professor Richard Blandy, AustralAsia Economics, which found that the value of goods and services produced within ERA (i.e. ERA's Gross Regional Product) represented 11.1% of South Australia's GSP in 2011. This has subsequently declined slightly to 10.3% in 2018.

The report, *The size, structure and growth of the Eastern Region Alliance's economy*, identified Kent Town as the epicentre of a burgeoning, creative industries sector within the broader eastern region. The report also acknowledged the place activation strategies being implemented by many councils to make their spaces more appealing and enjoyable, and noted the desire to develop a café society along the laneways of Kent Town.

The report suggested that ERA (and its member councils) work together to attract a mix of quality financial, professional and business services, creative industries, quality retail, health and education, non-chain cafés and restaurants, high tech niche manufacturing and food production, tourism and utilities such as water and communications. Several of these business sectors are well aligned to the local economy of Kent Town and are identified in this Strategy as priority areas.

Strategic Commitment to Creative Industries

The City of Norwood Payneham & St Peters has demonstrated a longstanding commitment to the cultural and creative industries which are located in Kent Town. The creative and digital media industries were first identified as priorities for Kent Town in the Council's *Business and Economic Development Strategy 2008–2013*. This was followed by the *Thinking Through The City Strategy*, a collaborative process between the Council and the Integrated Design Commission with additional support provided by Arts SA.

The *Thinking Through The City Strategy* introduced a form of artist-in-residency that provided dedicated, quality thinking time for a Lead Creative. Teresa Crea was subsequently appointed Lead Creative and led *The Kent Town Project* pilot which aimed to map the creative industries in Kent Town in order to better understand and analyse links, gaps and needs from the industry. It also looked to foster a support community and business network by establishing a network of local creative stakeholders and to identify future potential creative industry collaborations.

Demographic Snapshot

Kent Town is characterised by a labour force that is broadly similar to the wider Local Government Area and that of Greater Adelaide. It has notable variations in areas such as household size which is much smaller than the Council area and Greater Adelaide, and a very high proportion of zero car households, representing double that of the Council and almost triple of Greater Adelaide.

Whilst the population of Kent Town has remained relatively stable over the years, it is expected to rise over the projections to 2031 at a faster rate than the Norwood Payneham & St Peters Local Government Area as a whole. Appendix 1 sets out additional Key Socio-Economic Indicators for Kent Town and their comparison with the broader Local Government Area and Greater Adelaide.



1,252 Residents
(*2018 Australian Bureau of Statistics Estimate)

Population

Kent Town has had a relatively stable population, having increased slightly from 1,220 in 2006, to an estimated population of 1,252 in 2018. However, the population is projected to grow moderately with an increase in development applications incorporating residential apartments. The population is also relatively balanced with 57.0% male and 43.0% female (2016). Aboriginal and/or Torres Strait Islander people made up 1.2% of the population.



34 Years
Median age

Age

Kent Town has a relatively young population with a median age of 34 years compared to 40 years across the City of Norwood Payneham & St Peters and a median age of 39 years across Greater Adelaide. The majority of residents are aged 15–19 years (15.5%) followed by 30–34 years (11%) and 25–29 years (10.8%). Children aged 0–14 years make up 8.4% of the population and people aged 65 years and over make up 14.7% of the population.



Family Type

Of the families in Kent Town, 22.5% are couple families with children, 59.0% are couple families without children and 15.8% are one parent families.



Household Income

There is a significant range in household wealth with 32.8% of households in Kent Town having a weekly income of less than \$650 (compared to 23.8% in SA) and 16.1% of households having a weekly income of more than \$3000 (compared to 10.7% in SA).



Level of Education

Of people aged 15 and over in Kent Town, 36.2% have a Bachelor Degree level of education or above and 15.2% reported having completed Year 12 as their highest level of educational attainment.



Transport

On the day of the 2016 census 50.1% of people travelled to work by car as a driver or passenger. This was followed by 21.9% who walked, 8.6% travelled by public transport, 6.3% by bike and 5% worked from home.

Economic Profile

South Australia

The South Australian economy has been in a period of transition for the past two decades, particularly due to the decline in its once burgeoning manufacturing sector. Influenced by advancements in technology, globalisation, environmental change and an ageing population, the base of the State's economy continues to move away from manufacturing and towards serviced based industries.

This change has refocused the economy towards South Australia's strong and emerging industries, driving new innovations.

Employment in healthcare, social assistance, financial services and food services continues to grow with agriculture and the arts experiencing the largest growth over the past 20 years.¹

Based on recent economic trends, the following sectors have been identified as offering South Australia the greatest opportunity to capitalise on a greater level of economic growth.

- International education
- Energy and resources
- Tourism
- Agribusiness
- Defence
- Health and medical
- Knowledge and creative industries
- Professional and information technology services.²

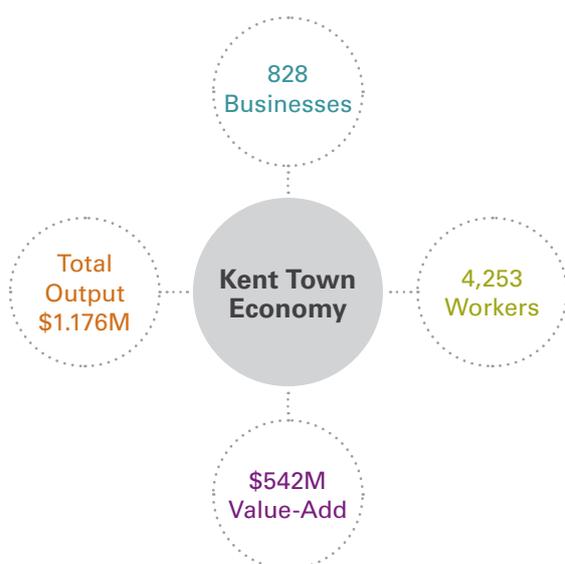
With 98% of all South Australian businesses being categorised as small businesses comprising of less than 20 employees, it is expected that South Australia can achieve maximum growth opportunities through the growth and advancement of its small and medium enterprises (SMEs).

¹*Creating a Modern Industry Policy for South Australia, Department for Innovation and Skills SA, 2019*

²*Productive Economy Discussion Paper, DPTI, 2018*

Kent Town – The Local Economy

Kent Town is well placed to capitalise on the State's growth agenda, comprising several of the key sectors forecast to drive the South Australian economy forward. This is supported by its development potential and ability to accommodate future population growth.



There are 828 businesses registered in Kent Town which represents 12.9% of the total number of businesses within the City of Norwood Payneham & St Peters. Of these 828 businesses, four of the top five businesses represented are consistent with those across the broader City. In 2016, the highest numbers of businesses in Kent Town were in the following sectors:

- Rental, hiring and real estate services
- Professional, scientific and technical services
- Financial and insurance services
- Construction
- Creative industries.

In 2016, there were 4,253 people employed in Kent Town representing 17.6% of the jobs in the City of Norwood Payneham & St Peters. Between 2011 and 2016, employment in Kent Town grew by 3%, which was contrary to the broader City trend which saw employment in the City of Norwood Payneham & St Peters decline by 1.6%.

The Top 5 Sectors by Employment (Table 1), remained unchanged from 2011 to 2016 with growth over the five year period in all sectors other than professional, scientific and technical services, which saw a decline of 18%.

Table 1: Top 5 sectors by employment

	2011	2016	% Growth 2011–2016
Health Care & Social Assistance	598	752	26%
Professional, Scientific & Technical Services	746	612	-18%
Construction	363	465	28%
Creative Industries	357	426	19%
Education & Training	340	388	14%

Key Sectors

Several of the key sectors identified in the *Kent Town Economic Growth Strategy* strongly align with those identified in the *City-Wide Business & Economic Development Strategy*. The City-Wide strategy acknowledges the following four sectors as key focus areas for the City of Norwood Payneham & St Peters:

- Food manufacturing
- Retail
- Cultural and creative industries
- Professional, scientific and technical.

While the food manufacturing sector is not well represented in Kent Town, professional, scientific and technical services is the second largest employer and will benefit from growth strategies implemented from both the *City-Wide Business & Economic Development Strategy* and the *Kent Town Economic Growth Strategy*.

The two sectors which will play a significant role in the economy of Kent Town and require a targeted approach in the development of a local economic growth strategy are the retail and cultural and creative industries.

The Council also recognises the education and health sectors as important sectors due to their significant contribution to community well-being across the City. Both of these sectors are acknowledged in this strategy and or discussed in more detail on the following pages.

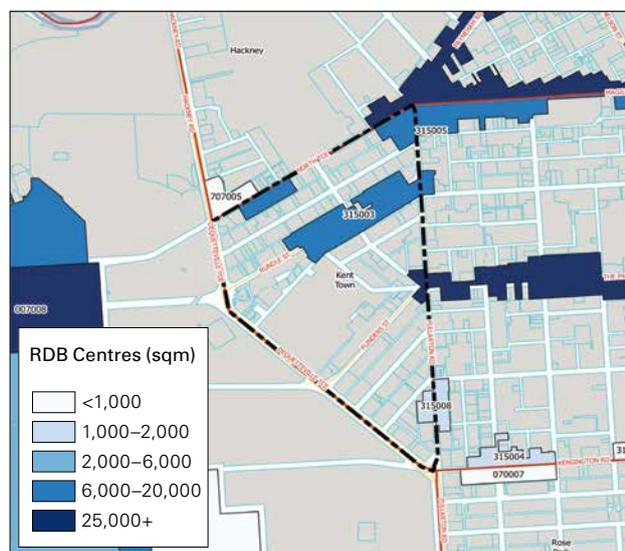
Retail

Retail trade, including hospitality businesses, are important economic activities that contribute to an area's vibrancy providing atmosphere and a sense of place. Whilst not infringing on the retail offering available on nearby mainstreets The Parade and Magill Road, increased retail and hospitality services in Kent Town should be encouraged to provide neighbourhood services, activity and contribute to the suburbs overall liveability.

As shown in Figure 2 below, Retail and Commercial Centres (excluding the CBD) that are located in close proximity to Kent Town include³:

- Magill Road and Fullarton Road, Norwood/Kent Town
- Hackney Road and North Terrace, St Peters
- The Parade
- Avenues Shopping Centre and surrounds
- Fullarton Road and William Street, Norwood.

Figure 2: Retail and Commercial Centres



The retail and commercial areas comprise a broad range of products and services which are easily accessed from Kent Town. Whilst Kent Town itself does not contain a supermarket, there are several in close proximity in Norwood, the CBD and on Magill Road (with Aldi soon to open). Despite this, the desire for a small scale supermarket or convenience store in Kent Town has been identified for the area by residents.

Only 38 retail businesses were registered in Kent Town in 2016, however it ranked the sixth largest employment sector in Kent Town.

³Adelaide Retail Database (DPTI), Property & Advisory

As the residential population continues to grow in Kent Town, so too will the retail offering and the demand for them. This growth is most likely to occur in the high street precinct around the intersection of Rundle Street and The Parade West and come from retailers with a focus on food products and services.

Cultural and Creative Industries

Cultural and creative industries make cities more liveable, providing the hubs and many of the activities around which citizens develop friendships, build a local identity and find fulfilment.⁴

The South Australian Government has identified the creative industries as a priority sector in its recently released *Creative Industries Discussion Paper (2019)*. The cultural and creative Industries are seen as a key competitive advantage for the State and an important emerging industry. This aligns well with several other studies and strategic documents that have recognised the opportunity Kent Town presents to continue to grow and expand its presence as a cultural and creative industries precinct. It also coincides with the emergence of the cultural and creative industries sector and its association with facilitating economic growth.

The City of Norwood Payneham & St Peters defines the cultural and creative industries as:

Sectors which place emphasis on creativity –
 Architecture, design and visual arts • Music
 and performing arts • Film, radio and television
 • Writing and publishing • Advertising and
 marketing • Creative software applications

In 2016, the cultural and creative industries accounted for 10% of the jobs in Kent Town and 25% of the jobs in the City of Norwood Payneham & St Peters. Whilst the

number of creative businesses in Kent Town remained relatively consistent since 2011, there was significant growth in employment within the sector over that same period indicating that the creative businesses in Kent Town were expanding.

The highest number of jobs within the cultural and creative industries sector in Kent Town are found in computer system design and related services, architectural services and advertising services. This was also reflected in the number of business registrations for the same period.

Health

Health care and social assistance is the largest employing sector in Kent Town employing 752 workers. This is consistent with the sector being the largest employer across the broader Council area and entire State.

With an ageing population across South Australia, this sector is forecast to continue being one of the largest employers across the State. Subsequently, it is expected that there will be flow-on benefits to other sectors to provide support services, education and research. Whilst the health sector does not necessarily require a targeted approach for growth in Kent Town, it will continue to benefit from the broader growth strategies that will be implemented to support existing businesses in the area.

Education

Whilst there are only seven registered education and training businesses in Kent Town (2016 Census), the sector remains the fifth largest employer in Kent Town. This is primarily due to the presence of Prince Alfred College which makes up 21% of the land use in Kent Town and draws approximately 1,100 students to the area on a daily basis. Whilst the education and training sector is not expected to experience significant growth in Kent Town, opportunities may exist to work with Prince Alfred College to implement growth strategies that stimulate the local economy.

⁴Cultural Times – The first global map of cultural and creative industries, EY, December 2015

Key Trends and Considerations

Kent Town Property Markets

Land Use

Land use in Kent Town has remained relatively stable over the past ten years, with less than a 3% change seen over the decade. Commercial, residential and education represent more than 82% of all land uses, with education wholly represented by Prince Alfred College. Not surprisingly, residential has seen the most growth, predominantly at the expense of commercial demonstrating the increasing competition forecast between the two land use demands. Retail has remained unchanged over the period. Table 2 below illustrates the breakdown of land uses in Kent Town and the change over the last decade.

Table 2: Change in land uses in Kent Town 2008–2018⁵

Land Use	2008 % of Kent Town	2018 % of Kent Town	Change
Commercial	37.0%	34.6%	-2.4%
Non-private Residential	2.3%	3.8%	1.5%
Public Institution	3.3%	2.2%	-1.1%
Recreation	0.2%	0.2%	0.0%
Residential	25.4%	27.5%	2.1%
Retail	6.9%	6.9%	0.0%
Industrial	3.1%	2.7%	-0.4%
Vacant Land	0.8%	1.9%	1.0%
Education	21.0%	20.3%	-0.8%

Residential

Multi-storey apartments dominate the housing stock in Kent Town, representing more than 50% of all dwellings. Between 2008 and 2018, 41% of all dwellings sold were those constructed post-2015, with only 11% of stock sold being built prior to 1945. The types of dwellings and age of the dwellings is a reflection of the recent zoning changes that have been introduced and the recognition that parts of Kent Town are experiencing both gentrification and densification.

The statistics also demonstrate that due to its inner city location, there is a significant demand for apartments in Kent Town and that progressively over time significant redevelopment in Kent Town will occur in the areas designated as an Urban Corridor Zone. The presence of the Historic Conservation Zones predominantly in the southern portion, together with the numerous State and Local Heritage listed properties, will manage where the redevelopment in Kent Town occurs and will ensure that Kent Town's heritage and character is protected.

Redevelopment Potential

Whilst the most common allotment size in Kent Town is within the 100–300sqm range, 15% (approximately seven landholdings) are greater than 1000sqm suggesting there is good scope for further redevelopment in the suburb. In terms of land use, the majority of sites identified as having future development potential are commercial in nature and are located in the northern portion of Kent Town. More specifically, these sites are located along King William and Rundle Streets in the Business and High Street Policy Areas within the Urban Corridor Zone and along North Terrace in the Boulevard Policy Area. Dr Kent's Paddock, a 1.7 hectare site owned by the South Australian Housing Trust, is another substantial land holding (currently used for residential), which has the potential to be redeveloped in the longer term.

⁵Kent Town Property and Market Study, Property & Advisory, July 2019

Through the Residential Historic (Conservation) Zone in the southern portion of Kent Town, the Council is seeking to preserve the existing residential character of Kent Town. There are currently approximately 72 properties listed as either State Heritage (18) or Local Heritage (54) items in Kent Town, many of which are located within the various Historic (Conservation) Zones located. Although the heritage listed properties may restrict redevelopment opportunities on a particular site, they do reflect the history and evolution of the suburb and provide an alternative facility which may be appealing to certain business types, such as the creative services and can provide an opportunity for adaptive re-use (where possible).

Investment Attraction

The *Kent Town Property and Market Study* prepared by Property & Advisory, identified the need to develop a compelling message to promote Kent Town as a location of choice for cultural and creative industries seeking a new, or start-up, location. It suggested that a clear and coherent message be established to highlight Kent Town's attractions which focus around the opportunities arising from recent zoning changes, together with the broader appeal of Kent Town as a location of choice to both live and work.

The liveability offered in Kent Town, together with its highly accessible location, provide an opportunity to drive local residential and business population growth. Kent Town provides a niche property offering at a central location that is not encumbered by the high occupancy and parking costs of the CBD, and is highly accessible, accommodating for a mobile workforce.

The period of transition currently being experienced in Kent Town, presents an opportunity to realign the messaging of the suburb targeted at the cultural and creative industries sector.

Infrastructure and Connectivity

Consultation with local businesses and developers has revealed that one of the most significant barriers to investment in Kent Town is the provision and quality of existing infrastructure. The Council can play a lead role in improving these services by advocating and working with local infrastructure providers.

Fast and reliable digital connectivity is critical in supporting business growth and in enabling businesses to harness new technologies whereby they can remain competitive in the global economy.

Whilst the National Broadband Network (NBN) is expected to be rolled-out across Kent Town in early 2020, there may be an opportunity for the Council to work with NBN or other suppliers to advocate for additional high speed internet services such as those currently available at key innovation precincts and co-working spaces across Adelaide through GigCity. Similarly, Council can look to work with other infrastructure providers such as SA Power Networks and SA Water to ensure the services and processes offered, do not present any barriers to developers or businesses in Kent Town.

Evening/Night-time Economy

The evening/night-time economy has increasingly been recognised as a driver of economic growth, extending the social and business activity within an area. Traditionally, evening/night-time economies comprise of a mix of cultural, entertainment and hospitality based serviced businesses that provide a diverse offering to local residents, workers and visitors. To foster a successful evening/night-time economy, a well-balanced and supportive environment needs to be provided using planning mechanisms and legislation that provides opportunities for businesses, in a vibrant and safe setting.

In Kent Town the development of an evening/night-time economy is integral in servicing the growing residential population and to attract further residents and businesses to the area. A welcoming and diverse evening/night-time economy can enhance the cultural life of an area and provide more opportunities for people to come together, expanding community life.

Sharing Economy

The sharing economy generally refers to, 'Organised interactions in which individuals or entities exchange with others the untapped surplus or idle capacity of their assets, typically for some type of payment service.'⁶

Sharing economies can create a sense of community amongst strangers, which helps to facilitate trust and social inclusion. From an environmental perspective, sharing can reduce the overall use of resources through practices such as carpooling and co-working facilities. There are two main reasons people and communities generally choose to participate in a sharing economy, either for economic reasons, that is, to strengthen economic growth and create jobs, or for sociocultural development and environmental sustainability. Whilst it is understandable to only want to promote local economic growth, a sharing economy also provides new and

flexible opportunities for income generation, cost savings, sustainable consumption and social value⁷.

The high density development occurring in Kent Town, coupled with its inner urban setting make it a highly favourable location to explore shared mobility options.

Home-based Businesses

Home-based businesses are a large part of the Australian business community, with nearly one million people running a business from home. Working from home can offer flexibility and convenience⁸, providing an increasingly important working lifestyle. Home-based businesses provide a platform for start-ups, and when co-located, can provide an incubator model that facilitates business growth. When located in well-connected communities and supported by other economic development strategies, home-based businesses can become highly successful. Home-based businesses offer their communities and cities unique benefits including local employment, wealth creation, neighbourhood vibrancy, vitality and safety.⁹

The accessibility and liveability offered in Kent Town, together with new residential developments coming online, will make it highly conducive to attracting those wishing to operate a home-based business or home office. Industries more suitable to the home-based business model such as software developers and those in the cultural and creative sector, together with consultants, accountants and others in the professional, scientific and technical services sector, are already well represented in Kent Town and should continue to be supported through the implementation of this Strategy. The Strategies and Actions outlined under 'Theme 3 – Create Prosperity', have been included to fulfil the objective of maximising the economic potential of Kent Town by creating a supportive business environment and a vibrant and liveable community. These initiatives will lead to an even more attractive environment for home-based businesses in Kent Town.

⁶*Collaboration in Cities: From Sharing to 'Sharing Economy' White Paper, World Economic Forum in collaboration with PwC, December 2017*

⁷*2015: The year of the sharing economy for cities? April Rinne, World Economic Forum, January 2015*

⁸www.business.gov.au

⁹*Local Government Involvement in the Home Based Business Sector – Discussion Paper, URPS, Revised May 2004*

Innovation Precincts

In March 2019, the Australian Government, Government of South Australia and City of Adelaide, announced the *Adelaide City Deal*, a ten year plan to actively support innovative jobs and business growth. A key component of the *Adelaide City Deal* was to establish an innovation hub at Lot Fourteen, the site of the former Royal Adelaide Hospital. Lot Fourteen is proposed to be transformed into an innovation precinct and destination hub for research, innovation and entrepreneurialism in technology and the arts. Under the *Adelaide City Deal*, the three levels of Government have committed to put in place investment and strategies to connect Lot Fourteen to the rest of Adelaide City Centre and Metropolitan Adelaide so that investment at Lot Fourteen benefits the whole of the Adelaide community.

The proximity of Kent Town to Lot Fourteen and its composition make the neighbourhood ideally placed to explore collaborative opportunities. Through its collaboration with the Eastern Region Alliance (ERA), the City of Norwood Payneham & St Peters can explore linkages, opportunities and alignment between ERA businesses (in particular those located in Kent Town) and Lot Fourteen.

Traffic Management and Parking

A report prepared by InfraPlan in 2011, noted that while the percentage of people walking to work from the Kent Town area was approximately 26% in 2011, (more than eight times the average rate across the rest of Metropolitan Adelaide), the realisation of the policies *Kent Town and The Parade Strategic Growth Development Plan Amendment* would result in significant increase in development with subsequent impacts on local traffic management and parking.

The study noted a need to consider the impact that both local development in Kent Town and 'upstream' development from adjacent areas, would have on traffic congestion. While there was some on-street parking capacity at the time of the study in 2011, it was expected

that this would be absorbed during the early stages of the Development Plan Amendment zoning changes coming into effect and development occurring. It did however reveal that car parking demand in Kent Town varied for different land uses by the time of the day, week and year, coinciding with the peak level of activity occurring at a point in time. As a result of the study it was identified that a more detailed traffic and car parking strategy was needed for Kent Town.

Anecdotal feedback which was received from Kent Town residents and business operators during consultation on the *Kent Town Urban Design Framework* and *Kent Town Public Realm Manual* in 2019, indicated that there was ongoing car parking and traffic management issues in Kent Town effecting both businesses and residents which need to be addressed. These issues are being reviewed through a City-Wide Parking Review which is being undertaken by the Council.

Competitive Advantage

Research and consultation undertaken in developing this Strategy clearly identified that Kent Town's unique selling proposition is based on three key offerings:

- Accessibility and proximity to the Adelaide CBD
- Diverse built form
- Cultural and creative identity.

Together they contribute to a unique lifestyle offering for businesses and residents. Based on this competitive advantage, the *Kent Town Economic Growth Strategy 2020–2025* has been developed to complement the existing local economy and add value without exposing the Council to extensive resource costs.



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Strategic Framework

The future vision for Kent Town has been adopted from the *Kent Town Urban Design Framework* and further enhanced to reflect the overarching aspiration for economic prosperity. A strategic framework has then been established and used to plan future Strategies and Actions that will be implemented over the next five years.

A connected neighbourhood that offers a unique lifestyle and diverse built form that supports local investment and creates prosperity.

Themes	Strategies
<i>Attract Investment</i>	<ul style="list-style-type: none"> • Facilitate mixed-use development • Leverage and grow Kent Town's existing 'Cultural and Creative Industries Hub' • Foster a local evening/night-time economy • Encourage the establishment of appropriate retail businesses to service the local Kent Town Community
<i>Support Growth</i>	<ul style="list-style-type: none"> • Promote local businesses • Facilitate business growth programs • Build an engaged business community
<i>Create Prosperity</i>	<ul style="list-style-type: none"> • Build a 'sense of place' • Increase accessibility • Provide high quality infrastructure and public spaces • Embrace the heritage and character of Kent Town



Public realm, Kent Town

Theme 1:

Attract Investment

Objective

Attract investment opportunities that build on the existing strengths of Kent Town and drive business and residential population growth.

Strategies

Actions

1.1	Facilitate mixed-use development	1.1.1	Ensure the <i>Planning and Design Code</i> continues to encourage mixed-use development in Kent Town.
1.2	Leverage and grow Kent Town's existing 'Cultural and Creative Industries Hub'	1.2.1	Enhance linkages between key innovation precincts such as Lot Fourteen, and the cultural and creative businesses located in Kent Town.
		1.2.2	Work with cultural and creative businesses and associations, to identify current gaps in the local creative ecosystem and explore partnership opportunities to grow the cultural and creative industries cluster in Kent Town.
		1.2.3	Feature the Kent Town cultural and creative industries hub as a key component of the Council's Investment Prospectus.
1.3	Foster a local evening/night-time economy	1.3.1	Explore opportunities for evening/night-time activation in Kent Town as part of the <i>People, Place & Activity Strategy.2</i>
		1.3.2	Support Kent Town property owners/businesses to leverage from the Adelaide Fringe by facilitating their participation and registration as a local Fringe Venue.
1.4	Encourage the establishment of appropriate retail businesses to service the local Kent Town community.	1.4.1	Identify barriers and work to attract retail businesses that will service the local community (e.g. small supermarket/convenience store.)
		1.4.2	Continue to ensure that the Council's spatial development strategies support ground floor retail use in Kent Town.



East Park, Kent Town

Theme 2: Support Growth

Objective

To facilitate growth and equip businesses to thrive by providing support and facilitating relationships and connections that are linked to the broader well-being of the community.

Strategies

Actions

<p>2.1 Promote local businesses</p>	<p>2.1.1 Continue to grow Kent Town’s recognition as a ‘Cultural and Creative Industries Hub’ through collective branding and marketing opportunities.</p> <p>2.1.2 Promote the emergence of cultural and creative industries across Kent Town by fostering collaborative opportunities for artists to display work on/in new residential and commercial developments and in public spaces and laneways.</p>
<p>2.2 Facilitate business growth programs</p>	<p>2.2.1 Encourage and explore short-term business pilots and activations such as pop-ups and markets on both public and private land.</p> <p>2.2.2 Deliver business growth and networking events by collaborating with co-working spaces in Kent Town.</p> <p>2.2.3 Increase the awareness amongst businesses of sustainable business practices and the circular economy.</p>
<p>2.3 Build an engaged business community</p>	<p>2.3.1 Explore opportunities to facilitate engagement with local businesses through Kent Town industry leaders.</p>



Business networking event, Kent Town

Theme 3: Create Prosperity

Objective

To maximise the economic potential of Kent Town by creating a supportive business environment and a vibrant and liveable community.

Strategies

Actions

3.1 Build a 'sense of place'	3.1.1	Strengthen relationships between local business operators and residents to identify and promote a suite of experiences that can be enjoyed by employees, residents and visitors to Kent Town.
	3.1.2	Explore opportunities to leverage Adelaide's designation as a 'UNESCO City of Music', to support the growth of live music in Kent Town and increase local foot traffic.
	3.1.3	Explore opportunities to introduce light, art and colour into the public realm that supports the cultural and creative identity of Kent Town.
3.2 Increase accessibility	3.2.1	Seek to increase short-term car parking opportunities in Kent Town to facilitate turnover as part of the Council's <i>City-Wide Parking Review</i> .
	3.2.2	Advocate for the installation of shared mobility stations in Kent Town in both public and private spaces.
	3.2.3	Advocate for better public transport through the heart of Kent Town.
3.3 Provide high quality infrastructure and public spaces	3.3.1	Plan for and integrate new technologies to maximise the competitive advantage of the neighbourhood for businesses through the development of a Smart City Technology Plan for the City of Norwood Payneham & St Peters.
	3.3.2	Support the activation of urban settings to host cultural and creative initiatives by partnering with local property owners/developers to activate underutilised sites earmarked for redevelopment.
	3.3.3	Advocate to local service providers for the enhancement of physical and digital infrastructure in Kent Town.
3.4 Embrace the heritage and character of Kent Town	3.4.1	Hold a launch event for SALA in Kent Town providing an opportunity to embrace and showcase local artists.

Appendix 1

Table 2: Key Socio-Economic Indicators for Kent Town (2016, 2011, 2006), Norwood Payneham & St Peters LGA and Greater Adelaide (2016)

Characteristics	Kent Town	Kent Town 2011	Kent Town 2006	NPS LGA	Greater Adelaide
Average per capita income	\$29,633	\$27,688	\$22,540	\$36,742	\$33,396
Average household size	1.8	1.8	1.8	2.2	2.4
Number of households	523	542	525	14,815	492,397
Population (2016)	1,215	1,202	1,212	35,390	1,295,674
Projected population (2021)	1,277	#N/A	#N/A	36,576	1,357,932
Projected population (2026)	1,348	#N/A	#N/A	37,989	1,419,342
Projected population (2031)	1,429	#N/A	#N/A	39,626	1,476,845
Age Distribution					
0-14 years	8.5%	5.7%	6.7%	14.3%	17.4%
15-24 years	22.3%	26.1%	27.0%	13.0%	13.0%
25-39 years	35.4%	35.8%	31.9%	28.4%	26.7%
40-59 years	19.0%	21.5%	21.5%	24.8%	25.6%
60 years+	14.8%	10.9%	12.9%	19.4%	17.2%
Average Age	34.8	31.6	29.9	41.1	40.0
Dependency Ratio	23.2%	16.6%	19.6%	33.7%	34.7%
Housing Status					
Owner/purchaser	34.6%	33.3%	31.0%	57.6%	67.1%
Renter	58.9%	62.2%	63.9%	36.7%	28.9%
Labour Force					
Managers	18.3%	13.4%	15.5%	13.8%	11.6%
Professionals	36.0%	34.9%	33.8%	36.2%	22.6%
Technicians & trades workers	7.5%	7.1%	8.0%	9.1%	13.4%
Community & personal service workers	10.6%	11.3%	12.6%	11.0%	12.5%
Clerical & administrative workers	12.2%	12.3%	11.8%	13.5%	14.4%
Sales workers	7.9%	8.9%	8.7%	8.3%	10.0%
Machinery operators & drivers	2.6%	2.6%	1.7%	2.2%	5.5%
Labourers	5.1%	7.3%	7.8%	6.1%	10.0%
% unemployed	7.9%	5.4%	8.2%	6.7%	7.7%
Birthplace					
Australian	56.0%	64.4%	62.5%	64.7%	68.2%
Europe	6.3%	8.4%	9.8%	11.0%	10.8%
Asia	22.4%	17.3%	16.3%	12.3%	9.1%
Other	13.4%	9.9%	5.0%	9.7%	10.1%
Motor vehicles/household					
0	20.5%	21.7%	24.2%	11.6%	8.0%
1	50.3%	47.8%	45.9%	43.1%	36.6%
2	22.0%	21.7%	20.4%	31.3%	36.1%
3	3.3%	3.7%	3.2%	8.2%	11.1%
4 or more	1.1%	2.0%	1.3%	3.3%	5.3%
Journey to work by car	48.8%	50.9%	54.4%	63.6%	71.2%
Household income quintiles					
				0	
1st quintile	24.7%	0.0%	0.0%	7.4%	20.0%
2nd quintile	41.5%	65.1%	59.4%	23.9%	20.0%
3rd quintile	0.0%	34.9%	40.6%	25.7%	20.0%
4th quintile	33.8%	0.0%	0.0%	17.6%	20.0%
5th quintile	0.0%	0.0%	0.0%	25.5%	20.0%
Household retail expenditure²					
Food	\$6,045,000	\$5,514,000	\$5,433,000	\$227,679,000	\$7,270,079,000
Non-food	\$4,570,000	\$5,374,000	\$5,300,000	\$185,113,000	\$5,871,270,000
Total retail expenditure	\$10,615,000	\$10,888,000	\$10,733,000	\$412,792,000	\$13,141,349,000
Sources : 2016 Census (ABS, 2017); ¹ Population projections by SA2 (DPTI, 2016); ² 2015-16 Household Expenditure Survey (ABS, 2016)					
2011 Census (ABS, 2012); 2006 Census (ABS, 2007)					
Average retail expenditure per household updated to 2017/18					
Food	11,558	10,173	10,349	15,368	14,765
Non-food	8,738	9,915	10,095	12,495	11,924
Total	20,296	20,089	20,444	27,863	26,689

Further Information

For information on the Council's *Kent Town Economic Growth Strategy*, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Customer Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional Copies

The *Kent Town Economic Growth Strategy 2020–2025* can be viewed online at www.npsp.sa.gov.au

Additional copies may also be obtained by:

- visiting Norwood Town Hall
- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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City of
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Payneham
& St Peters**