



Economic Development Strategy Review 2017 – 2020



Table of Contents

Executive Summary	1
Introduction	3
Background	4
1. Context of the Review	6
Strategic Context	6
2. Economic Development Achievements	13
Economic Development Strategy	13
Digital Economy Strategy	14
3. New and Emerging Trends	15
Key Demographics	23
Evolution of the Economic Base	26
Smart Communities	27
4. Results of Consultation	28
Council’s Role in Economic Development.....	32
5. New Vision and Key Focus Areas	33
Vision.....	33
Key Focus Areas	33
6. Implementation Plan	36
Implementation Framework	36
Strategic Framework.....	37
Measures of Success	39
Actions	40
Urban Development and Smart Communities	40
Tourism	42
Health.....	44
Defence and Advanced Manufacturing.....	45
Small Business.....	47
References	50
Appendices	51
Appendix 1: Western Business Leaders – 40 membership organisations.....	52
Appendix 2: Economic Strategy Action Plan (2013) – status December 2016	53
Appendix 3: Digital Economy Action Plan (2013) - status December 2016	58
Appendix 4: Consultation List.....	60
Appendix 5: Adelaide Innovation Ecosystem Map	61
Appendix 6: 2016/ 17 Economic Development Projects.....	62
Appendix 7: Charles Sturt Economic Development Strategy & Implementation Plan (2013)	63
Appendix 8: Charles Sturt Digital Economy Strategy - Intelligent City (2013).....	64

Executive Summary

A review of Council's Role in Economic Development has been undertaken following the implementation of the 2013 Economic Development Strategy.

The scope of the review includes the following:

- A review of the four pillars of the strategy to determine if they are still appropriate
- A review of the vision
- A summary of key trends and emerging issues
- A review of the Economic Development Strategy, 2013 actions
- A review of the Digital Economy Strategy, 2013 actions
- Engagement with key stakeholders to review the effectiveness of the previous strategy and focus for the future.

The City of Charles Sturt's economy has been undergoing significant structural change particularly in the transition from a manufacturing based economy to a service based economy based on tourism and hospitality, education, health and advanced (high value added) manufacturing and will continue to do so.

Key stakeholders were supportive of the current role and direction that Council provides in economic development. Council will continue to be a facilitator, information provider, advocate and a leader.

Council will continue the successful collaborative approach established with the Western Business Leaders during the implementation of the strategy. The importance of a regional approach is acknowledged and Council will continue to work collaboratively with the Western Alliance of Councils on key projects and the implementation of the Building Western Adelaide Strategy.

The review identified a new approach, focussing on the following key areas to guide economic development.



A new vision has been created to guide economic development.

By 2021, the City of Charles Sturt will be a recognised as a smart community and a place for business investment with a growing local economy focused on urban development, tourism, health, advanced manufacturing and defence sectors. This will be achieved through marketing and promotion, regional collaboration and export enhancement.

A new list of actions aligned to the key focus areas has been prepared to implement the strategy. The actions support the growth of business, investment attraction, international export and trade, youth entrepreneurship, regional collaboration and support for the Western Alliance of Councils.

In order to track the effectiveness of the economic development program, a number of measures of success have been created. The measures of success include:

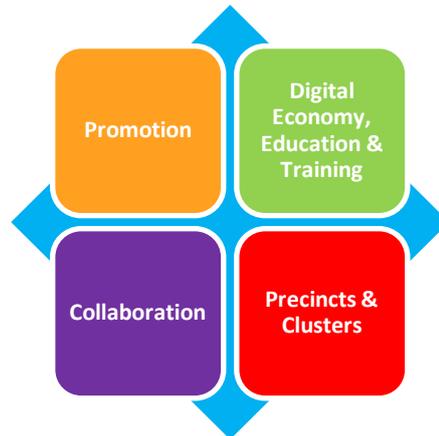
- Satisfaction with Council's level of support for business and business confidence
- Growing employment and investment
- Increasing new business start-ups.

Introduction

Economic Development Strategy

In March 2013, Council adopted an Economic Development Strategy and implementation plan to maximise economic benefits for the whole community. The strategy is based on the following four pillars of economic development.

2013 Economic Development Strategy Pillars



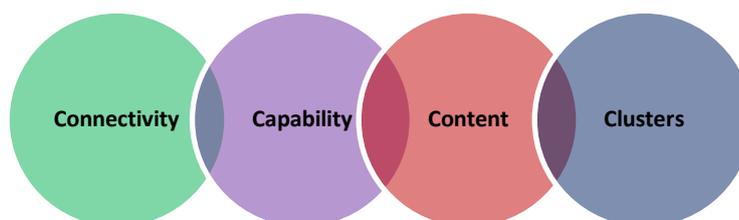
Council supported the implementation of the strategy by creating an Economic Development Coordinator position in October 2012, to lead and drive the implementation of the action plan. An Economic Development Taskforce was established in April 2013 to assist with implementation and the first Western Business Leaders group met at the same time. The Strategy included a five year implementation program ending in 2017/18.

Given that the majority of the actions have been implemented, it is timely to review the economic development strategy.

Digital Economy Strategy

Council adopted a Digital Economy Strategy and implementation plan in February 2013. The strategy seeks to maximise the opportunities of the Digital Economy and the National Broadband Network (NBN) for residents, students and businesses in the City. The strategy is based on four pillars which include the following:

2013 Digital Economy Strategy Pillars



The implementation of the strategy was overseen by a Digital Economy Taskforce that was established in March 2013. The majority of the actions from the strategy have been implemented and it is timely to consider a new direction. Given the inter-relationship

between the Economic Development and the Digital Strategy, it is appropriate to review the two strategies together to determine a new direction.

In determining the new direction it is considered that the components of the Digital Economy Strategy should be split into two distinct parts.

- a) *Council Digital Strategy* for internal projects, Council e-Services and Smart City components - enabling Council and the community.
- b) *Digital Economy Strategy* for project and initiatives to directly assist businesses. The focus is on enabling business.

The creation of the Council Digital Strategy will be considered as part of a separate project and is not included as part of this review. The end result will be a Smart Communities Strategy.

The Digital Economy Strategy will be integrated into this review and form an essential component of the Economic Development Strategy.

Background

Council's Role in Economic Development

Stakeholder consultation in 2013 identified that Council's role in economic development should be focused on providing the best environment for economic development along with value adding to State and Commonwealth Government initiatives.

The review will reconsider Council's role through stakeholder consultation.

A Western Regional Focus and Collaboration

The Strategy has always had a Western Adelaide regional focus. Key businesses outside of the Council area such as Adelaide Airport and Bio Innovation are on the Western Business Leaders group. The Strategy recognised that these industries have a major impact on local business and as such should be included.

The regional approach has also been endorsed by the other Western Region Councils, Cities of Port Adelaide Enfield, West Torrens and Holdfast Bay, through their adoption of the Charles Sturt initiated Building Western Adelaide Strategy. A Memorandum of Understanding (MoU) to formalise regional collaboration was signed in November 2015.

Western Business Leaders

The Western Business Leaders (WBL) Group were established in 2013. The creation of the Western Business Leaders group could be considered the most important single step in implementing the Economic Development Strategy and ensuring that it has a sound base.

20 key organisations were identified and in the Economic Development Strategy. In February 2015, a further 20 organisations were brought into the group, with a focus on export of goods and services. A list of the 40 WBL organisations are included in **Appendix 1**.

The WBL Group is guided by an executive comprised of 11 business leaders from key Western Adelaide Businesses along with the CEO and Mayor of the City of Charles Sturt.

Supporting Key Precincts and Business Associations

The Henley Beach and Woodville Business Associations have been established and are a vital component of precinct revitalisation. Council has recognised the value of these local business entities and has appointed Place Leaders in Henley, Woodville and Hindmarsh to assist these areas to grow.

Council has consolidated its engagement with local businesses to revitalise and refresh local precincts, while reinforcing its regional role through the Western Business Leaders Group and the Alliance of Western Councils through the Building Western Adelaide Strategy.

Taking Western Adelaide to the World

The City of Charles Sturt has taken the Western Adelaide brand to China (Shandong Province) through the *Invest in the West* investment prospectus and assisted business to export through the China Ready program. A Business Mission to Shandong involving local businesses was undertaken in April 2015 and 2016. An inbound delegation was hosted in September 2015, which culminated in the signing of a MoU with the Yantai Province. In April 2016 a letter of intent for a Sister City Agreement with Yantai was signed. A MoU with Yantai Civil Affairs Bureau on Health and Aged Care was also signed during the April business mission.

In late 2015, the formation of the Australia China Aged Care Consortium (ACACC) was facilitated by the City of Charles Sturt to respond to aged care opportunities in Yantai and Shandong. ACACC consists of 30 local businesses and professionals with skills in design and construction of aged care facilities, staff training and management. A charter and business plan have been prepared by ACACC to guide the engagement and facilitation of projects in the Chinese aged care sector.

It is therefore appropriate that we review the achievements to date and seek to update and review the Economic Strategy through consultation with key stakeholders including the Western Business Leaders Group, State Government representatives, Adelaide Business Hub and Business Associations.

1. Context of the Review

The Economic Development Strategy was supported by a list of recommended actions which were identified for implementation over a five year period. Implementation of the key actions is on track to be substantially completed in a three year period, two years ahead of schedule.

Given that the implementation of the 2013 Economic Development Strategy is almost complete, it is timely to undertake a review of the strategy. The outcome of the review will be to outline a new implementation plan to guide Council's role in economic development over the next four years.

The scope of the review includes the following:

- A review of the four pillars of the strategy to determine if they are still appropriate
- A review of the vision
- A summary of key trends and emerging issues
- A review of the Economic Development Strategy, 2013 actions
- A review of the Digital Economy Strategy, 2013 actions
- Engagement with key stakeholders to review the effectiveness of the previous strategy and focus for the future.

The review also included a peer review by an independent economist. The review included analysis of the past economic development initiatives, key stakeholder consultation, evaluation of Council's role and effectiveness and input into defining a new four year action plan.

Strategic Context

State Government Economic Priorities

In 2014, the State Government released ten economic priorities along with the vision 'South Australia is the place where people and business thrive'. The vision and actions have evolved from the economic development strategy which seeks strong partnerships between business, government and the community. The priorities are outlined below.

Council's Economic Development Strategy review incorporates actions linked to the State Government's ten economic priorities.

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

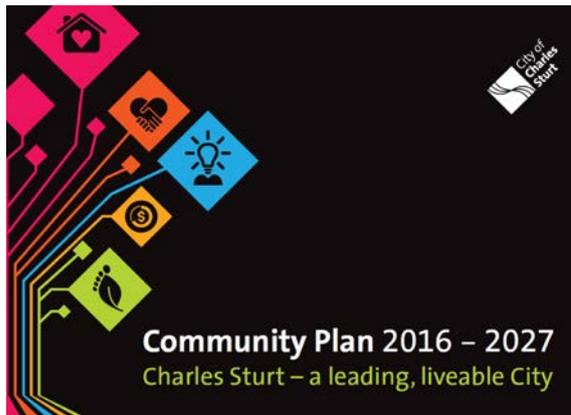
SA Strategic Plan 2011

Seven economic priorities have been identified from the SA Strategic Plan as outlined below.



Council's Economic Development Strategy review is consistent with the economic priorities from the SA Strategic Plan. The action plan includes initiatives to grow advanced manufacturing, promote food and wine producers and will assist in delivering the other outcomes linked to vibrancy, affordability and safety.

Charles Sturt Community Plan 2016-27



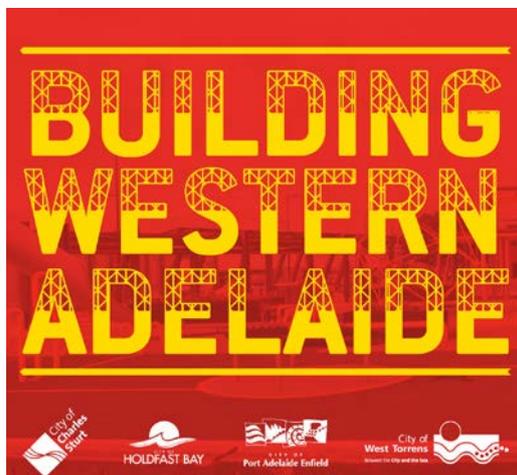
Council's Community Plan was endorsed in November 2016.

The Community Plan contains five themes, including 'Our Economy'. A list of the goal and objectives under that heading are included below.

Goal An economically thriving City
Objectives
Lead regional collaboration to promote the Western Adelaide economy
Support and enable local business prosperity and growth.
Facilitate an environment for a diversity of business and industry types

The review of the Economic Development Strategy is consistent with the Community Plan.

Building Western Adelaide



In 2015, the Cities of Charles Sturt, Holdfast Bay, Port Adelaide Enfield and West Torrens formed an alliance for economic development matters and signed a MoU.

The *Building Western Adelaide Strategy* was endorsed by the four Councils. The purpose of the strategy is to highlight and promote mutually agreed current and potential projects to create significant employment opportunities in the Western Region over the next 10 to 15 years.

The Strategy highlighted that there are almost \$13 Billion of investment in major developments or key infrastructure projects that are either underway or in the pipeline.

A list of the key projects included in the Building Western Adelaide Strategy are included in the table below.

Sector and Project	Indicative Value	Estimated Jobs (direct / supply chain)
Tourism and Recreation		
1. Women's Australian Open – Golf	\$4 M	
2. Western Region Tourism Destination Action Plan	\$100 k	
Sub total	\$4.1 M	
Small Business Development		
3. Inner West Business Hub	\$500 k	877
4. Western Region Economic Development Plan	\$100 k	
5. Western Adelaide Innovation and Export Network	\$30 k	
Sub total	\$630 k	877
Health		
6. Bio Innovation Accelerator Building	\$40 M	200
7. Health Business Collaboration for Commercialisation	\$85 k	
8. SAHMRI Stage 2 – The John Chalmers Centre for Transforming Healthcare	\$280 M	392 / 252
Sub total	\$320.1 M	592 / 252
Transport (Light Rail)		
9. WestLINK – Henley Beach to Adelaide Airport	\$657 M	855 / 495
10. PortLINK – Hindmarsh to Port Adelaide, West Lakes and Semaphore	\$450 M	1,248 / 722
11. ProspectLINK – Grand Junction Road to the City	\$295 M	561 / 325
Sub total	\$1.4 B	2,664 / 1,542
Defence		
12. Twelve Submarines	\$50 B	200 to 3,000
13. Air Warfare Destroyers	\$2 B	2,500
14. Future Frigates	\$20 B	[ongoing employment of the above]
15. Light Armoured Vehicle Fleet	\$14 B	300 to 500
Sub total	\$86 B	3,000 to 6,000
Total	\$87.7 B	10,133 to 7,133 / 1,794

Key staff members from the four Councils meet on a regular basis to share information, collaborate and progress implementation of the projects. Implementation is underway on the Tourism and Recreation projects. The Australian Women Golf Open was held in February 2016 at Grange Golf Club, in February 2017 it will be held at the Royal Adelaide Golf Club, followed by Kooyonga in 2018.

Urban Development

The Building Western Adelaide Strategy identified almost \$13 billion of investment in infrastructure projects and major developments in Western Adelaide that is either underway or in the pipeline over the next 10 years. Of that investment, \$3.83 billion of major developments are underway or proposed in the City of Charles Sturt and are projected to provide over 5000 direct and almost 3500 indirect jobs. The projects are outlined in the table below.

Project	Timeframe	Value	Estimated Jobs (direct / supply chain)
Bowden Village Development	2013-22	\$1 billion	1400/900
The Square, Woodville West redevelopment	2012-18	\$130 million	182/117
St Clair redevelopment	2010-17	\$500 million	700/450
West Development , West Lakes	2015-27	\$1 billion	1400/900
Industrial & commercial developments (various)	Ongoing	\$1.2 billion	1680/1080
	Total	\$3.83 billion	5362/3447

Council have staff dedicated to major projects to assist developers to receive an integrated and streamlined approach to deliver significant development outcomes.

Construction is an important component of the local economy, it is the sector with the second largest financial output, \$1.35 billion and the fourth highest employment sector, 3500 jobs in the Council area¹.

The major developments are delivering housing diversity by providing a range of medium to high density apartments and town houses in close proximity to public transport. In the last 10 years the City of Charles Sturt has approved over 4,000 dwellings. In four out of the past five years the City of Charles Sturt has had the highest number of 'other residential' buildings approved in the State. Further detail is provided in section 3, New and Emerging Trends.

¹ REMPLAN, City of Charles Sturt Profile, 2016

The ongoing challenge will be to identify and facilitate urban development beyond the major development sites. Housing SA sites present opportunities to renew ageing housing stock and to provide affordable housing in close proximity to public transport.

Tourism

The preparation of the Western Adelaide Tourism Destination Action Plan (WATDAP) is expected to be completed by the end of 2016. The plan aims to grow tourism visitation and expenditure in Western Adelaide which will deliver employment growth in the tourism sector. The plan is a joint initiative between the four Western Alliance Councils.

In 2016, tourism expenditure in the State grew by 11.4 percent to \$5.9 billion and provided 37,500 direct jobs (growth of 13.8 percent). Expenditure is on track to reach \$8 billion by 2020. In the last 12 months international visitors have increased 9.5 percent and accommodation nights have increased 7 percent. The highest numbers of international visitors are from Asia, Europe (excl UK), United Kingdom and Northern America. The domestic visitor market in SA has grown above the national average to 2.2 million interstate visitors and 3.8 million intrastate visitors². The total value of tourism output in the City of Charles Sturt is estimated to be \$263.7 million, employing 1,460 people making up 4 percent of local employment³.

A number of initiatives are proposed to foster and grow tourism in the City of Charles Sturt and Western Adelaide.

Place Making

Place making is defined as a process, underpinned by collaboration, where local communities, businesses and other stakeholders work together to deliver rejuvenated public spaces that people love to visit, live or do business in.

Place making plays an important role in economic development by engaging local businesses, encouraging activation and vibrancy of public spaces which contributing to a healthy business environment and community.

To support and guide place making, the City of Charles Sturt has prepared a Place Making Framework. A team of Place Leaders focus on key precincts and support local business through local business association groups.

Support for Small Business

Small business plays a critical role in providing local employment opportunities. In the City of Charles Sturt, 87 percent of businesses (7, 036 businesses) employ less than five people.⁴

The contribution of small business to the local economy cannot be simply measured in terms of the profit generated. They are a critical component and make a major contribution to the strength of the local economy. In the community that it is established, small business brings growth and innovation. It helps to stimulate economic growth by providing employment opportunities for people that have strengths in providing services, inventing new products or implementing new solutions for existing ideas.

² South Australian Tourism Commission, 2016

³ REMPLAN, City of Charles Sturt, 2016

⁴ Australian Bureau of Statistics 2016, Charles Sturt Businesses Number of Employees, 2013

Council has a role to play in supporting small business. Council can lobby the State and Commonwealth Government to reduce red tape, provide access to high speed broadband and provide measures to support, foster and grow small business.

A number of actions to support small business have been included in the economic development strategy review including: ongoing support for the Western Business Leaders, new business welcome kit, linking business to support services and networking opportunities, support to grow export opportunities and access supply chains.

Supporting Youth Entrepreneurialism

Youth entrepreneurship programs provide opportunities to positively impact the lives of young people by assisting them to improve their skills in communication, financial management, decision making and goal setting. Successful youth entrepreneurship programs provide access to mentors and role models that assist people in developing the necessary tools to be able to successfully operate a business. The programs also offer a supportive environment where participants have the opportunity to take risks, manage the results, learn from the outcomes while also motivating youth to be productive and engaged in their community.

Communities that support youth entrepreneurship position themselves to generate and retain local employment and investment. In the United States, over the last 20 years entrepreneurship has provided for more than 75 percent of all new jobs. In Australia, young Small to Medium Enterprises (SMEs) (firms aged 0–5 years) made the highest contribution to net job creation in Australia (40%) and start-up activity (firms aged 0–2 years) is responsible for the majority of this growth⁵.

Council has a role to play in the supporting youth entrepreneurship through the development of a local program. The program will be developed to support local young people through collaboration with Council's Community Development, Youth Development Team.

⁵ Hendrickson, Bucifal, Balaguer and Hansell – The Employment Dynamics of Australian Entrepreneurialism, Department of Industry and Science Australian Bureau of Statistics 2015.

2. Economic Development Achievements

Economic Development Strategy

A summary of the status of the completion of the actions from the 2013 Economic Development Strategy has been included in the table in **Appendix 2**.

The green shading indicates the project has been achieved, while the orange shading indicates it is over 50% complete and or will be complete in the near future. While red shading indicates a need to change the project and outcomes. The implementation plan indicated that 19 of the 23 projects have been achieved; with two substantially complete by the end of 2016. There are only two projects that are shaded red which requires a minor amendment.

The notable achievements of the Economic Development Strategy in 2013 to 2016 include the following:

- Digital Economy Strategy adoption by Council, 2013
- Establishment of Western Business Leaders Group, 2013
- Establishment of Henley Beach Business Association, 2013
- Establishment of Woodville Business Association, 2013
- Adoption of *Woodville Business Association Business Plan*, 2013
- *Woodville Road, Tenancy and Activation and Plan*, 2013
- Adoption of *Henley Beach Business Association Business Plan*, 2014
- Five Western Business Leaders Business Breakfasts
- Launch of *Invest in the West* – investment attraction strategy, May 2014
- Mainstreet Award for collaboration with Woodville Business Association, 2014
- Reduced vacancy rate on Woodville Road from 17% (2013) to 4.1% (2015)
- Creation of Western Alliance of Councils including: Port Adelaide Enfield, West Torrens, Holdfast Bay and Charles Sturt and MoU signed, 2015
- Development of *Building Western Adelaide*, regional economic strategy – adopted by four Councils, 2015
- Completion of *Collaboration for Commercialisation* Project, Creating a Health Business Cluster project, December 2015
- Development of *Western Adelaide China Business Engagement Strategy* and training local businesses, Feb 2015
- China Business Mission, develop promotional material and engaged with Shandong 2015
- Promote health and aged care sectors and other business sectors by signing a MoU with the Yantai Municipal Bureau of Commerce 2015
- Assisting inbound health based Business Mission from Jinan 2015
- Letter of Intent for a Sister City Agreement with Yantai, April 2016
- Establishment of Friendly Cooperative Relationship Agreement with Yantai, September 2016
- Founding the Australia China Aged Care Consortium 2016
- Australia China Aged Care Consortium – Business Plan Prepared 2016
- Business Mission to Shandong and Yantai 2016
- Migrant Business Expo hosted by City of Charles Sturt 2015 and 2016
- 1500 business engaged in 2015/16.

Digital Economy Strategy

A Digital Economy Taskforce was established in March 2013. The taskforce have been overseeing the implementation of the actions included in the Strategy. An overview of the progress of the implementation is included in the table in **Appendix 3**.

The majority of the actions have been substantially complete or are underway.

The notable achievements of the Digital Economy Strategy include the following:

- Establishment of the Digital Economy Taskforce, March 2013
- Digital Display Home opened March 2014
- Continued operation of the Digital Hub from June 2014
- Rollout of WIFI to the Community Centres in 2015.
- Websites for Woodville Road and Henley Beach precinct launched 2014/15.

3. New and Emerging Trends

This section outlines the key statistics and emerging trends in the City of Charles Sturt and Western Adelaide Region.

The City of Charles Sturt's Gross Regional Product is estimated at \$5.17 billion and represents 5.5 percent of the Gross State Product. The Council area provides over 36,700 local jobs⁶ and is home to over 8,000 businesses. Over 55,000 residents are employed within and outside the Council area. Other key statistics are outlined below.



Source: Profile ID, July 2016

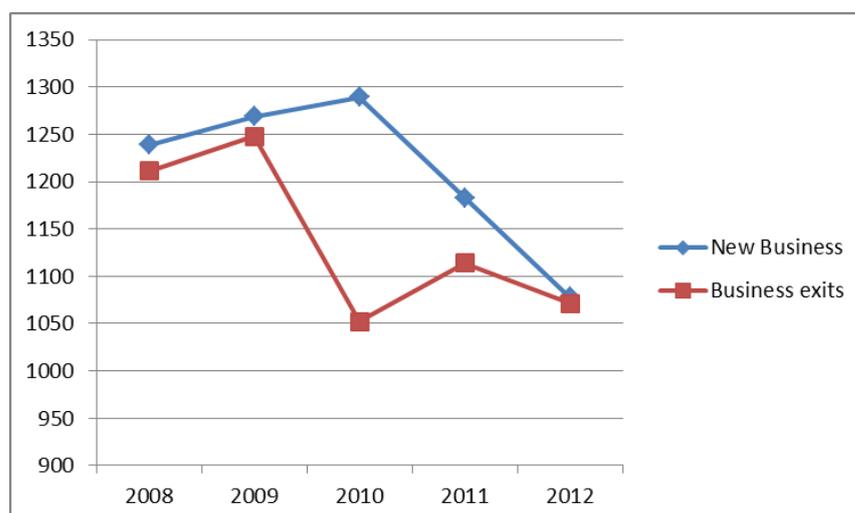
City of Charles Sturt Population Projections

	2011	2016	2021	2026	2031	forecast growth	% inc	Av annual %
Charles Sturt	108,680	115,715	122,152	128,301	133,477	24,797	22.8	1.1
Greater Adelaide	1,345,080	1,416,420	1,488,821	1,560,468	1,628,083	283,003	21.0	1.0
South Australia	1,639,614	1,715,299	1,791,767	1,866,715	1,936,812	297,198	18.1	0.9

Source: DPTI, 2016

The population projections for the City of Charles Sturt shows that the Council area is forecast to experience higher growth than the Greater Adelaide Region and South Australia.

Charles Sturt Business Entry and Exits 2008 to 2012

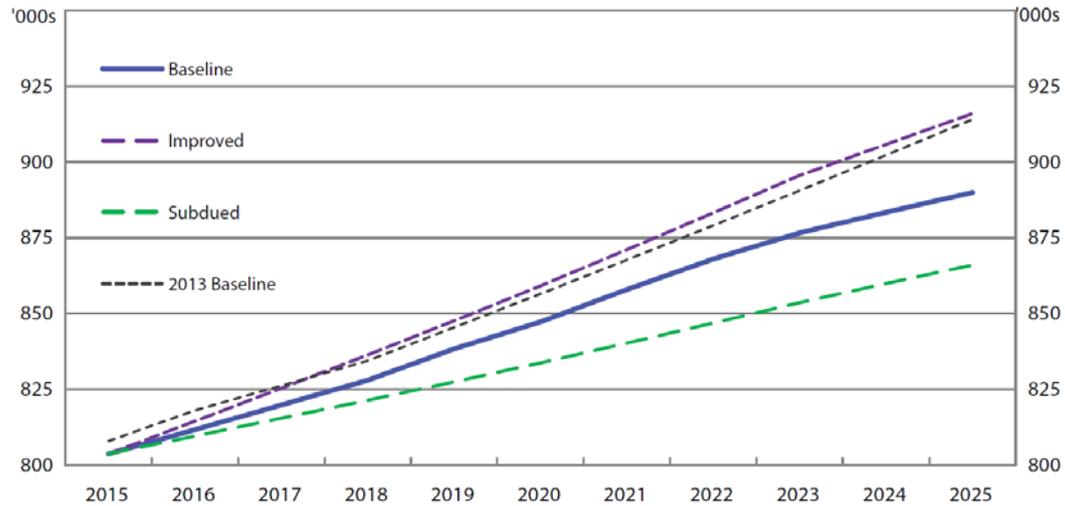


Source: ABS Counts of Australian Business, entries and exits

⁶ REMPLAN, Charles Sturt Profile, 2016

The number of business start-ups has been in decline since 2010. Over this period there has been more start up than exists, however the gap reduced in 2012 where new businesses only exceeded exists by seven. A number of initiatives as part of the Economic Development Strategy Review are proposed to support small business growth.

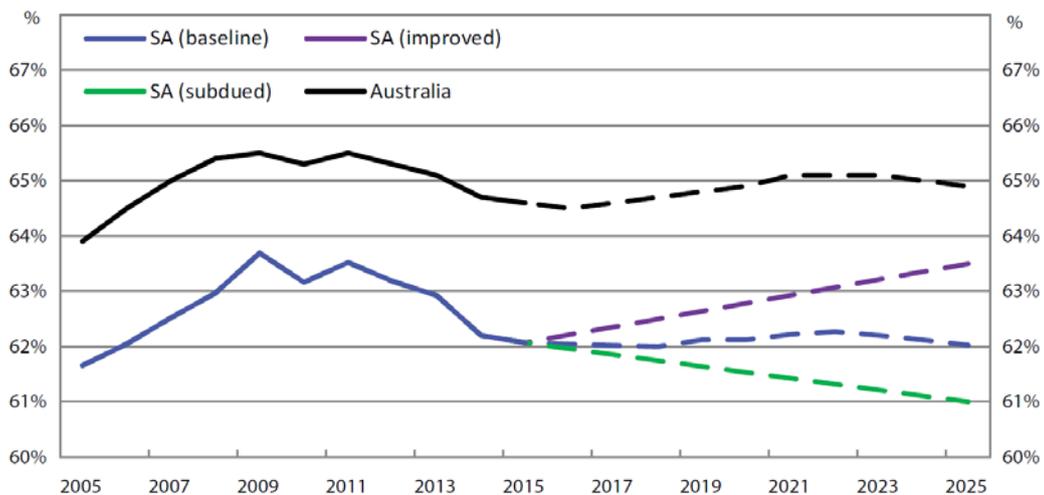
South Australia Employment Growth Projections 2014 to 2025



Source: Training & Skills Commission: Interim Report on SA Industry Priority Qualifications, 2015

It is estimated that the baseline projected growth in the SA economy will increase employment by almost 43,000 jobs in the five years from 2015 to 2020. The ten year baseline projection forecasts growth of an additional 86,000 to 112,000 jobs.

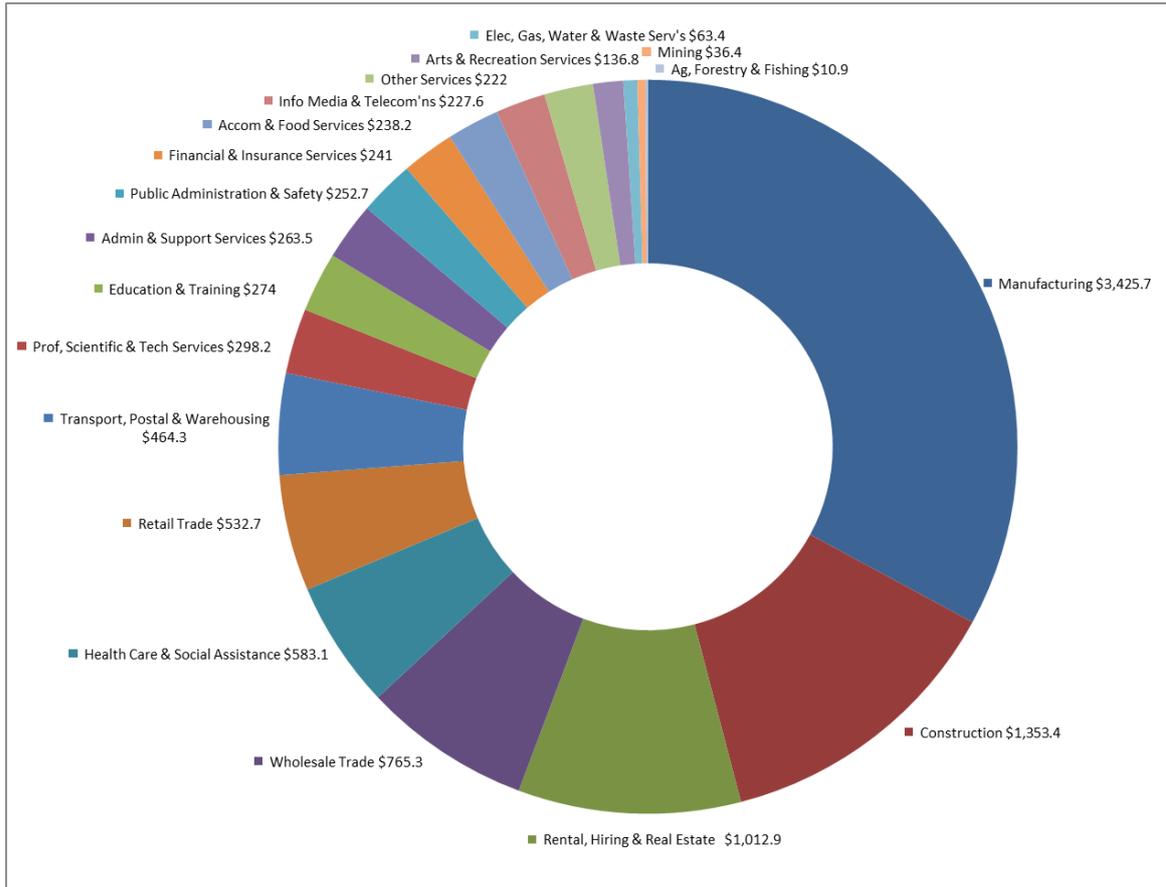
South Australia Labour Force Participation Projections 2014-2025



Source: Commonwealth Treasury Intergenerational Report

In the baseline projections, the participation rate for South Australia is around 62 percent and is consistently around 3 percentage points below the national participation rate.

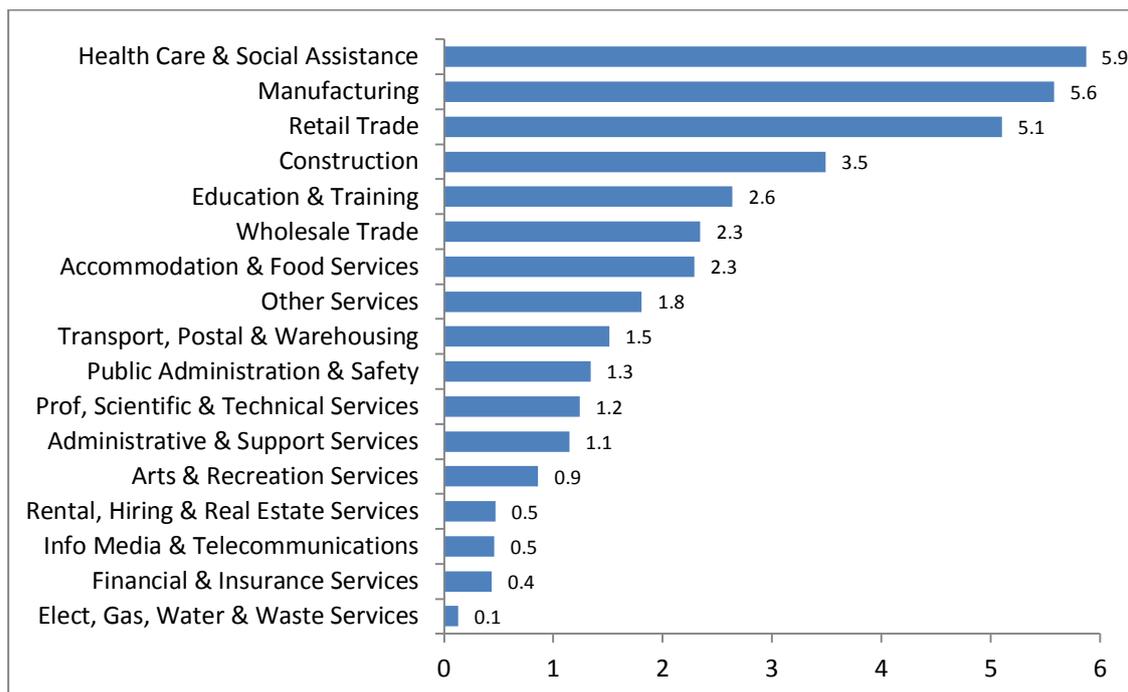
City of Charles Sturt - Gross Business Output by Sector, 2016 (\$m)



Source: REMPLAN, City of Charles Sturt Profile, 2016

The graph above details the gross business output per sector for the City of Charles Sturt. The sectors with the greatest financial output include: manufacturing, construction and rental, hiring and real estate services.

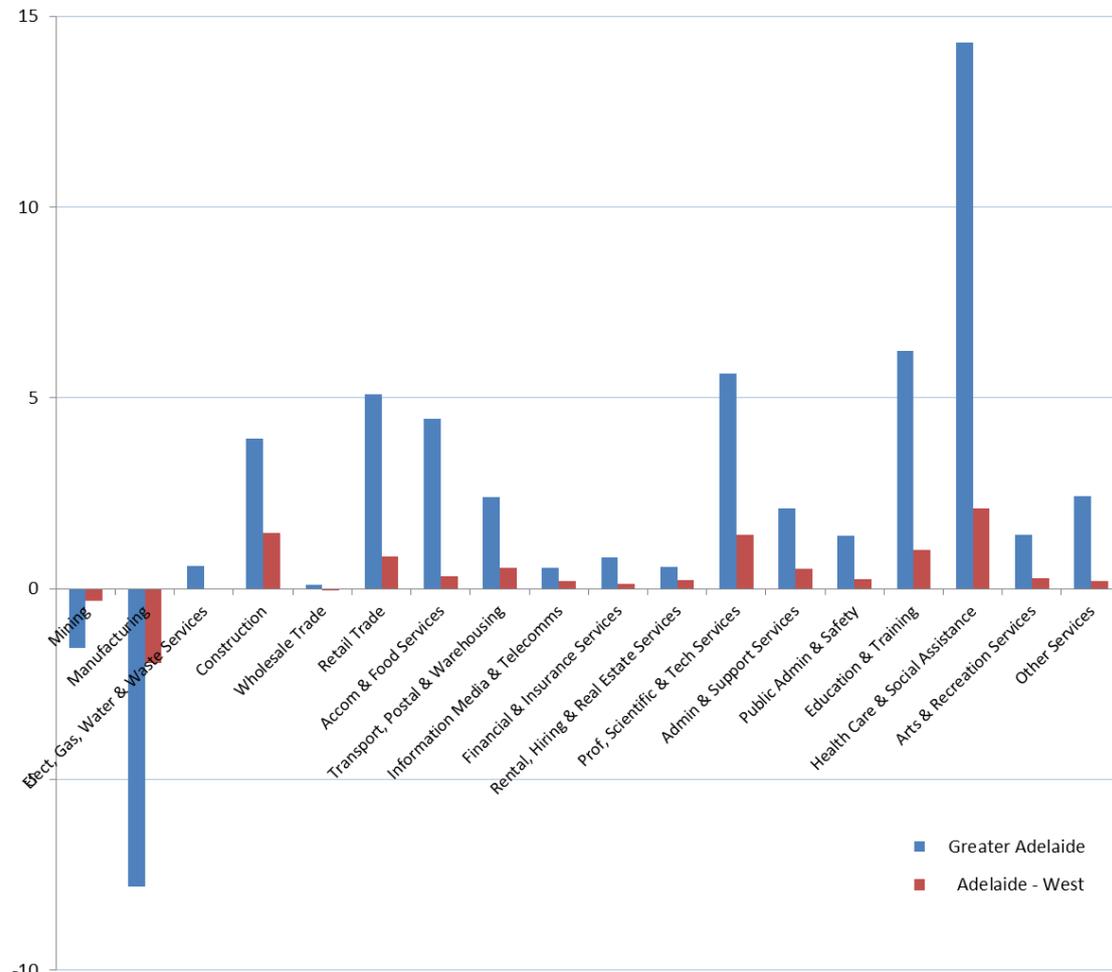
City of Charles Sturt – Employment by Sector, 2016 ('000)



Source: REMPLAN, City of Charles Sturt Profile, 2016

The graph above identifies that the health care and social assistance, manufacturing, retail trade and construction are the employment sectors that provide the largest number of jobs in the Council area.

**Projected Regional Employment Growth by Industry - five years to Nov 2019 ('000)
Greater Adelaide & Western Adelaide**



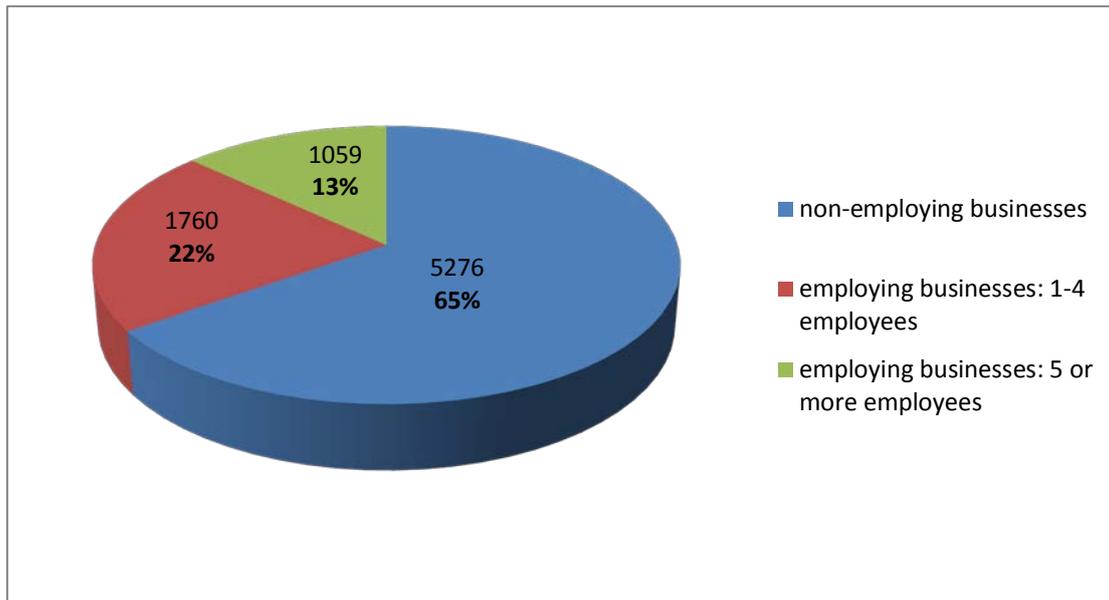
Source: Commonwealth Department of Employment, 2015

It is projected that there will be increases in employment in the health care and social assistance and professional, scientific and tech services sectors and construction in the next four years in Western Adelaide. It is anticipated that there will be declines in employment in the manufacturing and mining sectors.

Charles Sturt has traditionally been known as a manufacturing location. Manufacturing employment declined from 10,238 to 5,541 between 1996 and 2011. This was most acutely felt in the machinery and equipment sector where manufacturing employment declined from 4,481 to 1,393 between 1996 and 2011.

The emergence of the defence sector and the shift to advanced manufacturing will enable job losses in the manufacturing sector to continue to stabilise. The remaining manufacturing businesses are diversifying and evolving to advanced manufacturing to support the defence, medical devices and mining sectors.

City of Charles Sturt - Number of Employees per Business, 2013



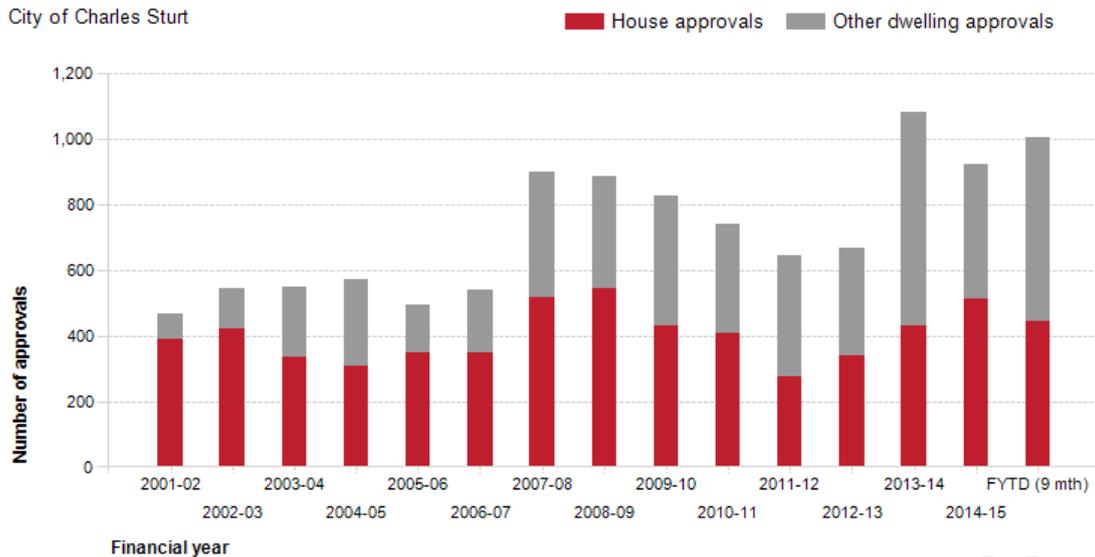
Source: ABS 2016

In the City of Charles Sturt, 87 percent of businesses employ four or less people. This demonstrates that the Council area has a high number of small businesses and sole operators.

Building approvals

Residential building approvals

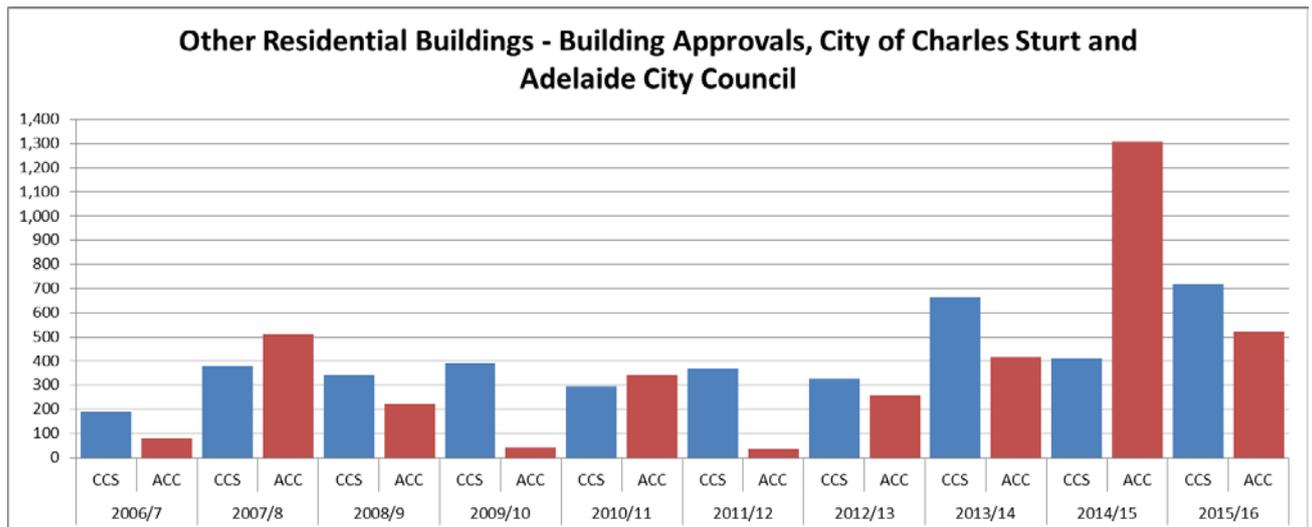
City of Charles Sturt



Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented by .id, the population experts.

.id the population experts

It can be seen that there has been a growth in the approval of 'other dwelling types' since 2007/08 where they are equal of greater than the number of approvals for detached houses. This adds to the diversity of dwelling types that are available in the city. Other dwelling types includes: semidetached, row or terrace houses or townhouses; and flats, units or apartments.



Source: ABS, 2016

In the last 10 years the City of Charles Sturt has approved over 4,000 dwellings. In four out of the past five years the City of Charles Sturt has had the highest number of 'other residential' buildings approved in the State.

City of Charles Sturt's popularity with homebuyers can be attributed to lifestyle, proximity to the city and the sea. There is a diversity of housing options for all demographics. People are also enticed by the high quality living environments, with vibrant mixed use precincts, attractive open spaces and places for community, and convenient transport options including tram, train, car or bicycle.

The apartment market in Adelaide has been experiencing modest capital and rental yield growth compared to the negative results in Sydney and Melbourne. The apartment market in Adelaide is maturing and is considered to be more balanced and sustainable in the longer term.⁷

The recent decision by the State Government to extend the stamp duty concessions for qualifying off-the-plan apartments for one year, to 30 June 2017, and the removal of the boundary for the concession so that it will apply across the whole state is a welcome boost that will see the trend continue. Foreign investor surcharges introduced to the eastern states may support increased interest from offshore investors.

Defence

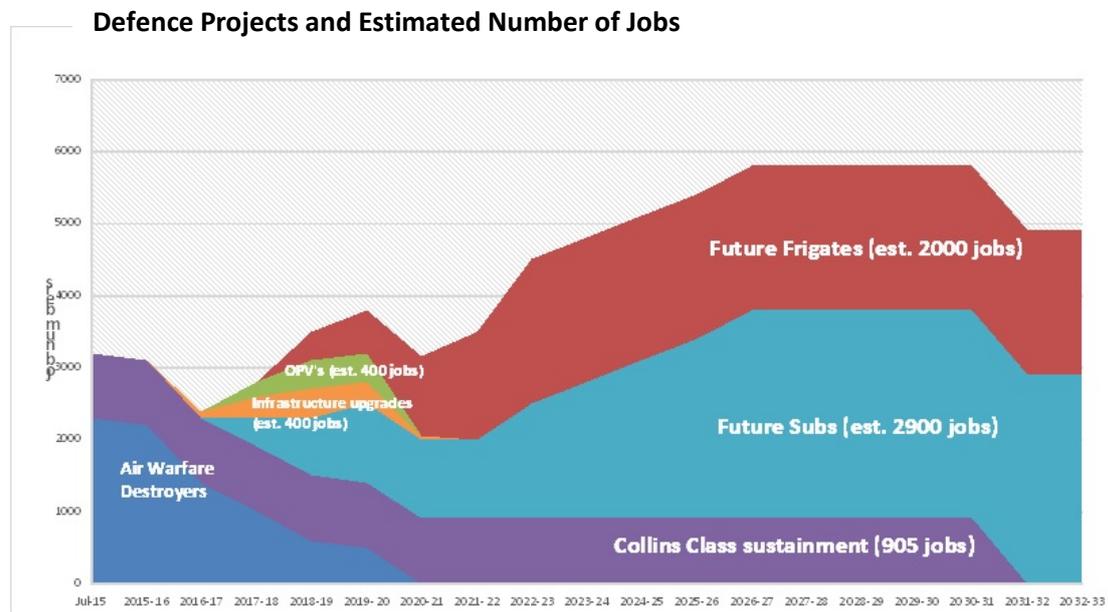
The defence sector is earmarked for significant construction projects including the Air Warfare Destroyer, Offshore Patrol Vessel, Future Frigate and the Future Submarines with the two latter projects comprising the bulk of the estimated \$97 billion investment. There will also be ongoing maintenance for the Collins Class Submarines.

This work is scheduled to continue to beyond 2032/33 with employment projected to peak at approximately 5,800 jobs between 2026/27 and 2030/31. Many more indirect jobs will be generated to support the defence jobs in service and support roles.

⁷ JLL Adelaide, Residential Commentary – Adelaide Apartment Market, July 2016

It is expected that the workforce profile will be 60 percent white collar and 40 percent blue collar.

The graph below shows the estimated job yield and timeline for each project.



Source: Defence SA, 2016

NBN roll out map

The National Broadband Network (NBN) will be installed and made available to businesses and residents in the City of Charles Sturt over the next two to three years. Construction of the network is anticipated to commence in the majority of the area in 2017. A fast and reliable broadband network will assist business growth, SMEs and people that work from home.

The map in the link below shows the current rollout plans.

<http://www.nbnco.com.au/learn-about-the-nbn/rollout-map.html>

SABRENet

The South Australian Broadband Research & Education Network (SABRENet) is a fibre-optic broadband network linking major Research & Education (R&E) sites in metropolitan Adelaide. The network offers reliable optical fibre that is many times faster than the NBN network.

SABRENet Ltd is a non-profit company formed by the SABRENet Members.

The strategic goals of SABRENet Ltd are to:

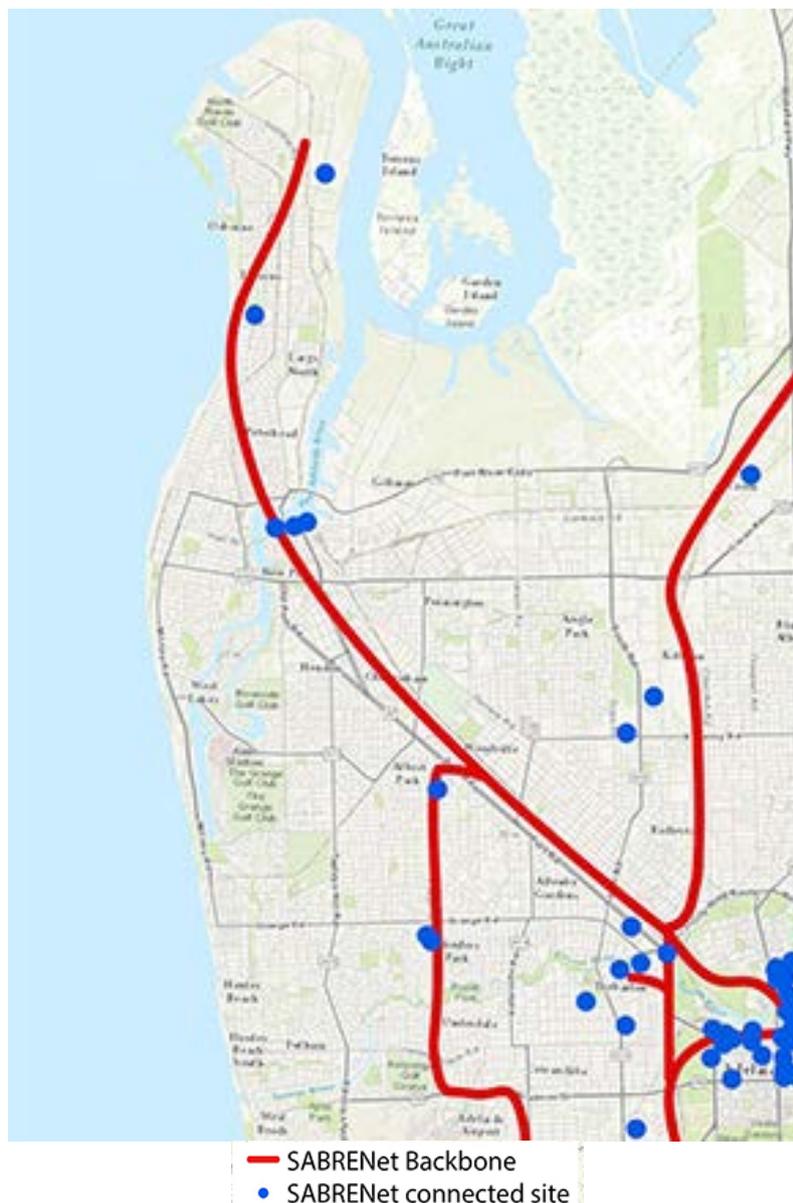
- Build own and operate core infrastructure;
- Interconnect South Australia's R&E sector;
- Link South Australia's R&E sector with the rest of the world;

- Drive the deployment and effective use of bandwidth-dependent applications for R&E;
- Link public and private sector R&E;
- Provide value to the SABRENet Members; and
- Provide leadership on broadband issues within the R&E sector.

In the City of Charles Sturt the SABRENet runs from the CBD, along Port Road to Techport, Osborne and along Findon / Howells Road to the South. A map of the network is shown below.

The State Government announced as part of the 2016/17 budget that it will provide \$4.65million to provide businesses access to SABRENet. The network will provide an affordable one gigabit connection and up to ten gigabits per second available if businesses invest in additional end-user technology as part of the Gig City program. The ultra fast internet will assist in driving innovation and provides an opportunity for tech start ups and existing businesses.

SABRENet Map - Western Adelaide, 2016



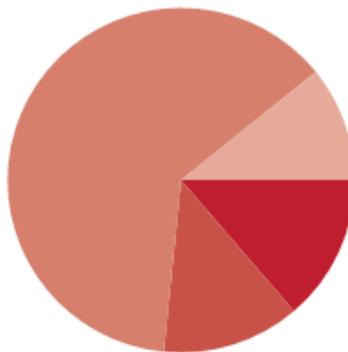
Key Demographics

Where people work

Employment location of residents, 2011

City of Charles Sturt

- Live and work in the same SLA
- Live in the area and work in different SLA
- Live in the area, but work outside
- Work location unknown



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)

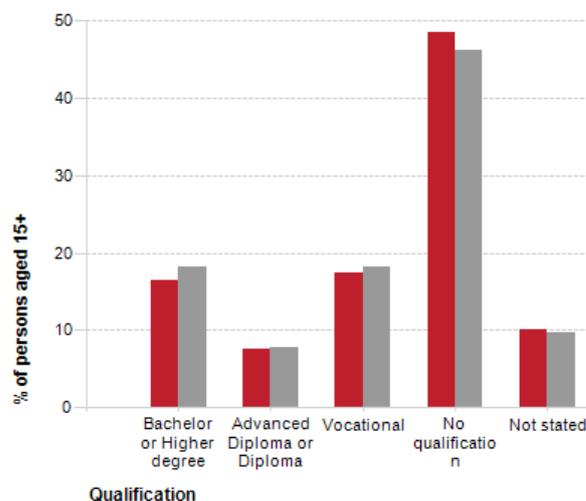


In 2011, 30,336 (62.6%) of the City of Charles Sturt's working residents travelled outside of the area to work. This has lifestyle and environmental implications where people are required to spend longer periods of time travelling to their place of employment. A key objective of the economic development strategy review is to grow local employment opportunities.

Education

Highest qualification achieved, 2011

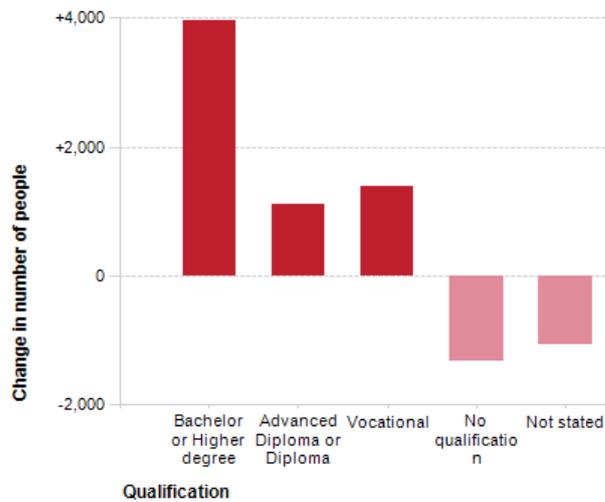
■ City of Charles Sturt ■ Greater Adelaide



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011. Compiled and presented in profile.id by .id, the population experts.

Change in highest qualification achieved, 2006 to 2011

City of Charles Sturt - Total persons



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006
Compiled and presented in profile.id by .id, the population experts.

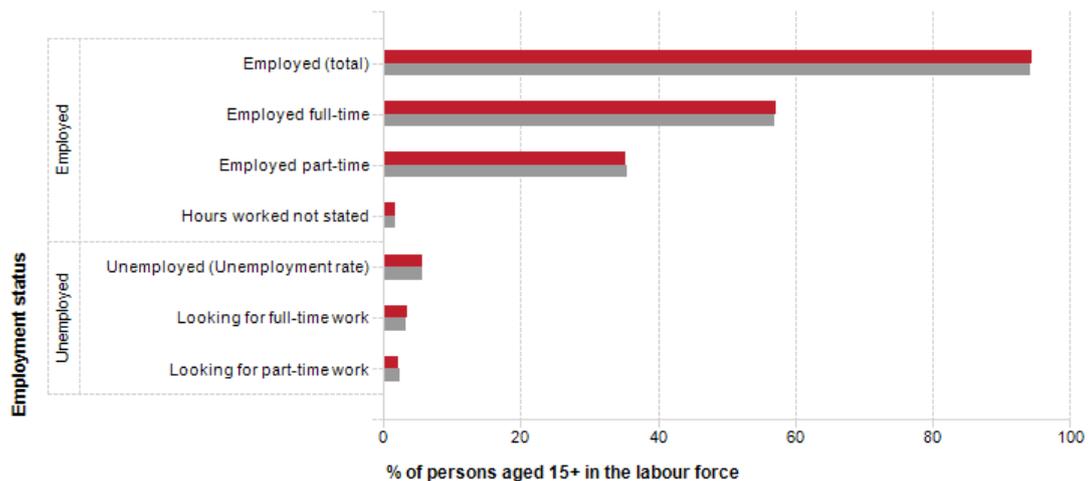
Education levels in the City of Charles Sturt are slightly less than the averages in Greater Adelaide. There has been a growth in the levels of qualification between 2006 and 2011.

Employment Status

Employment status, 2011

Total persons in the labour force

■ City of Charles Sturt ■ Greater Adelaide



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.

.id
the population experts

Source: Australian Bureau of Statistics, [Census of Population and Housing](#) 2006 and 2011 id consulting.

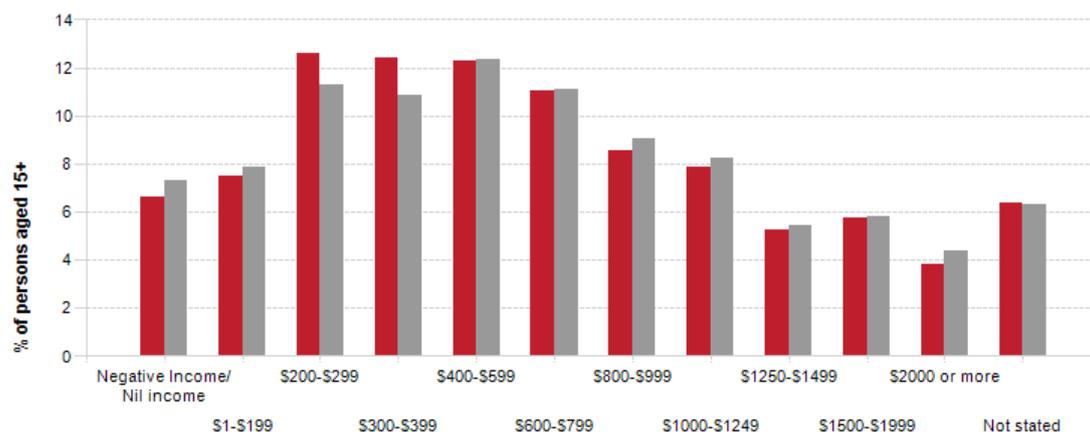
48,457 people living in the City of Charles Sturt in 2011 were employed, of which 61 percent worked full-time and 37 percent part-time. The trend is consistent with Greater Adelaide.

Income

Weekly individual income, 2011

Total persons

■ City of Charles Sturt ■ Greater Adelaide



Weekly gross income

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.



The major differences between the City of Charles Sturt's individual incomes and Greater Adelaide's individual incomes were:

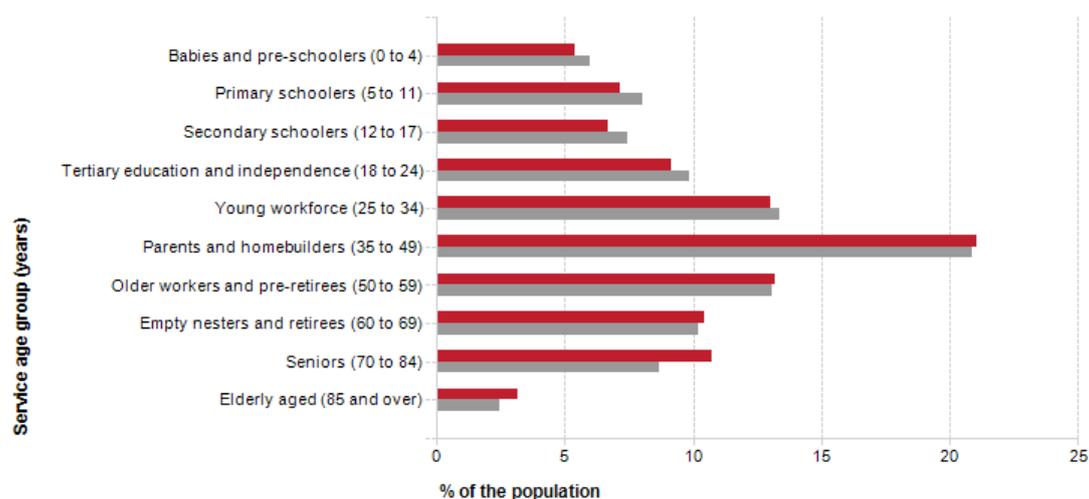
- A larger percentage of persons who earned \$300-\$399 (12.4% compared to 10.9%)
- A larger percentage of persons who earned \$200-\$299 (12.6% compared to 11.3%)

Age Structure

Age structure - service age groups, 2011

Total persons

■ City of Charles Sturt ■ Greater Adelaide



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.



The major differences between the age structure of the City of Charles Sturt and Greater Adelaide were:

- A larger percentage of 'Seniors' (10.7% compared to 8.7%)
- A smaller percentage of 'Primary schoolers' (7.1% compared to 8.1%)
- A smaller percentage of 'Secondary schoolers' (6.7% compared to 7.5%)

The largest changes in the age structure in this area between 2006 and 2011 were in the age groups:

- Young workforce (25 to 34) (+1,320 people)
- Empty nesters and retirees (60 to 69) (+1,260 people)
- Elderly aged (85 and over) (+829 people)
- Tertiary education and independence (18 to 24) (+809 people)

Key Statistics Summary

As noted in the Economic Development Strategy (2013) the City of Charles Sturt economy has been undergoing significant structural change particularly in the transition from a manufacturing based economy to a service based economy based on tourism and hospitality, education, health and advanced (high value added) manufacturing and will continue to do so.

Charles Sturt has been under-represented (when compared with the State) in bachelor or higher degree, advanced diploma or diploma and vocational qualifications, the change in highest qualifications over the 2006 - 2011 period indicate that this under-representation is diminishing, particularly in bachelor or higher degree. This will have implications for average incomes and one would expect this change to continue with the new urban developments planned for the area.

Evolution of the Economic Base

The Economic Development Strategy (2013), highlighted the dramatic decline of the manufacturing sector over the census period 2006 to 2011. It also pointed to the increase (but not corresponding) in employment in the services sector, notably entertainment, recreation, personal services, hospitality, education and health. Advanced manufacturing is still an important sector. It is being supported and is diversifying through involvement in the defence, medical devices and mining sectors.

It should be noted that the shift has been toward the non-tradeable sector which traditionally has limited options for growth. However, as we will note later, this sector can be opened up to trade through Information and Communications Technologies (ICT).

But this change is not simply a City of Charles Sturt phenomenon - it is Statewide/Citywide and has deepened since 2013. Council should position itself as part of the State/City's revival and collaboration is essential.

Smart Communities

The Digital Economy Strategy (2013) had as its starting point:

The City of Charles Sturt recognises that the digital economy is essential to Australia's productivity, global competitive standing and improved social wellbeing. J.P. Morgan expects Australian business-to-consumer e-commerce to jump from \$572 billion in 2010 to over \$1 trillion by 2014. IDate, a French technology research firm, estimates the total size of the global digital economy to be \$20.4 trillion, equivalent to roughly 13.8% of all sales flowing through the world economy.

It is essential that our City engages in this new and fast growing digital economy, driven by broadband, new Information & Communication Technology (ICT) infrastructure and new technologies, most of which did not exist some five years ago.

As articulated by the Intelligent Communities Forum (ICF), a New York based think-tank, digital technology has been with us for over three decades but it is the combination of internet, high speed broadband, the rapid increase in the availability of data and the ability to process data - all at rapidly declining unit cost, that has underpinned enormous disruption to business models in some sectors of the economy (eg retail, taxi and accommodation industries). The Internet of Things promises of even more to come.

The sharing economy presents both opportunities and threats to existing business models. Consideration needs to be given to the role of the sharing economy and rapid changes that will be led by innovation.

The response to the opportunities presented by Smart Communities will be addressed in a separate Smart Communities Strategy that is being created and will link to the Economic Development Strategy.

4. Results of Consultation

Key stakeholder consultation was undertaken with the Western Business Leaders, key organisations, government departments, Council Staff and Elected Members. The consultation list is included in **Appendix 4**.

A summary of the stakeholder consultation is included below:

State Government Agencies

Department of State Development (DSD) (International Engagement, Trade, Immigration and Higher Education; and Industry and Innovation sections which included Health IndustriesSA and China Engagement). Their feedback included:

- Acknowledgement that in general terms Charles Sturt (CS) approach to economic development is effective
- The China engagement strategy via the Australia China Aged Care Consortium was seen as a model approach for local government
- CS appears to have an enthusiasm for international engagement which is increasingly important in the "Asian" century where all levels of government are expected to participate more strongly in trade
- CS can play a stronger role in international engagement through attracting more international students
- CS is seen as a good ally with the State Government being top down and CS working with local businesses that the State hasn't the resources to engage
- Looking to have information exchange with CS that will assist DSD with:
 - Policy advice
 - Program delivery
 - Industry profiles
 - Supporting the companies
- Preference for working with regional groupings of Councils where respective Councils focus on their specific specialisation

South Australian Tourism Commission (SATC). Their feedback included:

- There is momentum building in the metropolitan area for a coordinated approach to tourism with the Adelaide City Council seeing itself as playing a leading role in tourism
- Successful regions focus on
 - business capability development
 - mapping local tourism businesses - SATC is seeking more information on local capability
 - Half of tourism businesses are retail therefore a mainstreet approach is good
- Adelaide City Council and Holdfast Bay Councils are seen as leading in tourism in the Adelaide metropolitan area therefore appropriate to engage with them

Defence Teaming Centre (DTC) - The announced defence maritime projects provide a raft of opportunities:

- Air Warfare Destroyers (3), Offshore Patrol Vessels (12), Future Frigate (8) and Submarines (12) will provide employment over a minimum 17 year period for 5800 at peak
- Probable that suppliers based interstate will establish in SA - most likely at Techport
- Technology transfer and IP will be significant
- The workforce will comprise 60% white collar and 40% blue collar with the need to attract the skills in over the short to medium term
- The main attractors for the workforce will be:
 - Spouse's needs (including employment)
 - Education facilities (good quality) for children
 - Medical facilities
 - Public transport linkages
- The education pipeline will be critical - including schools
- Role of Council - helping to capture spill over benefits
 - Raising awareness of the opportunities
 - Facilitate briefings for schools
- 150 French families coming over the next year

Western Business Leaders

General

- Cost of doing business in South Australia - energy, \$A, cost of borrowing.
- Ageing workforce and difficult to find young people with appropriate engineering skill sets.
- Lack of long term business contracts associated with low business confidence means further reduction in manufacturing and industry scale.
- Council can assist business with strategic planning. Business are often too busy working in the business.
- Job opportunities around the defence projects
 - 150 French families moving to Adelaide
 - 60% white collar jobs, 40% blue collar jobs
 - Worthwhile mapping the supply chain.
 - Upskilling local people to be able to work on the defence projects are important.
- Potential to prepare a prospectus to show case Western Adelaide and CCS. Prospectus should include information on: jobs for spouses, schools, health and transport.
- Charles Sturt has a good reputation with the State Government which provides a good platform for lobbying

Health

- Need to turn around negative spin on the tQEH, look at building services around the hospital and opportunities to grow.
- Keep abreast of the evolving aged care models.

Advanced Manufacturing

- Consider the positive opportunities of the South Road upgrade.
- Clustering in Charles Sturt is not as easy as other areas where the State Government owns land assets which they will promote in the first instance (eg Tonsley Park, Techport).
- Mid-tier companies have been gutted
- Poaching of business is happening to the north (Edinburgh Parks / Parafield) and south (Tonsley). Large incentives are being offered. How should CS respond?
- Employment Lands DPA is allowing flexibility in land use for industrial land
- Defence - Maritime projects
 - Cluster - identify industrial property land-owners, get the property details and determine real estate infrastructure needs - engage with owners and leasing agents. Hendon Common is a candidate
 - Build a database of business with potential for involvement in defence projects

NBN

- High tech hub – needs NBN to work effectively.
- How can WBL and businesses be more proactive in securing a better broadband service in a shorter timeframe than NBN timetable for completion in 2018. Explore option of Google internet solution. Discussion of ACC high speed internet project.
- Promote CS as a good place to live.

Education & Training

- Attract "sandstone colleges" to the western suburbs
- Promote the establishment of a private school - link to families of new white collar workers in the defence sector and new urban developments.

Tourism

- Promote and leverage the Australian Women's Golf tournament
- Adelaide Shores is an asset to leverage
- Surf Life Saving Clubs near caravan parks, what can they offer the visitor trade?
- Consider the opportunities around arts, promoting local artists and giving them places to be more visible - Hindmarsh / Bowden could be a good opportunity for arts space.
- Consider creative industries opportunities
- Lobby to have the small bar license area extended to the Hindmarsh / Bowden area.

Council Staff

- Strengths in internal digital economy with transformation of internal work processes and well resourced as an organisation
- Strengths in recreation, entertainment and tourism assets identified in the economic development strategy

- Strengths in international connections and collaboration with stakeholders and promotion through programs such as "Hello I'm Charles Sturt"
- Weaknesses in high speed broadband and lack of a "high end" public school
- Weaknesses in tourist and student accommodation, lack of iconic events, train and rail connectivity
- Opportunities in the defence and allied industry sectors to maximise accommodation opportunities via platforms like Air B& B and on-line stock and local register
- Opportunities in highly skilled people moving into the area
- Opportunities to more deeply engage with the community through digital media
- Weakness with the negative media commentary on the South Australian economy

Elected Members

Issues identified by elected members include:

- Cost of storing data as we move to more data driven business models
- Poor broadband coverage (high speed and ADSL)
- Public transport is inadequate particularly north-south - impact on Queen Elizabeth Hospital workers
- Change in land use - rezoning from industrial to residential
- Collaboration is essential given Council's limited resources and core business commitments
- Heavy reliance on Government for future opportunities eg Defence and China

Western Business Leaders Survey, January 2016

A survey of the 40 Western Business Leaders (WBL) was undertaken in January 2016. The aim of the survey was to identify the future directions of the WBL and to explore opportunities to expand or change the membership. 13 responses to the survey were received and a summary of the findings area included below.

Membership—The preference was to retain the current level of membership of 40 companies. There was strong support for to expand the base to include businesses from the other Western Councils.

Lobbying via WBL was identified as an important role. The three most popular issues to pursue were: grants, tax cuts and education and training.

The role of Government was defined as the following:

- Provide more funding for training.
- Local area revitalisation.
- Provide forums for collaboration.
- Support for export initiatives.
- Seek more networking with all three level of government.
- Government food outlets and hospital to source local products.
- Streamline the bureaucracy between levels of Government to reduce costs

Networking – There was strong support for more business networking through structured events. The type of events proposed as part of the ‘Western Innovation Network’ will provide this opportunity and is being formulated by the Western Alliance of Councils.

Council’s Role in Economic Development

Ideally, government intervention is justified by the failure of the free market to deliver optimal resource allocations thereby maximising growth and employment potential. Sources of market failure include: the existence of externalities, monopoly control of resources, investment scale, existence of public goods and information asymmetries (in which some players in the market possess more power due to superior access to information). While Councils have long dealt with externalities through planning regulations and the existence of public goods through direct service provision eg roads and footpaths, involvement in economic development is justified on the basis of the existence of information asymmetries.

The role is essentially one of deploying the flow of information more effectively and bringing economic development players together to use this information for greater economic benefit. As outlined in the action plan, the role is largely one of facilitator, information provider, advocate and in some cases, leader (particularly in strategic projects such as Smart Communities and Defence Industry development).

In general, stakeholders were satisfied with and supportive of the current role and direction of Council in economic development. In particular, the State Government’s economic development agencies see the collaborative role of Council as being one of information exchange and facilitating the links between businesses to participate in development projects. To this end the role of Council in China engagement is viewed as an exemplar.

Role	Description
Advocate	Supporting or recommending a particular approach or policy.
Facilitator	Bringing about outcomes by providing indirect or impartial assistance, guidance, or supervision.
Funder	Providing funds or financial support.
Information provider	Distributing or displaying information.
Leader	Setting a direction for people to follow.
Partner	Taking part with other organisations or bodies to share risks and rewards.
Service provider	Providing organisations with professional and other services.

5. New Vision and Key Focus Areas

Following the stakeholder consultation, a number of key focus areas have emerged to guide the direction of the strategy over the next four years. The key focus areas have transpired through changing economic and technological conditions and are outlined in more detail below.



Vision

A new vision has been created to guide economic development in the City of Charles Sturt.

By 2021, the City of Charles Sturt will be a recognised as a smart community and a place for business investment with a growing local economy focused on urban development, tourism, health, advanced manufacturing and defence sectors. This will be achieved through marketing and promotion, regional collaboration and export enhancement.

Key Focus Areas

Urban Development and Smart Communities

A number of significant major urban developments are underway in the City of Charles Sturt which are leading the way in creating new and innovative living environments, promoting housing diversity, liveability and sustainability. The Bowden development on the fringe of the CBD is one such example of medium to high density development. Redevelopment of ageing Housing SA sites, The Square at Woodville West, offer further opportunities for urban renewal and affordable housing in close proximity to public transport.

Beyond the major development sites urban development opportunities are more challenging to deliver. The recently updated 30 Year Plan for Greater Adelaide Strategic Plan promotes a green liveable city, greater housing choice, walkable neighbourhoods and sustainable transport use. Urban development linked to public transport and open space presents the greatest opportunities along road and rail corridors. Facilitating the urban development opportunities will require a collaborative approach involving State and Local Government and the private sector.

Council have staff dedicated to major projects to assist developers to receive an integrated and streamlined approach to deliver significant development outcomes. It is proposed to continue this approach and to facilitate development outcomes that benefit the wider community.

The City of Charles Sturt was one of the first Councils in South Australia to recognise the imperative of and opportunities presented by, the digital revolution. It is a revolution which will continue and needs to be a central part of the economic development strategy.

It is an area in which Council can play a strong leadership role which recognises the growing symbiosis of economic and community development. Innovation is a central theme and is a critical component in enabling new start-ups. A separate Smart Communities Strategy is being developed by the Information Services Team and will have links to the Smart Communities key focus area in the Economic Development Strategy Review.

Tourism

Tourism makes a significant contribution to the Charles Sturt economy and presents an opportunity to benefit a number of key sectors across the local economy. Collaborating and promoting tourism as part of the Western Region provides an opportunity to develop and grow tourism employment and visitor spending.

A number of initiatives are proposed to foster and grow tourism in the City of Charles Sturt and Western Adelaide. Following the development of the Western Adelaide Tourism Destination Action Plan (WATDAP) a Council Tourism Strategy will be developed to support and growth the local tourism sector. Other initiatives include promoting events in off peak times, improving awareness of tourism offerings, collaborating with the SA Tourism Commission and Adelaide City Council and promoting local accommodation offerings.

Health

The City of Charles Sturt has a health cluster located along Woodville Road and around the Queen Elizabeth Hospital. The new Royal Adelaide Hospital in close proximity to the Council area will present a further opportunity to growth the local health sector. Currently, health care and social assistance is the largest employment sector in Charles Sturt, comprising 16 percent of all jobs⁸.

There is potential to grow and develop the health industry cluster, building on the recommendations of the Creating a Health Business Cluster Report (2015). Key recommendations included the China Health Export Strategy which has been implemented through the creation of the Australia China Aged Care Consortium. It is proposed to continue to support the consortium to engage with China and export aged care health services. Other key recommendations included further investment attraction and business incubation in the key health precincts.

Defence and Advanced Manufacturing

The Western Region is poised to benefit from the significant and sustained investment in the maritime defence projects including the construction of the Future Submarines, and Future Frigates. There is an opportunity to explore the development of a defence precinct to support the maritime projects.

There is potential for advanced manufacturing and automotive based businesses to diversify and engage in the defence sector and supply chain. A project will be undertaken to investigate the opportunities that the defence sector can provide to local business. The project will also investigate the promotion of Western Adelaide to new residents and businesses that will be attracted to the State as part of the maritime defence projects.

⁸ REMPLAN, City of Charles Sturt Profile, 2016.

Small Business

Small business is a critical component and makes a major contribution to the strength of the local economy, 87 percent of businesses employing four people or less. In the community that it is established, small business brings growth and innovation. It helps to stimulate economic growth by providing employment opportunities for people.

The Economic Development Strategy Review includes a number of initiatives to grow and foster small business. The initiatives include the continuation of the engagement with business through the Western Business Leaders, investment attraction and a new business welcome kit to connect businesses with support services.

A number of initiatives have been developed to encourage innovation and entrepreneurs which also contribute to the growth of small business. The Adelaide Innovation Eco-system to support the initiatives is detailed in Appendix 5 and outlines the organisations involved.

6. Implementation Plan

Implementation Framework

The implementation of the Economic Development Strategy Review will need to be strategic given the limited resources that are available in the Economic Development Team and the demand for economic development. The Economic Development Strategy actions can be implemented across various business units of Council and will be championed by an Economic Development Taskforce.

The following diagram outlines the internal structure for implementation.

Economic Development Strategy Implementation Structure



Strategic Framework

A strategic framework for the implementation and ongoing monitoring of the success of the strategy has been developed.

The strategic framework is included on the following page.

The goal of an economically thriving city is taken from the City of Charles Sturt Community Plan 2016-2027.

A number of guiding principles have been identified to guide the implementation of the strategy and are outlined in more detail below.

Collaboration between business, levels of government and support service providers is essential in maximising the benefits for local business.

Facilitation of opportunities and programs are important in the delivery and creation of a business friendly environment.

Networking events provide a valuable opportunity for businesses to share ideas and experiences. It allows businesses to make connections and to enable them to use local suppliers and services.

Promotion of the Council area and Western Adelaide as a great place to do business and to visit plays an important role in building business confidence and encouraging growth. Publicising grants and learning opportunities that can assist businesses to grow and prosper provides a valuable service to the business community.

Innovation and entrepreneurialism are important components to support business growth and drive local employment.

The focus areas for the Economic Development Strategy initiatives have been outlined in section 5.

Goal An economically thriving city

Guiding Principles

Collaboration, facilitation, networking, promotion and innovation

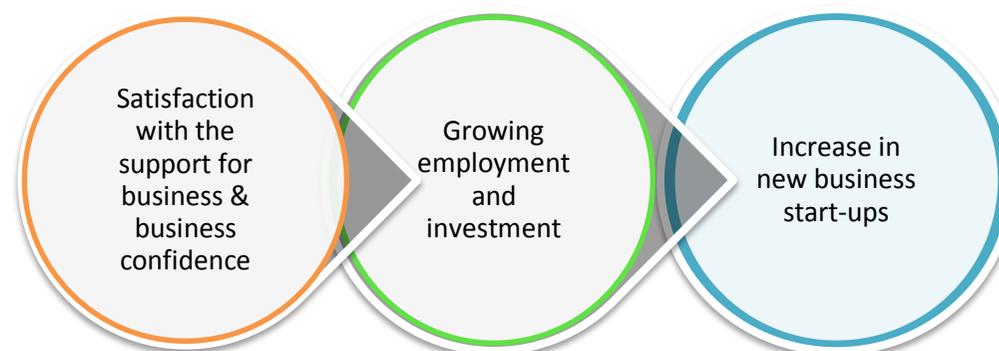
Focus Areas



Actions (40)

- Capitalising on major investment in urban development
 - Identifying new urban development opportunities
 - Smart Communities Strategy
 - High speed broadband
- Western Region Tourism Destination Action Plan
 - Off- peak season iconic events
 - Council Tourism Strategy
- Australia China Aged Care Consortium
 - Health industry cluster
- Defence Construction, Jobs and Community Project
 - Build relationship with maritime partners
- Western Business Leaders
 - Export and Trade Strategy
 - Investment attraction
 - New business welcome kit

Measures of Success



Measures of Success

The measures of success have been developed to determine the ongoing success of the Economic Development Strategy. A combination of qualitative and quantitative data will be used to measure the success. It is proposed to include three key measures of success.

1. Satisfaction with the support for business

The measures will look at the overall satisfaction with the support that Council provides to business and achieving the vision of Western Adelaide being a good place to invest and grow a business. Sentiment will be measured through an annual survey.

2. Growing employment and investment

The strength of the local economy will be measured through local employment numbers and the level of investment that is occurring. This can be measured through the number of jobs in the Council area. The level of investment can be measured through the number and dollar value of development applications. These can be categorised by land use to determine the level of investment (in dollars) in residential, commercial and industrial developments.

3. Increase in business start-ups

The health of the local economy can be measured through the number of small business start-ups. This number of business start-up minus the number of exists gives a picture of the strength of the local economy. The key source of data is the Australian Bureau of Statistics.

Measures of Success Summary Table

	Measure	How	Target
1	Satisfaction with the support for business provided by Council and perception that Western Adelaide is a good place to invest in to grow a business.	Annual Business Sentiment Survey.	Growth in positive response. Benchmark to be developed.
2	Growing employment and investment.	Annual employment statistics, total number and dollar value of development application in residential, commercial and industrial developments.	> Growth in annual employment numbers. > Growth in annual development application dollar value by sector.
3	Increase in business start-ups.	Annual number of business starts up minus business exist statistics.	Net increase in the annual number of business start-ups.

Actions

The table below outlines the actions under each of the focus areas. It also identifies the Corporate Plan objective that it is aligned to, the focus area goal and objectives. Completion indicators have been identified and measures of success have been created for key initiatives.

Urban Development and Smart Communities

Corporate Plan Objective: Support and enable local business prosperity and growth.

Focus Area Goal: Businesses and the community utilise technology to innovate and create prosperity. Renewal and diversification of housing stock and opportunities for urban development investment.

Focus Area Objectives

1. Promote access to high speed broadband and assist business and the community to improve digital literacy
2. Encourage and foster local entrepreneurs.
3. Encourage and leverage the benefits from urban renewal and development.

	Action	Council role	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
1	Develop a Smart Communities Strategy and maintain involvement in the Australian Smart Communities Association	Leader, Partner	2016/17	IST	1 & 2	Smart Communities Strategy prepared. Membership.
2	Advocate for high speed broadband roll-out, in particular to commercial and industrial precincts. Consider opportunities for access to SABRENet and the Adelaide Gig City plan.	Advocate	2017/18	IST	1 & 2	Complete NBN coverage by 2019/20. Undertake feasibility for access to SABRENet. Growth in output in industrial and commercial sectors.
3	Continue digital literacy program for residents and	Service provider	On-going	IST and Libraries Services	1	Digital literacy programs delivered.

	businesses					
4	Creative Industries Hub – examine the feasibility of a co-working space in conjunction with libraries & new developments (Bowden & West developments)	Owner, Facilitator	2017/18	IST and Libraries Services	2	Feasibility completed.
5	Continue to support the facilitation of major urban developments by proving an integrated and streamlined approach to the delivery of development outcomes.	Facilitator	Ongoing	Urban Projects Team	3	Satisfaction with the integrated approach provided to major urban development facilitators.
6	Work with the Major Planning Assessment Team to identify key projects and adopt an approach to streamline the major development assessment process.	Facilitator, Information provider	Ongoing	EDT & Major Planning Assessment Team	3	Workshop with Development Assessment staff. Client satisfaction.
7	Work collaboratively to identify and facilitate new urban development opportunities in strategic locations.	Facilitator	2018/19 and ongoing	Urban Projects Team	3	Identification and rezoning of new development areas. Adequate residential, commercial & industrial land supply.

Tourism

Corporate Plan Objectives:

- > Support and enable local business prosperity and growth.
- > Facilitate an environment to attract a diversity of business and industry types.

Focus Area Goal: Increase the number of sustainable tourism jobs within Charles Sturt and Western Adelaide.

Focus Area Objectives

1. Increase awareness of Adelaide’s Western Region and Charles Sturt as an activated tourism destination.
2. Recognise and build on the unique features of the destination and its stakeholder needs.
3. Increase visitor numbers, expenditure and repeat visitation.

	Action	Council role	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
1	Prepare a Western Adelaide Tourism Destination Action Plan (TDAP) with the Western Alliance of Councils.	Leader	2016/17	EDT	1,2 & 3	Completion of Regional TDAP.
2	Implement key actions identified in the Western Adelaide Tourism Destination Action Plan	Leader	Ongoing	EDT	1,2 & 3	Implementation of key TDAP actions. Increase in visitor numbers & expenditure.
3	Identify and promote ‘off-peak season’ events and develop iconic events for City of Charles Sturt.	Facilitator	Ongoing	Place Leaders	1,2 & 3	Identification of events and promotion.
4	Leverage the Australian Women’s Golf Tournament to: <ul style="list-style-type: none"> ▪ promote business to business networking ▪ promote Charles Sturt 	Facilitator	Ongoing	EDT	1,2 & 3	Host a networking event.

	Action	Council role	Timeline	Project lead	Focu s area obj	Completion indicator / Measure of success
5	Prepare Charles Sturt Tourism Strategy. Collaborate with other Councils to promote including Cities of Adelaide, Pt Adelaide Enfield and Holdfast Bay.	Facilitator, Partner	2017/18 Ongoing	EDT	1,2 & 3	Charles Sturt Tourism Strategy prepared. Increase in visitor numbers & expenditure.
6	Lobby to have the small bar license area extended to the Hindmarsh / Bowden area.	Advocate	2018/19	WBL, Hindmarsh Business and Exec	1 & 3	Succeed in having the issue on the relevant Minister's agenda.
7	Create a website to promote local accommodation options	Facilitator, partner	2016/17	EDT	1,2 & 3	Accommodation website live.
8	Establish a working relationship with SA Tourism Commission based on information exchange ie tourism businesses and capability	Facilitator, Information provider	Ongoing	EDT	1	Regular information exchange.

Health

Corporate Plan Objectives:

- > Support and enable local business prosperity and growth.
- > Facilitate an environment to attract a diversity of business and industry types.

Focus Area Goal: Prosperous and successful health precincts and clusters.

Focus Area Objectives

1. Encourage investment attraction and new business incubation in health precincts.
2. Support and encourage the growth and export of professional aged health services and inward investment.
3. Assist local businesses to engage with suppliers to gain access to the supply chain.

	Action	Council role	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
1	Support the Australia China Aged Care Consortium (ACACC). Development of Business Plan. Support the expansion into China and other Asian markets in years 3 & 4.	Facilitator, Advocate	Ongoing	EDT	2	Business Plan completed. Funding for ACACC secured.
2	Creating a health industry cluster. - Implementation of creating a health cluster report	Facilitator	2018/19	EDT	1 & 3	Cluster creation. Growth in output in health, health manufacturing, professional scientific & tech services sectors.

Defence and Advanced Manufacturing

Corporate Plan Objectives:

- > Support and enable local business prosperity and growth.
- > Facilitate an environment to attract a diversity of business and industry types.
- > Lead regional collaboration to promote the Western Adelaide economy.

Focus Area Goal: Capitalise on the economic development opportunities presented by the defence and advanced manufacturing sectors.

Focus Area Objectives

1. Maximise the benefits from the investment in the maritime defence sector for local business.
2. Collaborate with the Western Alliance of Councils to maximise economic development outcomes for the region.
3. Encourage the growth and diversity of the advanced manufacturing sector.

	Action	Council role	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
1	<p>Defence Construction, Jobs and Community Project.</p> <p>Work with Defence SA and the Defence Teaming Centre to determine the potential for local business to engage and expand their presence in the defence sector and advance manufacturing sectors.</p> <p>Develop a program to support local businesses.</p>	Leader, Facilitator	2016/17	EDT	1, 2 & 3	<p>Establish working relationship with Defence SA and Defence Teaming Centre.</p> <p>Membership of Defence Teaming Centre.</p> <p>Undertake business survey.</p> <p>Prepare program to support business.</p> <p>Growth in output in defence and advanced manufacturing.</p>
2	<p>Prepare a prospectus to attract people to live in Western Adelaide targeted at French people that will move to Adelaide as part of the maritime defence projects.</p>	Leader	2016/17	EDT	1 & 2	<p>Prospectus completed and distributed.</p>

	Action	Council role	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
3	Investigate improving access to quality education in the western region and links to the French community	Facilitator, Information provider	2019/20	EDT	2	Agreement with an education provider
4	Work with City of Port Adelaide Enfield to establish relationships with maritime projects countries of origin targeting the French families due to reside in Adelaide	Partner, Information provider	2016/17 and ongoing	EDT	1 & 2	Agreed approach with City of Port Adelaide Enfield.
5	Identify requirements for a defence cluster. Work with developers and industrial property owners to identify available space.	Partner, Information provider	2017/18	EDT	1, 2 & 3	Site for defence cluster identified.

Small Business

Corporate Plan Objectives:

- > Support and enable local business prosperity and growth.
- > Facilitate an environment to attract a diversity of business and industry types.
- > Lead regional collaboration to promote the Western Adelaide economy.

Focus Area Goal: A healthy local economy supported by a diverse mix of small businesses.

Focus Area Objectives

1. Support business growth and networking through a partnership approach with Western Business Leaders.
2. Attract investment to generate local employment and growth.
3. Support new business by directing them to available support services.

	Action	Council role	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
1	Develop a New Business Welcome Kit	Service provider, Information provider	2016/17	EDT	3	Kit and distribution plan prepared. Increase in number of business start-ups.
2	Prepare an Export and Trade Strategy and review of the China engagement approach.	Leader, Facilitator, Information provider	Ongoing	EDT	2	Export and Trade Strategy prepared. Number of jobs generated by exports per year.
3	Provide access to economic modelling, data and analysis for potential investors and local business associations	Information provider	Ongoing	EDT and IST	2	Economic data made available to the public. Number of visits to website.
4	Undertake research into the factors determining investment decision making in target sectors.	Service provider	2017/18	EDT	2	Research paper prepared.
5	Develop a strategy and Council position on attraction of key growth businesses to City of Charles Sturt.	Service provider	2017/18	EDT	1 & 2	Preparation of website and materials for investment attraction.
6	Work with real estate agents	Facilitator, Information	2017/18 and	EDT	2	Package prepared and distributed.

	Action	Council role	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
	to package the appropriate material for investment attraction	provider	ongoing			
7	Continue hosting and supporting the Migrant Small Business Expo	Facilitator, Owner/custodian	Ongoing	Social Inclusion Coord'tor	2 & 3	Expo hosted. Attendance numbers at Expo and stall holder satisfaction.
8	Develop a Youth Entrepreneurial Program	Facilitator	2016/17	Comm'u'ty Develop't Coord – Youth, EDT	2	Development of the program and attended by participants. Follow outcomes of program participants using Business SA data.
9	Connect local entrepreneurs with the Adelaide Entrepreneurship Eco-System	Facilitator	Ongoing	EDT	2 & 3	Promote to local entrepreneurs.
10	Continue program to foster employment traineeships	Service provider	Ongoing	Employment Works Project Officer	2 & 3	Traineeships provided.
11	Maintain a database of vacant commercial, industrial buildings	Information provider, Facilitator	Ongoing	EDT	2	Database prepared and updated.
12	Post procurement feedback to unsuccessful local tenderers	Information provider	Ongoing	Procurement Team	2	Feedback provided within two weeks of decision.
13	Connect local businesses with the State Government's Industry Participation Program. Utilise e-newsletter to promote.	Facilitator, Information provider	Ongoing	EDT Corporate Marketing Lead	2 & 3	Businesses participate. Promoted in e-newsletter.

	Action	Council role	Timeline	Project lead	Focus area obj	Completion indicator / Measure of success
14	Register relevant local businesses on the State Government supply chain website	Facilitator	Ongoing	EDT	2 & 3	Businesses registered.
15	Continue support for Western Business Leaders and associated networking functions	Facilitator, Funder	Ongoing	EDT	1	Host regular WBL events. Feedback from WBL on success of events.
16	Continue supporting business associations in key precincts.	Facilitator, Funder, partner	Ongoing	Place Leaders	2 & 3	Business association business plans updated and meet regularly. Measure business success with Adelaide Business Hub diagnostic.
17	Establish working relationship based on information exchange with SA Investment Attraction Agency	Facilitator, Information provider	Ongoing	EDT	2	Regular information exchange.
18	Western Alliance of Councils. Building Western Adelaide Strategy – continue to update and support the Western Alliance. Use WBL and Western Alliance to advocate for key projects.	Leader, Partner	Ongoing	WA Officers Group, EDT	1 & 2	Regular updates to the Western Alliance. Program of advocacy by Western Alliance. Growth in Gross Regional Product for the Western Adelaide Region.

Project Lead Key

EDT – Economic Development Team

WBL – Western Business Leaders

IST – Information Services Team

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- REMPPLAN, City of Charles Sturt Profile, 2016
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- Training and Skills Commission: Interim Report on South Australia Industry Priority Qualifications, 2015

Appendices

Appendix 1: Western Business Leaders – 40 membership organisations

- Adelaide Airport
- Adelaide Entertainment Centre
- Adelaide Football Club
- Adelaide Shores
- Adelaide United
- Anomaly Studio
- Australian Institute of Management
- Bio Innovation SA
- Century Engineering (Moving to Edinburgh North)
- Channel 7
- CPIE Pharmacy Services
- Cutler Brands
- Dynek
- Electrolux
- Eureka Press
- Festival City Wines and Festival Foods
- Gelista Premium Gelati
- Grange Golf Club
- Healthfirst
- Kooyonga Golf Clubs
- Lynair Logistics
- Macro Meats
- MacTaggart Scott Australia
- Maxima Group
- Maxiport Engineering
- Mossop Group
- Precision Components
- Raptis Seafoods
- ROH
- Royal Adelaide Golf Club
- SA Health
- South Australian Sports Institute
- Trident Plastics
- Tutto Pasta
- Toro Australia
- Tekelek (Trytronics)
- The Queen Elizabeth Hospital (TQEH)
- Uni Fresh
- Western Hospital
- West Beach Community Bank

Appendix 2: Economic Strategy Action Plan (2013) – status | December 2016

Project	Objective	Council Role	Action long term	Timeline	Status
Collaboration with regional (Western), State and Commonwealth agencies on investment, trade and tourism initiatives					
1. Establish a Regional Business Leaders Group	Promote local business	Leader	First meeting of 20 businesses 27 March 2013 Expanded to 40 businesses in 2015	Completed Year 1 ongoing	Complete
2. Development, funding and implementation of a regional marketing strategy	Development marketing strategy to promote the region	Partner PAE CWT and HB	<i>Invest in the West</i> document developed. Year 3 work with Western Councils on Tourism Strategy.	Completed Year 2 Tourism Strategy Year 3 & 4	Complete
3. Conduct of regular economic development and networking functions	Encourage business networks and local B2B trade and consortiums	Leader	2 Business Breakfasts per year. Regular Business Breakfast 120 – 150 people attend each event	Completed Year 1 ongoing	Complete
4. Western Alliance of Councils for Economic Development	Build a Western Regional agenda to promote trade and investment	Partner PAE CWT& HB	Building Western Adelaide (BWA) adopted by CCS and Port Adel Enfield, West Torrens and Holdfast Bay. Year 3 implementation of BWA	Initiated Year 2 Year 3 implement	Complete
5. Establish one Sister City/Region	Promote trade and investment	Partner	China Business Engagement adopted 2015. Trade Based Policy for selection of City adopted by Council (6/15). Year 3 Letter of Intent for Sister City with Yantai signed April 2016.	Initiated Year 2 complete in Year 3	Complete
6. Establish a partnership with	Link with Henley	Partner	Place Leader work with Adelaide Shores and Henley Beach BA to develop local events. Seek	Year 1 complete	Complete

Project	Objective	Council Role	Action long term	Timeline	Status
Adelaide Shores	Beach	Tourism SA Adelaide Shores	to develop Iconic Event based on Henley Square	ongoing	
7. Investment attraction and export initiatives	Attract investment into the city	Partner Invest in SA& DSD	<i>Invest in West</i> 350 Chinese version China 10 Western Adelaide companies went to China. Prepare for Sept 2015 inbound Shandong Business Mission.	Initiated Year 2 - ongoing	Complete
Development and promotion of an economic development brand and associated imagery					
8. Build economic development brand, marketing strategy & imagery	Attract new business and investment to the region	Leader	<i>Invest in West</i> Launched 2014 with Martin Hamilton Smith & updated in 2015. 1,000 distributed 400 English versions available and 200 Chinese	Initiated Year 2 - ongoing	Complete
9. Build an Economic Development portal on Council's website	Promote EDS	Leader	Year 1– EDS info on Council Website. Year 2 – <i>Invest in West</i> – Year 3 Enhance webpage.	Initiated Year 1 - ongoing	Complete
10. Promote investment, export & tourism opportunities in collaboration with State and Commonwealth Government initiatives in priority markets	Promote investment	Partner DSD Golf Australia SATC	Australian Women's Golf Open in Western Adelaide 2016-18. Develop Western Adelaide Tourism Destination Action Plan (WATDAP) in 2016/17.	Initiated Golf in Year 2. Seek support for WATDAP in year 3.	Complete

Project	Objective	Council Role	Action long term	Timeline	Status
Digital Economy, Education and Training					
11.Digital Economy Rec 20 Digital Economy Taskforce	Implement DES	Leader	Wireless – Hotspot - Henley and Woodville. Seek a private sector EOI after launch of Henley Square to wireless up Henley. Identify opportunities for Woodville.	Seek private sector network	Complete
12.Attract private education facilities into the region	Expand educational Opportunities	Advocate	Identity sites Year 1. Develop Education Business case Year 2. Meeting held with Catholic Education and Independent Schools. Suggest Strategic Site.	Initiated Year 1 - ongoing	Complete
13.Upskill the local workforce through collaboration with education	Expand educational and training opportunities	Advocate	Workshop with training agencies held. Use Digital Hub. Council project uses as live training projects for young people.	Initiated Year 1 - ongoing	Complete
14.Careers night	Expand educational & training opportunities	Advocate	Dept of State Development (DSD) has established a Workforce Industry Leaders Group (WILG). Council is participating. In addition we are working with Torrens to Torrens project for training and employment.	Year 3 change initiative in line with DSD	Actioned by DSD
15.Support initiatives that promote small business training	Expand and training opportunities for business	Partner	Support Inner West BEC. However Commonwealth withdrew funds. Work with Adelaide Business Hub. Support <i>Innovation and Export Network</i>		Complete
Precincts and Clusters					
16.Develop a Health Cluster in Western Adelaide.	Develop Health Cluster	Advocate And Partner	Health Business Collaboration 4 Commercialisation (C4C) project completed in 2015.	Year 3 initiative ongoing	Complete

Project	Objective	Council Role	Action long term	Timeline	Status
Support the Health Precinct around TQEH on Woodville Road			Implementation underway and executed through the formation of the Australia China Aged Care Consortium		
17. Market the Digital Triangle (see Digital Economy Strategy)	Encourage ICT and Knowledge Workers	Advocate	Link to Health Cluster project above. Locate Health Businesses to area. Hindmarsh Master Plan will also highlight opportunities.	Year 3 initiative NBN rollout and access to SABRENet will require adjustment to this action.	Modify
18. Entertainment and Hospitality – Hindmarsh/Bowden	Promote Hindmarsh as an entertainment precinct	Partner	Hindmarsh Master Plan will highlight opportunities.	Year 3 initiative	Underway
19. Advanced (high value added) Manufacturing in Beverley, Findon, Hendon, Athol Park and Royal Park	Promote advanced manufacturing and other businesses	Partner	Workshop on 3D printing held with Manufacturing sector and CSIRO. Survey of Businesses in industrial zones 2014. Initiate Industrial DPA in late 2015.	Year 3 ongoing	Complete
20. Establish and Promote Main Street Precincts – Woodville Road, Henley Beach.	Identify and develop Tourism and recreational opportunities	Partner	Estab Woodville Rd Business Assoc. Estab Henley Beach Business Assoc. Business Plans adopted: Woodville Sept 2013 - Henley March 2014 Woodville win Mainstreet Award 2014 & 2016 and Henley 2016. Websites and Digital Marketing comp.	Initiated Year 1 - ongoing	Complete

Project	Objective	Council Role	Action long term	Timeline	Status
21. Port Road to be established with a major entry statement	Promote brand for Western Adelaide	Advocate	Developed as part of Hindmarsh Precinct Master Plan	Initiated Year 3	Underway
22. Develop a Master Plan for Grange Road		Advocate	Being considered as part of a Ministerial DPA	Initiated Year 3	Complete
23. Work with the State Government improved public transport for tourism and employment nodes		Advocate	Placed in Building Western Adelaide Document. Advocacy undertaken in 2015.	Initiated Year 2 Advocate Year 3	Complete

Milestone dates and status



Complete = Successfully implemented and ongoing - move into updated Strategy

Underway = To be substantially completed in Year 3 (15/16) - move into updated Strategy

Red = Modify action

Appendix 3: Digital Economy Action Plan (2013) - status | December 2016

Project	Status	Action
1. Digital Economy Taskforce (DET)	Complete	Established in March 2013.
2. NBN Ready	Complete	Letter was sent to Senator Stephen Conroy, February 2013. To date, there has been no response.
3. Regional WiFi	Complete	Community Centre WiFi rollout complete in 2015.
4. Invest in the West	Complete	Prospectus launched August 2014 with Martin Hamilton Smith
5. Library and Community Centre Strategy and Digital Literacy	Complete	Sept 2013 - three Digital Enterprise Program workshops held. May 2015 - strategy has been developed.
6. SME Digital Training	Complete	Provided in Digital Hub and Community Centres
7. Digital Literacy	Combined with 5	Combined with 5. Library and Community Centre Strategy
8. Broadband Career Centre	Complete	March 2014 - complete as there is no funding.
9. Broadband Demonstration Home	Complete	March 2014 – demonstration home provided at Woodville West.
10. Expansion of Digital Hub	Complete	June 2014 - research undertaken to explore funding opportunities but no external funds available. On-going operational costs covered by Council.
13. Council Services Online	In Progress	The online form project is on-going. A number of Planning and Development forms have been migrated.

Project	Status	Action
14. Collaboration with Councils	Complete	Nov 2015 Building Western Adelaide Strategy endorsed and Western Alliance for Economic Development matters formed with Cities of Pt Adelaide Enfield, West Torrens and Holdfast Bay.
15. Mobile Content and Services	To be commenced	
16. eHealth Cluster	Complete	Dec 2015 - Creating a Health Business Cluster project completed and endorsed by Council.
17. Digital Triangle	Complete	Employment Land DPA progressed and likely to be completed in 2016/17, supports greater flexibility in industry/ employment zones.
18. Virtual Main Streets	Complete	Woodville Road and Henley Beach websites live.
19. Commuting Hub Develop Bowden Village	In Progress	Innovation and Export Network being developed in collaboration with the Western Regional Councils.
20. Data Centres	To be commenced	
21. Water Proofing the West	Complete	When capital works are undertaken lay conduit for NBN infrastructure.
22. Digital Display Home	Complete	Digital display home at Woodville West.

Key:  Year One Action

Appendix 4: Consultation List

Defence Teaming Centre

Chris Burns (CEO) and Kerryn Smith (Deputy CEO)

South Australian Tourism Commission

David Lake and Peter Cahalan

Department of State Development

Adam Reid - A/Exec. Director Industry and Innovation and Georgette Elston

Department of State Development - International Engagement, Trade, Immigration & Higher Education

Jing Li

Health Industries SA

Julia Beardsley

City of Port Adelaide Enfield

Ed Scanlon

City of Charles Sturt

Paul Sutton – Chief Executive Officer

Bruce Williams - General Manager City Services

Craig Daniel - Manager Urban Projects

Chris Hannaford - Economic Development Coordinator

Kym Wundersitz – Principal Economic and Strategic Planner

Doris Gambiraza - Corporate Marketing Lead

Jodie Rugless - Manager Information Services

Shane Devereaux - Team Leader Application Services

Workshops

Western Business Leaders

City of Charles Sturt staff

City of Charles Sturt Elected Members

Surveys

Western Business Leaders

Appendix 5: Adelaide Innovation Ecosystem Map

Networking, Community & Start-up Events			Formal Education	Industry Education		Coworking Spaces		Incubators & Accelerators	Advisory Services	Government Assistance		Investors
Adelaide CleanTech Network	D3 Digital Challenge	The Engine Room	eChallenge (University of Adelaide)	1625 (In-Business)	Mentoring for Success Polaris Centre	Base64 (KentTown)	Soundpond (Rundle Street)	EO Accelerator	Adelaide Research & Innovation	Commonwealth Assistance	State Government Assistance	Acumen VC Fund
Adelaide Lean Start-up Group	Entrepreneurs in Conversation New Venture Inst	The Executive Connection (TEC)	ECIC Entrepreneurship, Commercialisation & Innovation Centre	Adelaide Business Hub (Port Adelaide)	Restaurant Bootcamp	Co-HAB Tonsley	That Space (Norwood)	Innovyz Programs	Eastside BEC	R&D Tax Incentive (AusIndustry)	BiolInnovation SA Grants	ASSOB
behind closed doors Entrepreneurs Program	Freshly Squeezed Business	Startup Weekend	First Lego League Project Competition for students	Bizifyd (Helping Young People Achieve - HYPA)	SA Young Entrepreneur Scheme (SAYES)	Creative Arts Centre (at St Pauls)	The Cook's Base (Prospect)	Fifth Quarter (Carlewis)	Enterprise Adelaide	EIP - Accelerating Commercialisation	SA Cleantech Grant	BioAngels
Business Growth Breakfasts Adelaide City Council & UniSA	Hack SA Music industry hackfest	The Sass	ThInLab Commercialisation Accelerator	Boss Camp	School for Social Entrepreneurs	eNVision Incubator New Venture Inst	The Mill (for artists)	Hills Innovation Centre	Flinders Partners	EIP - Business Management (AusIndustry)	SA Gateway Program	Blue Sky Private Equity
Business SA	Mobile Monday	Unleashed / GovHack SA	TAFE Business education programs	Business SA Coaching & Mentoring Program	Seniorpreneurs	Fab Lab Adelaide	The Workhouse (for artists and printmakers)	HP Innovation and Collaboration Centre	Adelaide Business Hub	EIP - Research Connections (AusIndustry)	SA Innovation Voucher Program	Brandon Capital
Campbelltown YEP! Youth Entrepreneur Partnership	Silicon Beach	Women in Innovation and Technology (SA)	WEA Business education programs	Crowdfunding Bootcamp	Skills for All Diploma of Management	Hackerspace Adelaide	Todd Street Coworking Hub (Port Adelaide)	Internet of Things Innovation Hub (Cisco)	ITEK Ventures	Export Market Development Grants (EMDG) Scheme	Seed Company Development SA Film Corporation	Innovation Capital
Changemakers Festival	Social Startup 48		Flinders University Business education programs	Enterprise Workshop 2.0 (New Venture Institute)	Venturedom (Flinders University)	Hub Adelaide		Selling Tactics and Growth for Exit (STAGE)	Northern Adelaide BEC	New Enterprise Incentive Scheme (NEIS)	Micro Finance Fund	Terra Rosa Capital
Club Kidpreneur	SouthStart Conference		University of Adelaide Business education programs	Entrepreneurs Organisation	Young Business Leaders' Program	Majoran	BioSA Incubator	ThinLab Business Incubator	Polaris Centre formerly Salisbury Business & Export Centre	Women in Global Business	Venture Catalyst with UniSA	
Collaborate to Innovate	Startup Grind		University of South Australia Business education Programs	MEGA Digital Media Entrepreneurship Masterclass		Sass Place	Elevate61 Advance / KPMG	Todd Street Incubator (Port Adelaide)	Southern Success BEC	Tea Tree Gully BEC		

Loosely in the order in which a budding entrepreneur or new venture may first need the services and assistance

Prepared by motivated individuals for the benefit of the entrepreneurship community in Adelaide. Feedback on the map welcome – email pauldaly@internode.on.net.

Appendix 6: 2016/ 17 Economic Development Projects

Collaboration	Smart Communities	Small Business	Promotion and Export
<p>Western Business Leaders</p> <ul style="list-style-type: none"> • 2 Breakfasts • Expand WBL Group • Lobby for projects <p>Building Western Adelaide Strategy</p> <p>Western Alliance of Councils</p> <p>Regional Tourism Strategy</p>	<p>Smart Communities</p> <p>NBN and Broadband access</p> <p>Council services online</p> <ul style="list-style-type: none"> • Online DA's • Geo location of services • Online forms <p>Services to Business</p> <ul style="list-style-type: none"> • Digital Hub training <p>Economic Software Package</p> <ul style="list-style-type: none"> • Report - Gross Reg Product • Jobs created by DA • Information for Business to assist expansion <p>Tourism</p> <ul style="list-style-type: none"> • Accommodation listings 	<p>Business Association</p> <p>Woodville Bus Association</p> <p>Henley Bus Association</p> <p>Promote local events</p> <p>Adelaide Bus Hub – support for Business Associations</p> <p>Develop vacant building booklets</p> <p>Small business</p> <ul style="list-style-type: none"> • Migrant Business Expo • Youth Entrepreneurs, Business SA • New Business Welcome Kit • Employment placement for business program <p>Local health cluster</p> <p>Defence industry attraction</p>	<p>China Strategy</p> <ul style="list-style-type: none"> • China Ready program • Sept 2016 inbound Shandong Mission • April 2017 Shandong Mission • Sign Sister City with Yantai 2017 • Support Aged Care Consortium <p>Australian Women's Golf Open RAGC 2017</p>

Appendix 7: Charles Sturt Economic Development Strategy & Implementation Plan (2013)

<http://www.charlessturt.sa.gov.au/webdata/resources/files/Economic%20Development%20Strategy.pdf>

Appendix 8: Charles Sturt Digital Economy Strategy - Intelligent City (2013)

<http://www.charlessturt.sa.gov.au/webdata/resources/files/Charles%20Sturt%20Digital%20Economy%20Strategy.pdf>