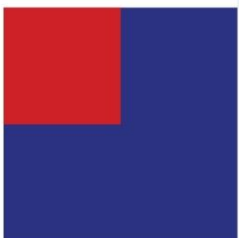
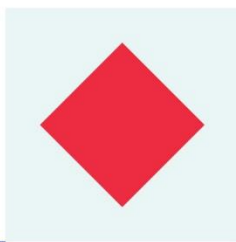


Community Engagement Summary Report for the Economic Development Strategy 2022-26

2 August 2022

Contact: Selma Barlow
Coordinator Economic Development
Urban Projects
PH: 08 8408 1111
sbarlow@charlessturt.sa.gov.au

Contact: Kym Wundersitz
Principal Economic and Strategic Planner
Urban Projects
kwundersitz@charlessturt.sa.gov.au
PH: 08 8408 1179



Community Engagement Summary Report for the Economic Development Strategy 2022-26

1. Background

Council has been delivering an economic development strategy for the last 9 years. The Economic Development Recovery Strategy 2020-2022 was created to guide the recovery from the COVID-19 pandemic. The majority of the Recovery Strategy actions have been implemented and the strategy has reached the end of its lifecycle. It is time to consider the current economic trends, forecasts, and the next phase of Council's economic development approach. The strategy will support the growth of local businesses, jobs and enhance community well-being and liveability.

To inform the preparation of the Economic Development Strategy (EDS) and Action Plan 2022-26, an in-depth analysis of the current and forecast economic trends was undertaken and included in the background paper: *Charles Sturt Economic Trends and Forecast Report*. A summary of the key issues, challenges and opportunities are included in the EDS 2022-2026.

Earlier this year the *City of Charles Sturt Business Climate Survey 2022* was conducted to find out more about the businesses that operate in our city. We asked owners and operators in the City of Charles Sturt a range of questions to understand how we can better support their business. The key findings from the survey and actions to respond to the matters raised has been incorporated in the EDS.

The EDS 2022-26 sets out our vision for the economy of City of Charles Sturt and the strategies and actions to achieve that vision. It is an overarching framework that guides the City's economic development initiatives and articulates our role, priorities, and approach. It provides the rationale for engaging with identified priority sectors and delivering outcomes through a detailed Action Plan.

Community engagement was undertaken to seek feedback on the direction and actions in the EDS.

2. Engagement Approach and Activity

2.1 Engagement objectives

The objectives of our community engagement approach for the Draft Economic Development Strategy 2022-26 are to ensure that:

- Our Charles Sturt business and broader community has easy access to the information about Council's approach to Economic Development.
- Our Charles Sturt community is given opportunities to promote ideas and provide feedback.
- The process builds positive relationships between Council and the community, and positions Charles Sturt as an organisation that is providing sound management decisions.
- Information is provided to the Charles Sturt community of the decision and reasoning for the decision.

2.2 Purpose of engagement

The purpose of engagement with our community included:

- Raise awareness of the project.
- Provide the opportunity to have a say in the development of our EDS.
- Identify the priority actions for our business community.
- Gather feedback on the vision, pillars, and principles in the EDS.
- Confirm our understanding of key challenges and opportunities.
- Integrate community feedback into our EDS and delivery of the plan.

2.3 Consultation scope

Aspects of the EDS engagement process were negotiable and non-negotiable, as described below:

Project Non-negotiables

- The development of a four-year EDS and Action Plan.
- The economic data that supports the investigations into the EDS.
- The EDS engagement process will invite comment and feedback from a range of key stakeholders as well as the broader business community and community members.

Project Negotiables

- The vision, pillars, priorities, and actions.
- The action plan will be reviewed on an annual basis.

2.4 Engagement process

The community engagement period opened on Friday 10 June and closed on Friday 8 July 2022. The community engagement process included the following communication and engagement activities and promotions.

Communication Techniques

- CCS Website
- City of Charles Sturt social media platforms
- Western Business Leaders e-Newsletter
- Council's *Your Say Charles Sturt* interactive online engagement website
- Emails and/or telephone calls to key stakeholders

Community Engagement Techniques

- Online engagement via our interactive website *Your Say Charles Sturt*.
- Round table sessions with key stakeholders.
- Online Feedback Form available via the *Your Say Charles Sturt* website.
- Ability to provide feedback via email or post.
- Incentive provided to complete the business survey in the form of a business advice voucher.

2.5 Engagement activity

The engagement activities and level of participation are summarised in Table 1.

Table 1: Engagement activities undertaken during consultation on our Draft EDS (Friday 10 June to Friday 8 July 2022)

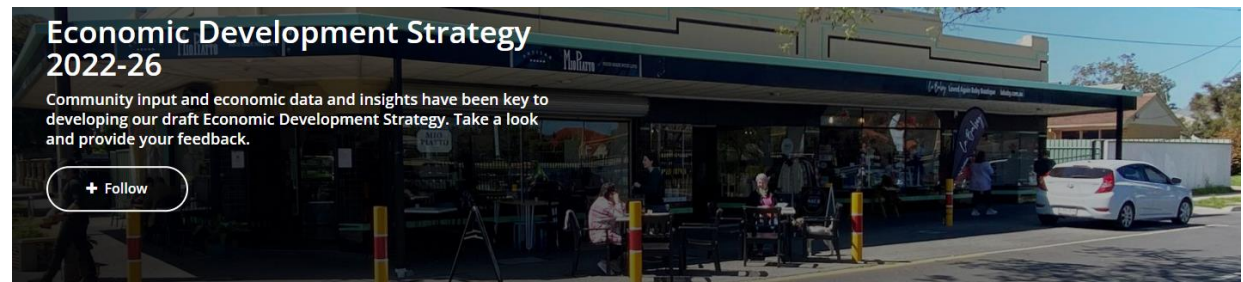
Type of activity	Engagement activity	Date and place	Participants
Your Say Charles Sturt online consultation hub	EDS Project Page visitation	10 June – 8 July 2022 via Your Say Charles Sturt	Open to everyone 422 page views 367 visits 296 unique visitors of the page 7 followers of the page 157 downloads of the EDS 31 downloads of economic trends and forecast report Online engagement time on the project page – 6 hours and 37 minutes
	Your Say campaign (email to interested recipients)	10 June 2022 via Your Say Charles Sturt	981 recipients 550 (56%) opened the email 131 (13%) clicked on the project page link
	Online feedback form	10 June – 8 July 2022 via Your Say Charles Sturt	Open to everyone 9 feedback form responses
	Written submissions	10 June – 8 July 2022	3 written submissions received, including a comprehensive submission by WACRA
Round tables with key stakeholders	Two round tables with key stakeholders	22 June 2022 Civic Centre, Woodville	Open to local business representatives 20 local business and key stakeholders attended representing different sectors
		28 June 2022 Civic Centre, Woodville	
	Western Region Council Engagement	23 & 26 June 2022	Economic Development practitioners from Cities of Port Adelaide Enfield and West Torrens

Type of activity	Engagement activity	Date and place	Participants
City of Charles Sturt social media	Facebook and LinkedIn	10 June – 8 July 2022	5 posts across the two platforms 2 637 impressions 1 826 reach (not including LinkedIn) 29 engagements
Western Business Leaders eNewsletter	Electronic direct mail	10 June – 8 July 2022	7 661 recipients 5 767 (75.2%) opened the email 1 065 (13.9%) clicked on the link

3. Examples of Community Engagement and Activity

Your Say Charles Sturt – Sample of EDS Project Page

[Economic Development Strategy 2022-2026](#) | [Your Say Charles Sturt](#)



Home > Economic Development Strategy 2022-2026

A plan to deliver economic growth

Our draft Economic Development Strategy captures the ideas, thoughts and aspirations of our businesses and community to build upon our strong foundations and capabilities and capitalise on new and emerging opportunities to deliver long-term, inclusive and sustainable growth.

Four pillars will guide our efforts

Our Strategy will come to life through four key pillars:

- Business Friendly
- Diverse and Advanced Economy
- Knowledge and Innovation
- Vibrant and Liveable City.

Within these pillars we have a range of key initiatives to guide our future economic development efforts.

Four sectors add high value to our economy

Four key growth sectors have been identified that add high value to our economy and provide the complexity for future economic growth, these include the following:

- Urban Development
- Tourism
- Defence and Advanced Manufacturing
- Health.

What is economic development?

Economic Development Winnipeg created a simple way to explain economic development using everyone's favourite childhood medium, LEGO!

[See video below](#)



We welcome your ideas and feedback by Friday 8 July 2022.

Have your say



Join the conversation today

Create an account or sign in to share your thoughts and ideas.

[Sign up](#)

[Login](#)



Closed

Feedback Form

Complete this online feedback form by 5.00pm on Friday 8 July 2022. It will only take 5 minutes!

[Start](#)

Interested in business grants?

[Click here](#)

Western Business Leaders (WBL)

Western Business Leaders (WBL) is an opportunity for any local business owner to meet other like-minded business owners and share their knowledge and experiences to meet the challenges and opportunities of future economic growth.

The WBL network offers a place to make connections with others who are in the same local environment, even though your businesses may be very different. If you're in business in City of Charles Sturt, you're a business leader.

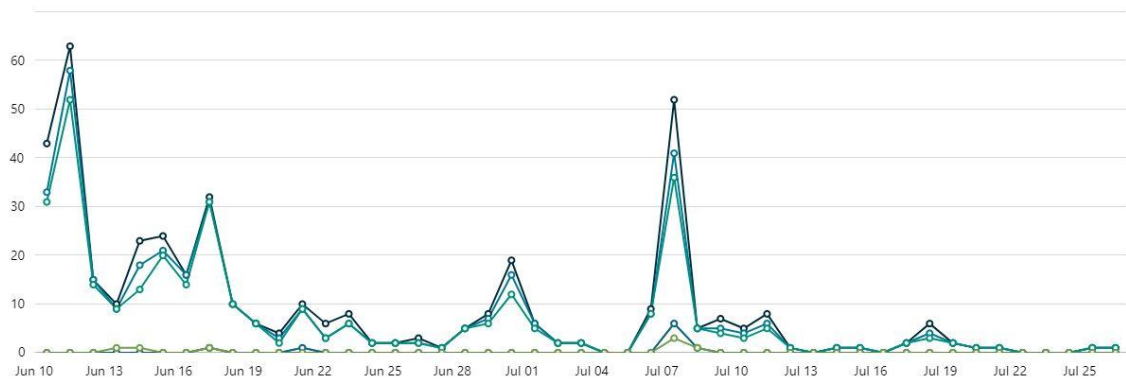
WBL membership is open to all businesses based in the Western Adelaide region. We also invite businesses beyond the region that have a vested interest in the economic growth of Western Adelaide.

Interested in becoming a WBL member?

[Sign up here](#)

Your feedback will inform our Strategy

Your Say Charles Sturt – EDS Project Page – Overview of Visitation



Your Say Charles Sturt – EDS Project Page – Download Activity

Download Data

Project

Economic Development Strategy 2022-2026

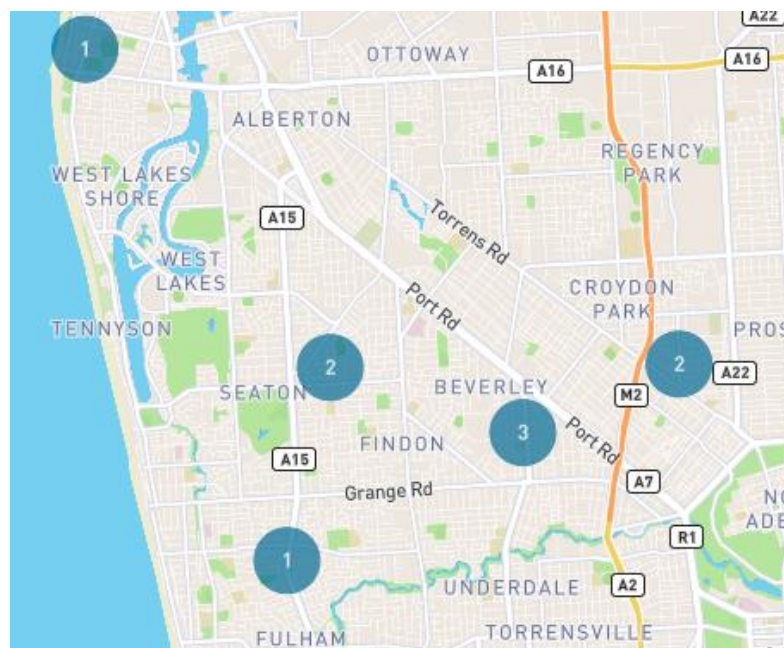
Show Filters

View: 10

1 - 10 of 22 entries

File Title	File Type	Downloads
Draft Economic Development Strategy 2022-26 (consultation version) v1.2.pdf	PDF	120
Draft Economic Development Strategy 2022-26 (consultation version) 16-5-22.pdf	PDF	37
City of Charles Sturt Economic Trends and Forecast Report 28 March 2022.PDF	PDF	31

Your Say Charles Sturt – Distribution of Feedback Form Respondents



Round Tables with Business Representatives and Key Stakeholders

Two roundtable sessions were facilitated and attended by 20 representatives from local business, key stakeholders, and Senior Council staff. The representatives were from a variety of industry sectors including the key growth sectors.

The objective of the round table sessions was to hear from local businesses representatives and stakeholders about their key issues and to receive feedback on the direction and approach of the draft Economic Development Strategy and Action Plan.

A presentation of the key issues, strategic direction and an action plan overview was provided to the participants.

List of attendees

Attendee	Organisation	Sector
Peter Richings	MacTaggart Scott	Defence
Geoff Rischbieth	Welland Healthy Living Precinct	Health
Brendon Grail	Grail Group Consulting	Health
Graham Hartland	Centralian Controls	Advanced Manufacturing
Sasha Detmold Cox	Detmold	Advanced Manufacturing
Hilary Ashford	MEGT	Workforce
David Cockram	Maxima Group	Workforce
Tony Sims	Henley Beach High School	Education
Blake Soroka	Pelligra Group	Urban Development
Lyn Hay	Adelaide Business Hub	Business Growth
Wendy Perry	Work Force Blueprint	Business Growth
Patty Therios	Adelaide Airport	Transport
Linda Lacey	Tourism Industry Council SA	Tourism
Ben Kelly	Melt	Hospitality / Tourism
Julia Robinson	Restaurant & Catering Industry Association	Hospitality
Helen Lewis	HL Consulting	Tourism / Bus support
Melissa Tonkin	The Gov	Hospitality & Arts
Craig Basford	Big Shed Brewing Concern	Hospitality
Zac Tyler	Release Creative	Events
Ruth Blythman	Release Creative	Events

Western Adelaide Coastal Residents' Association (WACRA) written submission

A comprehensive 11 page written submission was provided by WACRA. The submission is included in **Appendix 1** to this report.

4. Engagement Findings

Engagement by local business and community members was mixed with the direct method of conducting two round tables well-attended and providing useful in-depth feedback from business representatives helpful to the refinement of the EDS. Engagement via other means attracted a reasonable number of views and downloads of information, however the response rate of nine (9) feedback forms was disappointingly low.

4.1 Engagement via Round Tables

Feedback was provided on a variety of topics including the following:

Round Table Session 1

Co-working and innovation precinct discussion

- Put together modelling and business cases to create a precinct similar to Lot Fourteen
- Hendon – there is an opportunity to redevelop the area as an innovation precinct/hub with a university presence.
- Tonsley could be used as a benchmark where Flinders has been embedded into the development

Hotels and accommodation discussion

- Need to grow the accommodation offerings in Charles Sturt. Localis data driven insights will be available and help
- Lots of appetite from private sector to work with government to develop offerings

Tourism

- Western Alliance – City of Charles Sturt is leading the way with strategy there is an opportunity to partner or work more formally to lobby and make larger strategic actions in tourism and infrastructure
- Events - the grants and sponsorship funding available from Council isn't enough to support larger events.
- Marketing could be used to attract and persuade visitors to stay longer.
- Accommodation for tourism isn't the way to go for some construction businesses – model accommodation drivers on professional services
- Coastal opportunities – activate surf clubs using the example of the eastern states.
- Bowden – potential to provide accommodation in the new Gas Site development.

Manufacturing, skills, and business attraction

- Low-cost skill supply is a way to attract manufacturing hubs
- Work with the Dept. Trade and Investment to attract their contacts to Woodville etc
- Salisbury focused on food, PAE focused on defence – what is our targeted sectors?
- Lot Fourteen is running out of space, what is our angle or opportunity?
- Mapping employment lands could enable us to attract and retain professional services.

Feedback on Advanced Manufacturing

- Actions should cover more than AI and 5G, what is the opportunity of AI and 5G here? How can we leverage from it? Actions should focus on technology and not be as specific.
- The more we focus on growing our manufacturing sector the more people drawn to the area. Multiplier effect of manufacturing jobs.
- Support businesses to build supply chain/capability.

Aged Care

- Greatest challenge in health and aged care is finding the workforce. Workers have left for the following reasons:
 - Burnout and pulling out of their career after Covid-19 crisis.
 - Not well paid for very demanding work
 - Generational changes
- Investigate entirely private nursing homes such as in Holland to avoid relying on government funding models.
- 1 July 2023 changes are coming to aged care and will be brought together under NDIS model.
- There will also be changes in the disability sector and less focus on group homes.

Gaps

- Sports – is this included under hospitality?
- Parking, infrastructure, and planning limitations:
- Glenelg can do it, there is an opportunity to change perceptions and image here
- Henley Beach – parking pain points – infrastructure needs to happen before development
- Organisations are having issues as they are capped on parking and cannot grow their staffing
- There should be ways to encourage public transport use– give metro cards to staff to attract skilled labour
- Modern cities have ring roads/routes
- Railway station at St Clair – no parking
- Are the provision of end of trip facilities moving fast enough with staff growth?
- Promote rideshares and ebikes

Apprenticeships and skills

- Lack of available skilled labour
- High school students opt for entrepreneurial activities or university – Small to Medium Sized Enterprises do not have the capacity to train apprentices
- There is the option to share apprenticeships across 2 businesses.
- Western Alliance has a role to play in advocating for the region to lobby State Government.

Round Table Session 2

Key Growth Sectors

- Manufacturing – labour shortages are a major barrier; casual labour is not available, and factories are running at 10% absenteeism.
- There are changing expectations of workers, quality of work life is important for staff – they look for opportunities to buy lunch and coffee and the availability of parking is becoming a key decider for new staff. Opportunity to improve staff retention – local businesses could visit big businesses or have food trucks visit.

Events

- Nothing in the strategy about risk taking – public sector is risk adverse – worst possible outcome is considered the only outcome
- Take calculated chances
- Council understand and collaborate with businesses wanting to try new events and ideas in area
- Weather is a big risk – council back events and support businesses if weather ruins event
- Work with businesses and be flexible at the start when they have ideas
- Larger companies could benefit from grants or support too – what could this look like?

- Risk appetite – use economic development team as a chaperone when dealing with regulatory services at CS.
- Access to power and fencing etc. for events
- Make a vibrant city but there needs to be a bigger pool of funding to attract events
- Have conversations directly to work out what is possible and not go through application process and then find out no.
- Could we support a discounted rate for fees and charges relating to events?

What events would help activate Henley?

- Cellar door by the sea – wine event in the square – Oddio, delinquent, Could this work with beer – 4 breweries?
- Issue at Henley of parking – losing customers because they can't park at peak times – accessibility.

Tourism and Investment Opportunities

- Economic stability for longer term stays – accommodation
- Response to housing crisis – Airbnb are being used for the rental market
- Lead times have shortened for bookings as a result of Covid-19.
- Dampening effect – West Beach Parks – are long term stays impacting tourism visits?

Advanced Manufacturing

- If there are businesses willing to offer discounts – local employees are an untapped market – local residents look after local businesses on the weekend
- Packaging or PPE for events can be provided as a local business to participate
- Opportunity to connect businesses better and facilitate co-promotion
- Communicate what's on and local business news in Western Business Leaders, Sharing good business news stories important

Collaboration

- Encourage local business collaboration – bigger picture collaboration
- Adelaide Beaches
- Plan behind each one of these sectors

Delegations

- What is council's role in incoming delegations? Link to a scaling up capability?

Co-working

- Co-working space problem – many people keen to get a cool and unique space in CCS
- How can council facilitate investment in to grow co-working?
- Where food and beverage producers are ready to upscale what commercial kitchen spaces are available? Understand what requirements are needed and utilise kitchens not being used e.g. at community centres or kitchens in council spaces.
- Database of these kinds of venues (West Lakes Library) and co-working spaces – informal spaces & boardroom hire – promote these

Residents and Balancing Negativity

- Henley Beach use issues, engage through community land management plans, test some of these ideas out in the colder months

Protecting Businesses

- Entertainment precinct – The Gov etc
- As apartments get closer, will Port Road businesses be protected?
- Branding and promotion of this district to protect the businesses

- New resident packs – showcase these areas – district

Arts and Lights

- Creative cities funding
- Make the space vibrant in Hindmarsh
- Placemaking strategies

4.2 Engagement via Online Feedback Form

Below is an overview of the responses via the online feedback form. The sample of nine (9) is considered insufficient to be representative however the results are provided for information.

Connection to the Council area

Of the nine responses, six own a local business, six live in the Council area and three visit places within the Council area. Refer Figure 1.

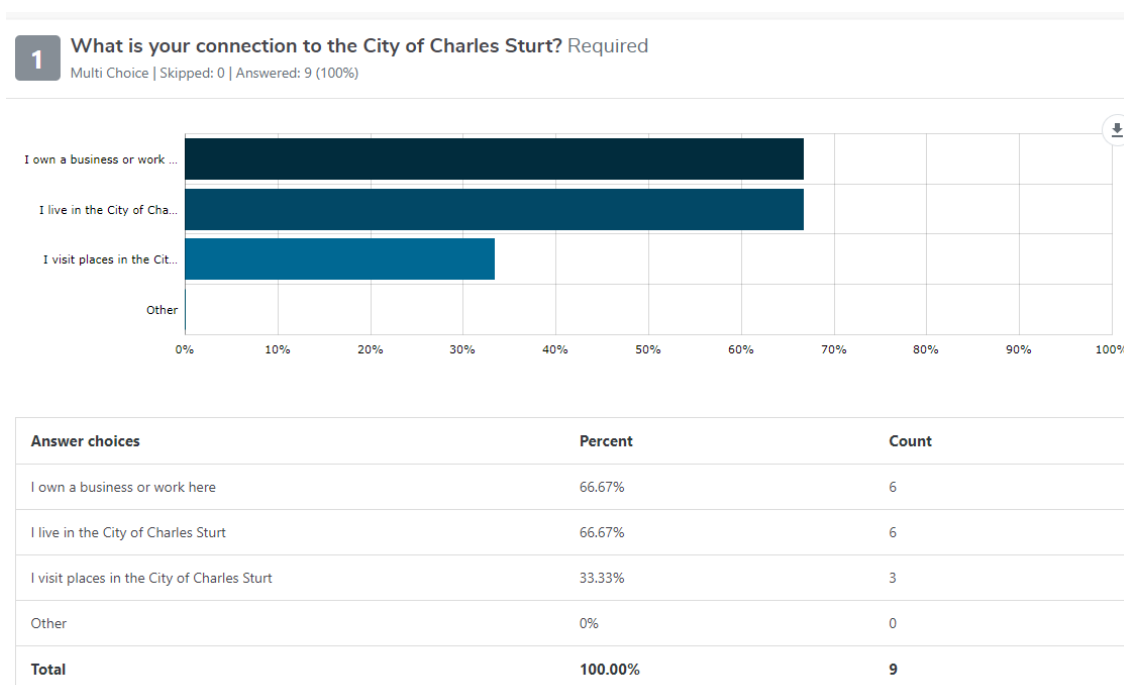


Figure 1: What is your connection to the City of Charles Sturt?

EDS Vision

All but one response rated the EDS vision highly. The average score was 4 out of 5. Refer Figure 2.

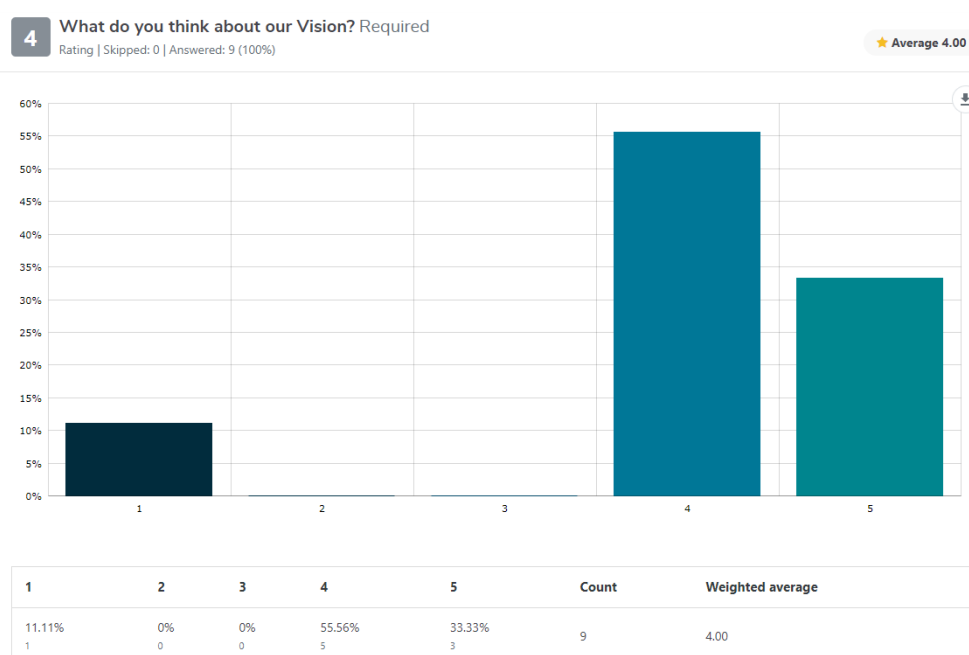


Figure 2: What do you think about our Vision?

Have you had the opportunity to read the draft strategy? If so, how would you rate it?

We asked respondents to rate the draft EDS. All but one respondent rated the draft strategy 7 or 8 out of 10. The reason the person who rated the draft document 0 out of 10 said they had not read the document yet. Refer Figure 3.

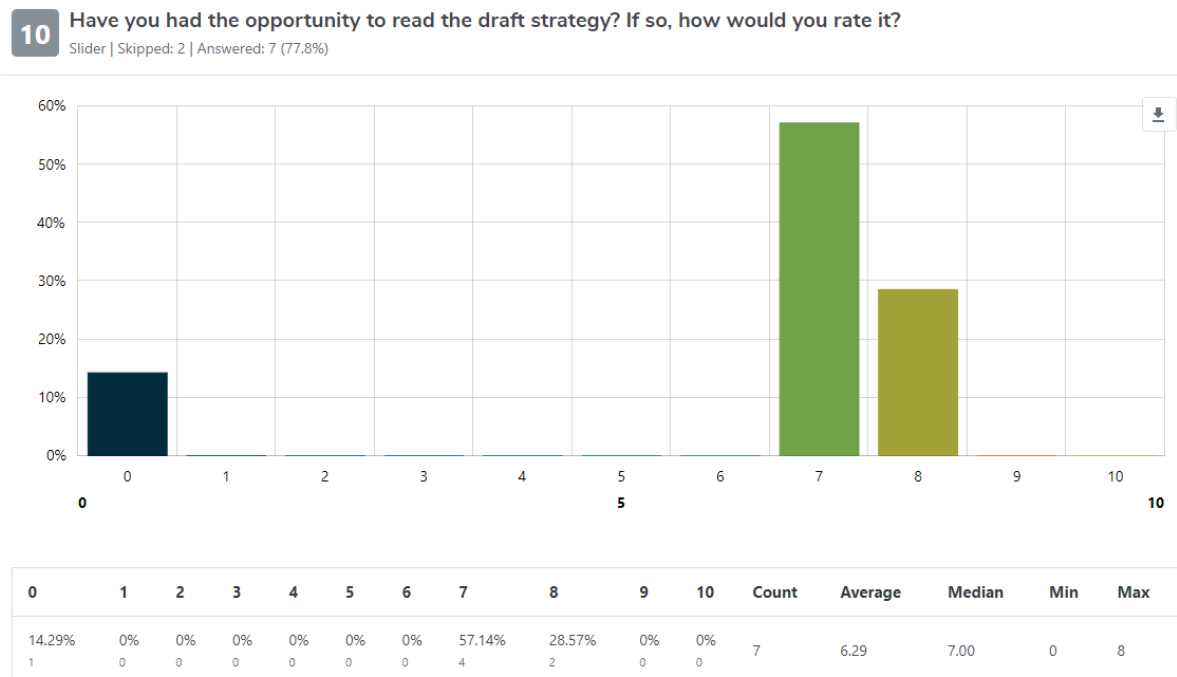


Figure 3: Have you had the opportunity to read the draft strategy? If so, how would you rate it?

What do you hope the strategy will achieve?

We asked respondents what they hope the strategy will achieve, here is what they said:

- Create spaces where the public want to be due to the diversity and quality of small business initiatives to attract them to that space.
- Opportunities for small businesses to interact and collaborate and assisting with those collaborations.
- More vibrant community and business opportunities.
- More visitors to the council to visit businesses and parks and activated areas.
- Improve lobbying standards and job opportunities in the area.
- As a resident and an entrepreneur who runs a small creative business from home, there are two aspects I am most excited about: the focus on supporting businesses and creative industries and facilitating vibrant neighbourhoods. However, I hope “boutique and bespoke” isn’t code for exclusive and expensive- Charles Sturt is a very diverse council socially and culturally, and I believe INCLUSIVE is the key word here, not boutique.
- Great community connection.
- Less discrimination based on Covid vaccination compliance.

Business Friendly: How important are these initiatives?

We asked respondents to indicate how important are different 'business friendly' initiatives, refer Figure 4. The top responses were:

- Make it easy to start and grow a business.
- Understand the needs of our businesses.
- Advocate for business and key infrastructure.
- Demonstrate strong leadership, collaboration, and partnerships.
- Champion our community business leaders.

	Not important	Somewhat important	Important	Very important	Count	Score
Understand the needs of our businesses	0% 0	0% 0	44.44% 4	55.56% 5	9	3.56
Advocate for business and key infrastructure	0% 0	0% 0	44.44% 4	55.56% 5	9	3.56
Demonstrate strong leadership, collaboration and partnerships	0% 0	22.22% 2	0% 0	77.78% 7	9	3.56
Make it easy to start and grow a business	0% 0	0% 0	11.11% 1	88.89% 8	9	3.89
Provide data and insights for investors and local businesses	0% 0	11.11% 1	33.33% 3	55.56% 5	9	3.44
Champion our community business leaders	0% 0	0% 0	44.44% 4	55.56% 5	9	3.56
Celebrate and promote business success through business excellence awards	0% 0	22.22% 2	55.56% 5	22.22% 2	9	3.00

Figure 4: Business Friendly: How important are these initiatives?

Diverse and Advanced Economy: How important are these initiatives?

We asked respondents to indicate how important are different 'diverse and advanced economy' initiatives, refer Figure 5. The top responses were:

- Support buy local initiatives.
- Connect local businesses to business support programs.
- Support the growth and recovery of the visitor sector.
- Encourage and facilitate business to business connections.

	Not important	Somewhat important	Important	Very important	Count	Score
Support the growth of advanced manufacturing and defence sectors	0% 0	44.44% 4	22.22% 2	33.33% 3	9	2.89
Grow and support the health sector and cluster development	0% 0	0% 0	66.67% 6	33.33% 3	9	3.33
Explore high value health services, med-tech and future NDIS growth opportunities	0% 0	0% 0	66.67% 6	33.33% 3	9	3.33
Support the growth and recovery of the visitor sector	0% 0	0% 0	44.44% 4	55.56% 5	9	3.56
Build local business capacity and capability	0% 0	0% 0	55.56% 5	44.44% 4	9	3.44
Connect local businesses to business support programs	0% 0	0% 0	22.22% 2	77.78% 7	9	3.78
Support business attraction, retention, and expansion	0% 0	0% 0	66.67% 6	33.33% 3	9	3.33
Encourage and facilitate business to business connections	0% 0	0% 0	44.44% 4	55.56% 5	9	3.56
Support Buy Local initiatives	0% 0	0% 0	11.11% 1	88.89% 8	9	3.89
Facilitate region-building projects and investment	0% 0	22.22% 2	44.44% 4	33.33% 3	9	3.11

Figure 5: Diverse and Advanced Economy: How important are these initiatives?

Knowledge and Innovation: How important are these initiatives?

We asked respondents to indicate how important are different 'knowledge and innovation' initiatives, refer Figure 6. The top responses were:

- Promote and create pathways to employment.
- Develop people's entrepreneurial capabilities and digital skills.
- Support the local innovation ecosystem and encourage entrepreneurship and innovation.

	Not important	Somewhat important	Important	Very important	Count	Score
Develop people's entrepreneurial capabilities and digital literacy skills	0% 0	33.33% 3	11.11% 1	55.56% 5	9	3.22
Promote, support, and encourage co-working spaces	0% 0	44.44% 4	11.11% 1	44.44% 4	9	3.00
Investigate opportunities for additional GigCity precincts	0% 0	22.22% 2	66.67% 6	11.11% 1	9	2.89
Support the local innovation ecosystem and encourage entrepreneurship and innovation	0% 0	11.11% 1	55.56% 5	33.33% 3	9	3.22
Promote and create pathways to employment	0% 0	0% 0	22.22% 2	77.78% 7	9	3.78

Figure 6: Knowledge and Innovation: How important are these initiatives?

Vibrant and Liveable City: How important are these initiatives?

We asked respondents to indicate how important are different 'vibrant and liveable city' initiatives, refer Figure 7. The top responses were:

- Facilitate and promote attractive and vibrant neighbourhoods.
- Grow local creative industries.
- Lead and support environmental goals.

	Not important	Somewhat important	Important	Very important	Count	Score
Showcase and promote the city as a premier business and visitor destination	0% 0	11.11% 1	55.56% 5	33.33% 3	9	3.22
Promote the city as an ideal place to live	0% 0	22.22% 2	44.44% 4	33.33% 3	9	3.11
Attract events and assist businesses to leverage from festivals	0% 0	0% 0	55.56% 5	44.44% 4	9	3.44
Facilitate and promote attractive and vibrant neighbourhoods	0% 0	0% 0	11.11% 1	88.89% 8	9	3.89
Grow local creative industries	0% 0	0% 0	33.33% 3	66.67% 6	9	3.67
Lead and support environmental goals	0% 0	0% 0	44.44% 4	55.56% 5	9	3.56
Connect local businesses to the Material Recovery Facility	0% 0	11.11% 1	44.44% 4	44.44% 4	9	3.33

Figure 7: Vibrant and Liveable: How important are these initiatives?

What kind of digital marketing support would you be interested in?

We asked respondents to tell us what digital marketing support they would be interested in, refer Figure 8. The top responses were:

- Help with my website and how to increase traffic.
- How to create a digital marketing plan for my business.
- How to build my brand.

9

What kinds of digital marketing support would you be interested in? Required

Ranking | Skipped: 0 | Answered: 9 (100%)

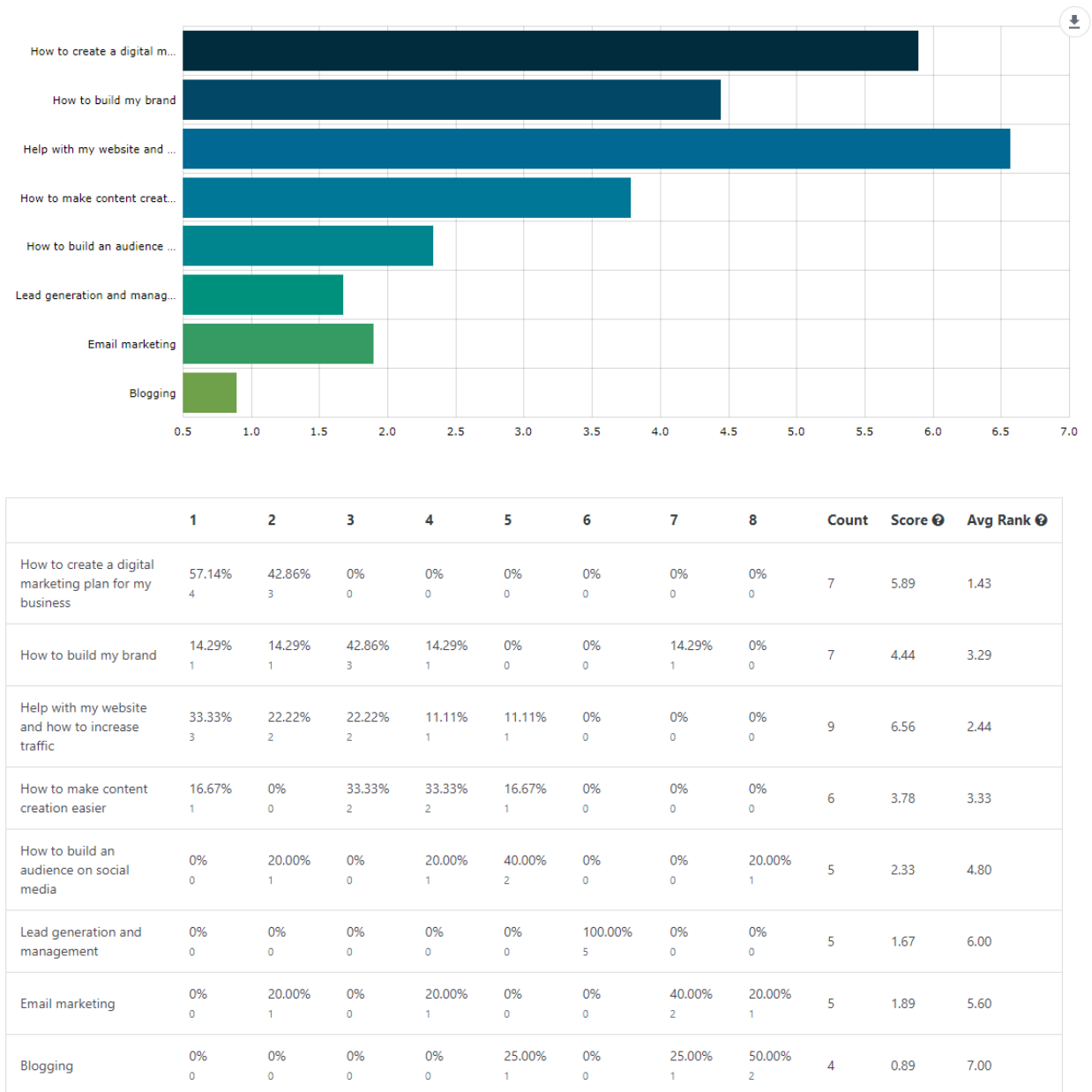


Figure 8: What kinds of digital marketing support would you be interested in?

Council has a number of events coming up, would you be interested in attending any of the following?

We asked respondents if they would be interested in attending three upcoming events. Respondents showed a lot of interest in a grant writing workshop. Refer Figure 9.

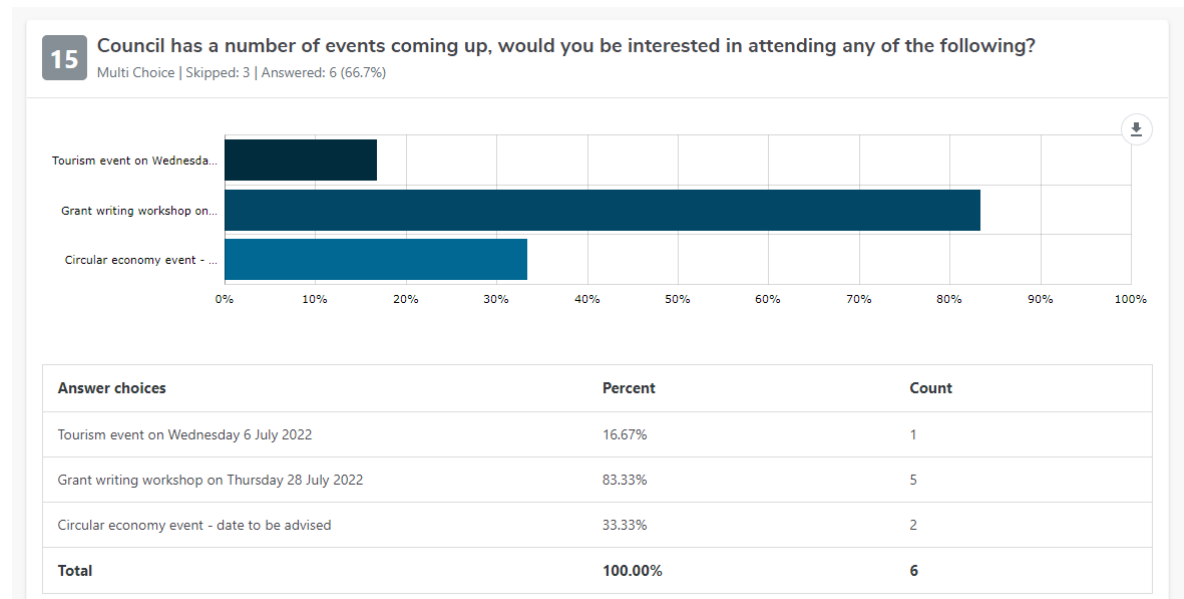


Figure 9: Council has a number of events coming up, would you be interested in attending any of the following?

How would you like Council to support you in your goals to grow your business?

We asked respondents to tell us how Council can best support the growth of their business. The word cloud below shows the responses and highlights that the top responses were networking, events, workshops, and grants.



If you have an idea for economic development in the City of Charles Sturt, pitch your idea here:

Respondents pitched a number of economic development ideas; these are referred to in the word cloud below. The most common ideas included promotion of small business, pop up promotions and markets, and recycling and processing.



Are there any gaps in the Draft EDS?

We asked if there were any gaps in the Draft EDS. The responses received are provided below.

- There are lots of schools in Charles Sturt. While schools are State/ Federal government responsibility, there's a missed opportunity by not naming them in the strategy as business partners/ community hubs.
- Outdoor space for work and play.
- Farmers markets.

5. Summary of Common Themes

The common themes arising from the engagement on the EDS are listed below for Council's consideration. In summary, five main themes have been identified from engagement.

5.1 EDS Vision and Strategy

- The EDS vision and draft strategy rated highly amongst those engaged.
- Businesses and residents engaged hope the strategy will:
 - Facilitate vibrant neighbourhoods.
 - Improve job opportunities in the council area.
 - Support businesses and creative industries.
 - Provide opportunities for small businesses to interact and collaborate.
 - Encourage businesses to be “inclusive” rather than exclusive and expensive.
 - Attract visitors to the council area to visit businesses, parks and activated areas.
- Important ‘business friendly’ initiatives:
 - Make it easy to start and grow a business.
 - Understand the needs of our businesses.
 - Advocate for business and key infrastructure.
 - Demonstrate strong leadership, collaboration, and partnerships.
 - Champion our community business leaders.
- Important ‘diverse and advanced economy’ initiatives:
 - Support buy local initiatives.
 - Connect local businesses to business support programs.
 - Support the growth and recovery of the visitor sector.
 - Encourage and facilitate business to business connections.
- Important ‘knowledge and innovation’ initiatives:
 - Promote and create pathways to employment.
 - Develop people’s entrepreneurial capabilities and digital skills.
 - Support the local innovation ecosystem and encourage entrepreneurship and innovation.
- Important ‘vibrant and liveable city’ initiatives:
 - Facilitate and promote attractive and vibrant neighbourhoods.
 - Grow local creative industries.
 - Lead and support environmental goals.

5.2 Ways Council can Support Business

- Collaboration and innovation:
 - Facilitate investment in co-working, create and promote a co-working venue database.
 - Model potential co-working business cases (e.g. Lot Fourteen and Tonsley).
 - Investigate Hendon as an innovation precinct with a university presence.
 - Facilitate local business collaboration .
- Provide networking opportunities.
- Offer workshops on digital marketing, grant writing, website design, branding
- Offer grants and funding for small and large businesses, and events
- Support events (entertainment events, pop up promotions, markets):
 - Take calculated risks - collaborate with businesses, back new events, and ideas (e.g. Council support if weather affects event, assist with power, fencing, movement and parking strategies, discounted charges).
 - Have event conversations directly to work out what is possible and not have to go through an application process and then find out ‘No’.

5.3 Ways Council can Support Business Precincts

- Brand and promote key precincts to protect businesses:
 - Hindmarsh Entertainment Precinct – continue to make the precinct vibrant (e.g. lighting, arts, culture, entertainment), protect Port Road businesses (e.g. The Gov) as apartments get closer.
 - Henley Beach Precinct – update community land management plans, test ideas out in the colder months
 - Address parking pain points – infrastructure needs to happen before development, develop transport and movement strategies.
 - St Clair and Woodville Railway Station – encourage parking, promote rideshares and ebikes.
- Offer new resident packs that showcase precincts and businesses in the local area.
- Creative Cities funding.
- Continue with placemaking strategies to promote precincts in the Council area.

5.4 Ways Council can support Workforce, Apprenticeships and Skills

- Consider schools as potential business partners and community hubs.
- Promote the opportunity to share apprenticeships across two businesses.
- Work with the Western Alliance in advocating for the region and lobbying government.
- Facilitate quality of work life improvements for staff and promote business to business connections.

5.5 Sector Specific Feedback

- Tourism sector:
 - The City of Charles Sturt is leading the way with their strategy but there is an opportunity to partner or work more formally to lobby and make larger strategic actions in tourism and infrastructure.
 - Events - the grants and sponsorship funding available from Council is not enough to support larger events.
 - Grow and promote hotel and accommodation offerings
 - Marketing could be used to attract and persuade visitors to stay longer.
 - Change perceptions and image of the City.
 - Coastal opportunities – activate the surf clubs using the example of the eastern states.
 - Facilitate Bowden/Brompton opportunities (e.g., providing accommodation at the Gas Works Site development).
- Health
 - Investigate entirely private nursing homes such as in Holland to avoid relying on government funding models.
- Manufacturing sector:
 - Focus on growing our manufacturing sector - multiplier effect of manufacturing jobs.
 - Use low-cost skills as a way to attract manufacturing hubs.
 - Work with Dept. Trade and Investment to attract their contacts to Woodville.
 - Define our target growth sector(s)
 - Investigate opportunities from Lot Fourteen
 - Map employment lands to attract and retain professional services.
 - Connect businesses better and facilitate co-promotion.

- Communicate what's on and local business news in Western Business Leaders, sharing good business news stories important.
- Update actions to focus on technology and not be specific.
- Focus on growing our manufacturing sector - multiplier effect of manufacturing jobs.
- Support businesses to build supply chain capability.

6. Next Steps

Our commitment is that business and community feedback will be analysed and collated into common themes and inform the refinement of the EDS. Following that, a report will be prepared for the consideration of Council.

Following Council endorsement of the EDS, stakeholders and members of the community who participated in the engagement process will be informed of Council's decision and where they can view the new EDS via *Your Say Charles Sturt* and other communications channels.

WACRA Response to City of Charles Sturt
Draft Economic Development Strategy 2022-2026

July 8 2022

Introduction

Thank you for engaging with the community with the draft Economic Development Strategy (EDS) 2022-2026. It is good to see that Council has reconsidered the original plan in the light of all the major changes since Covid-19. We apologise for the lateness of our submission.

Another major change is the election at both State and national levels of Labor Governments. Their policies and strategies for action provide many new opportunities for the Council to partner with and enhance their effectiveness at the local level. In particular, sustainability objectives will be strengthened at both levels.

Another new development of importance when considering the EDS is the release of new data from the Australian Bureau of Statistics (ABS) 2021 survey. They have published a certain amount of data on each LGA, not going into all of its survey data, but enough that it is possible to see trends in the data released this week.

We have taken into account previously announced Plans in drawing up WACRA's response to the EDS, such as Our Community Plan 2020-2027 and Our Organisational Plan 2020-2024 and Council's Economic Development Recovery Strategy (June 2022).

We salute the Council for its clear, transparent commitment to planning for the future and publishing objectives and strategies for our community.

New ABS Findings on City of Charles Sturt - 2021

The Council has sustained a large population growth in the past five years. From 111,759 people in 2016, the Council area now houses 121,840. That is a growth of 10,000 in a short time, an indication that the urban densification strategy is working, albeit at the cost of many established trees.

Within the overall population, there has also been a rise noted nationally of the number of people identifying as Aboriginal and/or Torres Strait Islander. In 2016, there were 1,619 people who identified. In 2021, there are 2,005 people or 1/6% of our LGA. The South Australian average is 2.4% and Australia 3.2%.

The median weekly income for a family aged 15 years and over for our Council was \$2,072 slightly higher than the SA average of \$1,889. In 2016, the median weekly income for a family was \$1,607 and SA average was \$1,510.

Pandemic Consequences

The Council's Economic Development Recovery Strategy (June 2022) reveals that the pandemic-impacted sectors in our Council area by job losses since March 2020 have been: Retail Trade - 298 jobs (5.3 %), Accommodation and Food Services - 119 jobs (4.2%), Education & Training - 111 jobs (3.3%). The Arts and Recreational Services sector was highly impacted in all stages of the pandemic, shedding 52 jobs (5.5%) in the first two months after the outbreak.

Clearly there have also been major health impacts and significant illness burden on the community and economy as the virus is now threatening a significant third wave with Omicron 4 and 5. Forecasting its impact on the economy is difficult, as its impacts are widely spread over a third of South Australians, including an estimated 10% living with long Covid.

Summary of Economic Development Strategy Highlights

The draft Economic Development Strategy synthesises the thoughts and aspirations of businesses and community. It builds upon the already strong foundations in Charles Sturt and capitalises on new and emerging opportunities to deliver long-term, inclusive and sustainable growth.

Council has several important roles to play as facilitator, partner, promoter, information provider and advocate creating a resilient, sustainable and prosperous local economy. Most importantly, it leads in setting a vision and growth areas.

The EDS recognises that the environment and economic productivity are intrinsically linked and that increased activity has the potential to bring greater prosperity and equity to the city. We support the EDS as not purely a plan about economic growth. It is focused on economic, social and environmental outcomes.

Vision – Environment Outcomes

In terms of the EDS, Charles Sturt brands itself as a liveable, business-friendly city with a diverse, advanced economy. Council also supports knowledge and innovation and is a leader in terms of planning for environmental outcomes. WACRA is happy to be a collaborative partner in these strategies. From the Community Plan 2020-2027, Environment Outcomes for Charles Sturt include:

- Greenhouse gas emissions significantly reduce and we adapt to our changing climate
- Our city is greener to reduce heat island effects and enhance our biodiversity
- Charles Sturt is recognised as a leading partner and educator in pursuing a sustainable future without our community
- Reduced waste production across our city, combined with growth of our circular economy
- We advocate for the protection of our coastal areas and enhancing biodiversity along our coast.

Climate and health future factors as risks economic development

WACRA wonders how well these objectives are translating into action on the ground. Over the years of the EDS to 2026, the rapid change in climate variables, heat, natural systems being overstretched could mean that our economic base might change quickly and detrimentally.

It is of concern to us that the EDS survey into business climate with 156 respondents found that only 53% stated that they are looking for ways to become more environmentally friendly. It appears that business people on the whole are treating environmental action as an option that they might buy into rather than an imperative to begin to transition into a new kind of future.

- WACRA supports the focus on the three economic, social and environmental outcomes. In the light of Council's climate emergency work that we support, we would like to see more depth and resources in this document placed on leadership to move work from business as usual to creating a more adaptive, resilient economy with the climate emergency risks at the forefront of thinking.

The combination of social well-being and environmental sustainability underpin a green growth economy, one in which Charles Sturt could be a leader if it chooses this path to ameliorate the following potential economy-eroding risks:

Flooding – This year has seen four ‘unprecedented’ floods, one after the other, hit many regions in eastern Australia. Several analyses have shown that the Port River, under scenarios of rapid sea-level rise, could inundate a lot of the Port Adelaide and Charles Sturt Council low-lying housing areas. Where in the economic development do you make plans for this? What are your strategies for storm water management in this type of crisis? Have vulnerable areas been informed of their potential risk and given ways of preparing?

A new pandemic - Covid-19 came out from nowhere it seemed. Since then, the health of the community has been challenged by epidemics of Influenza and colds in addition to increasing Covid numbers. Monkeypox and other exotic transmissible diseases are beginning to circulate again with the opening of the borders to international air travel. It seems that our community will always need to be fighting these disease threats as they emerge, some of it which may come from climate instability and deforestation which driving animals into closer contact with humans than in the past. Covid has already passed the barrier into a wide variety of animals, where it can mutate and then be passed back again. We must plan for unknown pandemics in the future which could substantially impact our economy as Covid did in 2020-2021.

Heat – New records continue to be broken each month with temperatures, rainfall and many indicators in the ‘unprecedented’ range. As an urban LGA, not very dependent on agriculture, we have more ability to ride out temperature extremes, albeit with increase in the use of air-conditioning.

We are lucky in SA that our wind and solar initiatives over many years will help provide more sustainable power for cooling. Although it assumes an increased energy usage, consuming power from renewables helps with the decarbonisation of the economy, compared to fossil fuel alternatives. The past few years has seen 51% of workers in our city working from home, using their own heating/cooling systems. More cooling being needed assumes that people have the economic well-being to pay for heating/cooling in their own homes.

- As future-proofing, WACRA asks Council to consider establishing cooling refuges at its own headquarters and other public libraries as places for people to stay during heat waves in safety and be safe and hydrated.

Coast degradation— The degradation of the seagrass meadows has been a factor of concern for decades on the Gulf of St Vincent coast, where the City of Charles Sturt manages 12km. This loss accounts for a number of poor outcomes, including loss of sea life and sand drift to the north. Economic plans for tourism would be thwarted if beaches continue to degrade, as has been seen in the southern beaches.

WACRA supports the Council working collaboratively with regional partners, State Government and experts to more quickly stabilise its coast. Experiments such as the oyster bed at Glenelg could be important to replicate along our section of the coast, as would be small, sand-based groynes to slow the northward movement of sand. This is a topical and urgent question.

- WACRA support evidence based, expert advised planning about coastal management strategies to clearly high-risk scenarios.

Low tree cover - We acknowledge the commitment of the Council to a new target to green the West of 25% cover by 2045. It seems too little, too late. We have provided deputations and strategies to Council to up this target. The more open, low socio-economic suburbs are going to feel the heat effects more severely than any with trees. It is not about looking pretty. People need trees, with some growth which takes years, to cool their local environments.

- WACRA urges the Council to be bolder and revisit the tree canopy targets as a priority, just as you are revisiting this EDS. We are happy to work with you.

Waste and solar – Charles Sturt has taken many strong initiatives in the circular economy that we applaud. We support your energy initiatives on your own properties and in the street lights of the city which are showing business a model of sustainable practice and reducing emissions. There is always more to be done, as we live in a ‘work and buy’ capitalist system where there will continue to be stuff that people throw out. The cost of dealing with this, educating consumers, trialling new initiatives are high but worthwhile in terms of costs that could escalate.

- WACRA supports ongoing work in the waste and solar sector, particularly with the business initiatives.

Transport - ABS Findings in 2016 Census showed that we are still a very car-dependent, fossil-fuel burning population, with only 10% of our population taking public transport to work. The figures for 2021 are less helpful as a large number of people worked at home due to the pandemic.

Transport Mode	Charles Sturt	%	South Australia	%	Australia	%
Used public transport	5,151	10	53,457	7.2	1,225,668	11.5
Used car as driver or passenger	37,551	72.6	539,409	72.3	7,305,271	68.4
Worked at home	1,627	3.1	32,679	4.4	503,582	4.7

There is a lot of work to be done to convert the private car usage in our Council to increased public transport usage. That, in spite of the fact that we have two train lines, Outer Harbor and Grange with good access to the city and quite good coverage of buses which come much more regularly than in the past.

In terms of risk to business, fossil fuels will increase the likelihood of climate extremes occurring more often, thereby destabilising the business and social environment.

Leadership from the Council on converting private car usage to public transport or bike use would make a big change in our Council overall CO2 emissions as part of its sustainability objectives.

- WACRA supports the challenges and opportunities charted on page 23-24 of the EDS and urges the Council to keep abreast and lead in the area of new technologies and targeting opportunities. In the environmental area, both the increase of EV charging stations within the Council area and promoting circular economy businesses are key initiatives.
- WACRA believes that personal transport options are a key variable in economic sustainability that could be moved by leadership, promotion and strategies. We support the new bike paths, bikeways, DDA accessible bus infrastructure and other infrastructure initiatives that make it easier for people to choose to take public transport or ride bikes.

WACRA COMMENTS ON FOUR CHOSEN GROWTH AREAS PLUS ONE

1. Urban Development

WACRA urges the Council to be bold in accepting the challenges of the 30-year Greater Adelaide Strategic Plan. The 30 Year 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 urban development opportunities will require a collaborative approach involving State and Local Government and the private sector.

Bowden, West, and new sites at The Square at Woodville West are examples of sustainable, green living near public transport options. Our urban planners are working in the policy context of social and environmental goals complementing economic growth. It is clear that the Council land area is undergoing densification and tree loss. Do Council planners have the tools they need to achieve these goals, for instance, tree canopy loss vs development?

- WACRA supports Council's integration of social and environmental sustainability goals in any new construction planned and urges both retention of existing trees and creation of more social and co-housing as a social good.
- We hold concerns about the approval of a big housing development at the corner of Valetta and Findon Roads, Kidman Park, as we do not believe the road infrastructure is currently capable of carrying more traffic entering and leaving.
- We also echo CASA's call for a review of the SA Planning and Design Code with its many flaws and for Council to input on reforms.

2. Tourism (and Creative Industries)

The EDS says that 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. The Adelaide Beaches Visitor website has been a key driver in promoting all there is to see and do in region to a broader audience.

Showcasing Charles Sturt as a premier visitor destination and attracting value-adding industries will be important to reduce reliance on population growth and provide jobs for our residents. Hopefully, this will be done in a sustainable way to maintain the lifestyle our community expect.

The Strategy also highlights the new Growth Sectors as part of the State Government Growth agenda, including several that the EDS captures. Creative Industries is neglected in the Charles Sturt EDS. This seems a poor choice, as the Council area is home to a large number of creatives who have suffered in the pandemic with the closures and cancellations.

This seems an ideal time to pick this sector up. It can start with individuals, their business and grow as the artists are able to work, perform and exhibit more often. Creative industries are public services, important to the health of democracy and clear tourism attractors. They put the zip into economic development.

- WACRA recommends extending the category of Tourism to include Creative Industries, just as Defense and Advanced Manufacturing are seen as one area. They both have obvious synchronicities.

3. Health

A demographic trend across Australia and locally is the increasing proportion of both older adults (55+) and the people living with disabilities in society. Charles Sturt also has a high concentration of people with chronic disease. In building the local health economy, Council's vision aims to respond to the health and wellbeing needs of its community.

It is worth looking at the older age brackets in the 2021 ABS Survey for Charles Sturt. In no category does Charles Sturt have more people in the older ages than SA generally. Contrary to what is stated in several existing Charles Sturt strategic planning documents, this Council does not have more older people than SA generally. The Council area does have more older people than Australia generally however. It is unhelpful to use that as a planning rationale within our State when not factually correct.

Median Age	Charles Sturt	%	South Australia	%	Australia	%
60-64 years	7,570	6.2	112,846	6.3	1,468,097	5.8
65-69 years	6,455	5.3	102,304	5.7	1,298,460	5.1
70-74 years	6,053	5.0	94,040	5.3	1,160,768	4.6
75-79 years	4,362	3.6	66,986	3.8	821,920	3.2
80-84 years	3,383	2.8	45,666	2.6	554,598	2.2
85 years and over	3,732	3.1	47,325	2.7	542,342	2.1

That does not mean that there is not a need for health care, disability support, primary health care and other initiatives which we support.

For some curious reason, the planning documents rarely mention the Western Hospital at Henley Beach, which is a large magnet for health care provision, increased services and large numbers of local users. As a large employer, it should be added to all of your documents as a significant healthcare node. It definitely should be the third hospital on MAP 1 – Economic Development Assets

4. Defence and Advanced Manufacturing

There is potential for advanced manufacturing to diversify with the new federal government looking to vastly expand local production of renewable products, such as solar panels. It is possible for small to medium size enterprises to engage in the defence sector and supply chain as potential economic levers in this Council. Hopefully, some of the older, unused factory sites could be converted to house advanced manufacturing in new digital and AI industries.

There is a significant backlash within the community to Scott Morrison's AUKUS partnership that involves nuclear submarines being built in our neighbouring Council area. There are many areas of concern, but an obvious one which would impact on all the economic and liveability objectives is that building nuclear submarines at Osborne, makes our local area a strategic target of interest to world powers, many of who have, or are developing, missiles that put our city at risk of being hit.

In 2017, WACRA sought to make a presentation to Council on a Nuclear Free Policy but this was declined as such decisions sit with State and federal government.

- WACRA wishes to reiterate our grave concerns about this development and do not support the establishment or extension of any nuclear industry near our Council.

5. Indigenous Focus

WACRA would like to recommend consideration of a fifth growth area in this EDS: Indigenous Focus. The City of Charles Sturt consistently acknowledges and pays respect to the traditional custodians of the land, the Kurna people of the Adelaide Plains, its Elders past, present and emerging at meetings, events, in publications. The Council reiterates that it acknowledges the contributions and important role that Aboriginal and Torres Strait Islander people play within the local community.

Where is the substance of this respect to be found in the plans and actions of this Council? Given the history that is now known and acknowledged, it is curious that such an oversight continues unchallenged.

Our western European paradigm is to think of the place where we live and work as our land we own, to provide for us as we use it. Aboriginal people think of it as their Country, a place they are custodians of, to make it live, to sustain it, not as individuals but as people who are part of a continuum of care over time, ancestors, present living and those to come.

These two perspectives are like oil and water. Neither of us can see why it is so hard to think like we do. And yet, as we are increasingly challenged by the climate emergency unfolding, it is evident that we have much to learn from a culture that could live in the harsh, climate changing world of Australia for millennia. What could we learn if we involved them in our planning of stormwater, of flooding? What about assisting them to run small culture-based businesses where people could pay them for accessing knowledge and skills? Do we know what this environment meant to them when it was wetlands and hunting grounds,

ceremonial places? How can we tap them, fairly, renumerated, for the stories they want us to know? How do we learn from their practitioners how to care for Country?

Our Council is good with words. In the Community Plan 2020-2027, the top community outcome is: **In our City, no one gets left behind.**

The ABS data from 2016 and 2021 for Charles Sturt paints a picture of disparity between the general council population and indigenous residents. For instance, 33% of us own our house outright according to the 2021 Census where that number is only 10% for indigenous people. Household weekly income is an average of \$200 less for Aboriginal/Torres Strait households in both survey periods 2016 and 2021. Data on mortgage repayments, with people trying to raise their home ownership status, shows a potential for mortgage stress, as these households were paying \$200 per month in 2021, well before the current interest rate rises.

ABS Census Data for City of Charles Sturt	2016 All Charles Sturt households	2016 Aboriginal households	2021 All Charles Sturt households	2021 Aboriginal households
Median weekly household income	\$1,231	\$1,052	\$1,563	\$1,358
Median monthly mortgage repayments	\$1,700	\$1,733	\$1,733	\$1,950

The number of indigenous people married is much less than the population generally. Intergenerational trauma, disadvantage, the long tail of the Stolen Generation, racism and other factors, mean that relationships have more challenges than for most people.

This picture, less stable accommodation, less income, more costs, less relationship support is set in the context of 400 more people identifying as Aboriginal in this Census from the last one for our Council. There are more people, more disadvantage, and no acknowledgement of this reality in the planning. The indigenous residents are very vulnerable to being left behind economically.

WACRA feels this is one area where the City of Charles Sturt is well-placed to be an innovator, walking with its indigenous residents, some of whom are well-known leaders. The median age of our indigenous population in the 2021 Census is 24. It is a young cohort, one that is well-placed as a growth area for economic development.

This is a perfect time to form a Council Indigenous Task Force to examine what could be done in the economic sphere to provide opportunities for work, for new businesses, for integration with existing opportunities within the Council.

WACRA has a few suggestions for Council to consider with such a Task Force. It is not our place to shape what actually happens, but these are offered as ideas and visions until you have a group of indigenous people meeting together to determine their own priorities:

- Establishment of a centre in Charles Sturt, using an underused Council building with outside access, as a hub for small enterprise, language teaching, crafts, etc. In Henley, if the white house by the Henley Library is deemed an asset to be kept, this could be such a location, underutilized as it is today.
- Dedicate a stall at the Maker's Market at Henley Square for craft works by local Aboriginal people, coordinated by an indigenous curator. Many people make things but do not have an outlet to showcase their wares. It could give local indigenous people a safe space to meet others.
- Kurna or Ngarrindjeri are the two indigenous languages most spoken in our Council according to this Census. A business opportunity bursting with potential is language classes for both indigenous and non-indigenous people who are keen to learn and speak local languages.
- Tap the new federal government funding for Aboriginal rangers to create positions in the horticulture team as Coast Keepers, Cultural Burners, etc.
- Develop an extended tourist attraction of native grasses along the Port Road corridor. Is there any need for the Port Road central landscape to be grass? What about converting to native grasses, following the Adelaide City Council initiatives in the Parklands which it abuts at the eastern edge of our City? Not only would it increase the butterflies, birds, reptiles in a grassy landscape over the stormwater pipe, it would increase the pedestrian use of these areas with education, interpretation, places for outdoor workshops, basketry, etc. The scope of Port Road's length would make it unique and remarkable, returning Country to its preferred grasses.
- Encourage all local businesses to employ indigenous people as a priority. Provide support and resources for this.
- Encourage start-up businesses and support indigenous entrepreneurs.

We notice is that nothing like this is in the EDS even though we like to use the Welcome to Country and to brand the libraries with Kurna. It is a blind spot in our economic planning.

Now is the time, post-pandemic, to lift into actual working with and listening to local residents to start a cycle of economic development in their lives. We live and work on Kurna Country. This type of initiative, new to Adelaide, is well-placed with a population of

2,000 people in our Council. It needs commitment and leadership to get it started, but it is the basis of work that needs to happen someday. Let's start.

Accountability

The City of Charles Sturt Economic Development Strategy (EDS) has been developed collaboratively with input from local businesses, industry representatives and other key stakeholders to ensure long term sustainable and inclusive growth for our community.

Growth in the 21st century means value-adding with knowledge-based industries. The Council is to be congratulated on the new Ngutungka (learning place) West Lakes and the recent decision to fund a Ngutungka Henley. These hubs of community learning, community connection, and empowerment to upskill the community with digital skills and lifelong learning are important foundations of a new economy.

Some courses offered at Ngutungka West Lakes offer residents tools to make use of internet retailing and promotion, small but vital businesses that interact with the global market from this Council area.

Knowledge is power in this century. We lack a university campus in our Council or even a hub of high-tech innovation. As the repurposing of the old RAH into LOT 14 shows and the Mitsubishi plant into Tonsley, older industrial manufacturing areas such as some of ours, make excellent bones to flesh out new knowledge-based industries, research hubs and entrepreneurial launch pads. Our Council needs its own centre of learning at its hub to seriously build up a knowledge-based industry with many spill-overs.

- Given that the State Government is examining a merger of universities, WACRA urges the Council to lobby and bid for a Western campus of such a body and investigate old industrial sites that could be repurposed.

The role of the Council 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. It also is vital to work with both new Labor governments to seize new opportunities for funding and partnerships.

As outlined in the action plan, the role is largely one of facilitator, information provider, advocate and in all cases, leader.

WACRA agrees that the Council leadership role involves high intensity involvement. We support Charles Sturt being seen as a leader in many fields of local government endeavours. Be bold, use the principles in your planning documents and don't waste a day to make this Council ready for the coming years with resilience and adaptive capacity as the liveable city you are proud to be working for and we residents are proud to live in.