

The City of Charles Sturt

ECONOMIC DEVELOPMENT STRATEGY 2022-26



Creation
Attraction
Retention
Expansion

A man with a beard and glasses, wearing a white hard hat and a high-visibility yellow vest over a black long-sleeved shirt, is performing a cleansing ceremony. He is kneeling on a concrete surface, using his hands to place green herbs and small branches into a long, hollowed-out wooden log that is on fire. The fire is bright orange and yellow, with some smoke rising. The background is a blurred yellow wall.

Acknowledgement of Country

Ninna Marni is Kaurna for 'Welcome'. The City of Charles Sturt acknowledges and pays respect to the traditional custodians of the land, the Kaurna people of the Adelaide Plains.

We pay our respect to Elders past, present and emerging. We respect their spiritual beliefs and connections to land which are of continuing importance to the living Kaurna people of today.

We acknowledge the contributions and important role that Aboriginal people continue to play within our local community in Charles Sturt. We also pay respects to the cultural authority of Aboriginal people visiting from other areas of South Australia and Australia.

Cleansing Smoking Ceremony at Ngutungka construction site with Jack Buckskin and associates.

Table of Contents

| | |
|---|-----------|
| Acknowledgement of Country | 2 |
| Mayor's Foreword | 3 |
| Executive Summary | 4 |
| 1. Introduction – What is Economic Development? | 5 |
| 2. Charles Sturt and the Western Adelaide Region | 10 |
| 3. How Do Businesses Feel About the City of Charles Sturt? | 14 |
| 4. Economic Trends and Forecast | 18 |
| City of Charles Sturt's COVID Economic Recovery Response | 25 |
| 5. Strategic Framework | 26 |
| 6. Action Plan | 33 |
| 1. Business Friendly | 35 |
| 2. Diverse and Advanced Economy | 36 |
| 3. Knowledge and Innovation | 37 |
| 4. Vibrant and Liveable City | 38 |
| 12 Month Action Plan | 39 |
| 7. Monitoring and Tracking Progress | 49 |
| Acronyms | 51 |
| References | 51 |
| Appendices | 52 |
| Appendix 1 Charles Sturt Economic Trends and Forecast Report | 53 |
| Appendix 2 Four Year Action Plan 2022-2026 | 54 |

Mayor's Foreword

We have refreshed our Economic Development Strategy which was previously developed in 2020 to meet the needs of our community impacted by COVID-19.

Our City is a diverse, vibrant and friendly place to live. We are a community that values our rich tapestry of people, ideas, perspectives and experiences. From within our country and across the world, people have made the City of Charles Sturt their home, bringing colour and flavour together in harmony, creating a place that means the world.

People choose to live, work and do business in our City because of our liveability, supportive business environment and great transport links. Major urban renewal projects have provided jobs and housing, and our pristine beaches and vibrant places continue to attract visitors all year round.

We have over 9,000 businesses in our City, and over the last two years our economy has proven its resilience. However, there are challenges that need to be addressed to realise our growth opportunities whilst maintaining our city as a vibrant and attractive place offering our community the lifestyle they enjoy.

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 guide our Council and deliver our vision to ensure long term sustainable and inclusive growth for our community.



We can't deliver this alone; collaboration and partnerships will be key to our success in implementing this strategy and we will continue to work with our communities to identify new opportunities.

Angela Evans
Mayor, City of Charles Sturt

Executive Summary

This strategy captures the ideas, thoughts and aspirations of our business and community leaders to build upon our strong foundations and capitalise on new and emerging opportunities to deliver long-term, inclusive and sustainable growth.

Located between the capital city, Adelaide, and world class beaches, our City is a diverse, vibrant and friendly place to live.

Offering an enviable lifestyle and a healthy and diverse local economy our region boasts of national standard sporting and entertainment facilities, vibrant restaurants and cafés and a variety of shopping precincts. Stunning walking and cycling trails provide an opportunity to relax and unwind whilst rail and transport links provide convenient access to Adelaide, the Airport, and Outer Harbour passenger and freight terminals.

Growth has been driven by key sectors including health, manufacturing, construction and tourism. A further \$21 billion of major development and infrastructure projects over the next 10 years in the Western Adelaide region will deliver 34,000 direct jobs and 50,000 supply chain jobs to drive future economic growth.

The decline in industrial sectors has meant our economic performance has been reliant on its population for jobs growth making it exposed to emerging forces.

However, focusing on our key growth sectors will provide the complexity for economic growth and deliver sustained economic benefits for residents and businesses now and into the future.

Creating our future economy

This Strategy sets out our vision for the economy of the 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 detailed Action Plans.

It recognises that the environment and economic productivity are intrinsically linked and that by enabling everyone to contribute to, and benefit from, economic growth will deliver greater prosperity and equity across the city. Our Council is therefore focused on economic, social and environmental outcomes.

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

Our new vision will ensure that we continue to work with our business community, build their capability, and support local knowledge and innovation.

VISION

The City of Charles Sturt is recognised as a vibrant, liveable and business friendly city with a diverse and advanced economy that supports knowledge and innovation.

1. Introduction

What is Economic Development?



What is Economic Development?

Economic Development is the creation of wealth from which community benefits are realised. It is more than a jobs program, it's a deliberate intervention in growing an economy and enhancing the prosperity and quality of life for its community. Sustained and inclusive economic growth can drive progress, build a resilient and vibrant community, create jobs and improve living standards.

Local economic development can be improved by:

- Business Creation – encouraging the growth of new businesses
- Business Attraction – attracting new business
- Business Retention – supporting existing businesses
- Business Expansion – enhancing existing businesses

Economic development initiatives can be wide ranging and vary in scale. They can include direct support and training for local business through to the major improvements in places to make them more attractive for businesses and the community.

A healthy economy improves our quality of life, increases our job opportunities and supports social and cultural activities. However, economies evolve and change over time and understanding these changes, the processes and their outcomes provides the basis for economic development strategies.

Council's role in Economic Development

Council plays a pro-active role in economic development, as facilitator, partner, promoter, information provider and advocate to create a resilient, sustainable and prosperous local economy.

The primary areas of action in Council's economic development approach includes:

- Business engagement through events, workshops, grants, communication channels newsletters, industry associations and asking for feedback.
- Business support through the delivery of programs, services, training and grants.
- Marketing and promotion encouraging investment and visitation through showcasing the region and business opportunities.

The Economic Development Strategy (EDS) supports one of five key themes within the City of Charles Sturt's Organisational Plan to deliver the goal of an economically thriving City and it supports Our Community Plan's vision by delivering economic outcomes.

Where does this strategy fit in with council plans?

Our Community Plan 2020-27 is our overarching aspirational strategic plan that sets the vision for our community and organisation of a leading, liveable city.



Our Organisational Plan 2020-24 is the four-year plan that translates Our Community Plan aspirations into actions. Our Economy is one of five themes in the plan and includes bringing energy and vibrancy to the economic recovery, promoting economic development of the Western Region and supporting local businesses and local supply chain.

Western Regional Development Approach

A regional approach was adopted in 2015 to promote the region as a great place to live, work, play and invest. Our Western Alliance* reduces duplication, encourages the sharing of resources, and provides a unified approach to economic development. This enabled us to mobilise a coordinated and rapid response at the onset of the COVID-19 pandemic to provide business support and information through a Business Support Helpline and webinar series facilitated by the Adelaide Business Hub. We are committed to continue this approach to benefit our businesses and leave a legacy for the future of our region.

As a result of this collaboration, we have:

- stronger relationships and improved business engagement through a range of networks including the Western Business Leaders.
- a regional approach to small business support including the roll-out of the Digital Solutions Program by Adelaide Business Hub.
- the Development of the Western Adelaide Regional Tourism Plan and creation of the Adelaide Beaches regional brand and visitor website www.adelaidebeaches.com.au.
- the Development of a 2021 Building Western Adelaide Strategy and Action Plan.

**A collaboration with the Cities of Charles Sturt, Holdfast Bay, Port Adelaide Enfield and West Torrens.*

Western Region Tourism Destination Action Plan* - an overarching collaborative approach to attracting visitors to Western Adelaide.

Building Western Adelaide Strategy and Action Plan 2021 -24** - an overarching collaborative approach to economic development across the Western Region. It has the following five key focus areas:



** See the plans via charlessturt.sa.gov.au/business/invest-in-the-west.

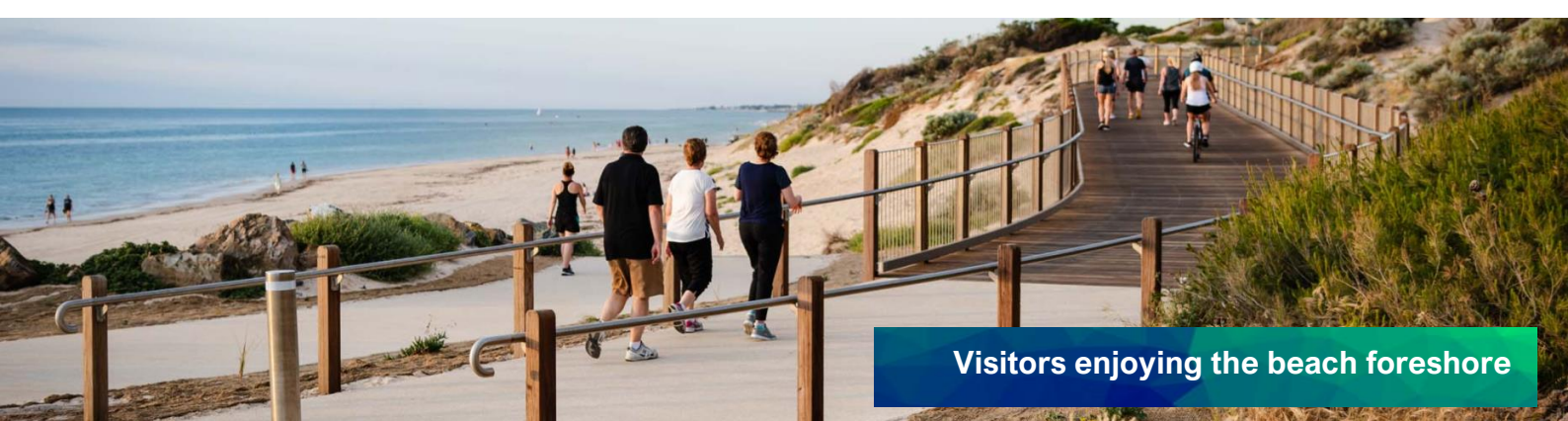
The Economic Development Strategy (EDS) supports one of five key themes within the Organisational Plan to deliver the goal of an economically thriving City and it supports Our Community Plan's vision by delivering economic outcomes.

Strategic Framework of the EDS - The EDS presents an overarching four-year strategy and action plan to provide direction for economic development in the City of Charles Sturt. To support the implementation of this strategy a 12-month rolling economic development action plan has also been developed highlighting the individual actions required to deliver on this strategy.

Economic Development Recovery Strategy 2020-22 was an 18-month action plan to guide the recovery from the COVID pandemic. The action plan focused on bringing energy to the recovery and highlighted Council's role in leading and facilitating the recovery and repositioning approach for the business community. A key element of this was a proactive approach to business engagement and positive messaging to instil business confidence. Further detail on Council's COVID recovery response and stimulus package are included in Chapter 4.

Profile ID - Trends and Forecast Report – was undertaken in order to better understand the current economy and where it is heading in the next five years. Further details of this report are included in Chapter 4.

Business Survey – was undertaken to better understand the needs of business. Further details of this are included in Chapter 3.



Visitors enjoying the beach foreshore

The Action Plan

The action plan is structured under the four pillars with a 12-month action plan (to be reviewed on an annual basis) and a four year plan. *Both can be found in Appendix 2.* As part of the action plan, measures of success have been created to enable us to track the effectiveness of the economic development program.

The measures of success include:

- Satisfaction with Council's level of support for business and perception that Western Adelaide is an ideal place to invest to grow a business.
- Growing employment and investment
- An increase in business start-ups.

Strategic Pillars

The Economic Development Strategy has four pillars with a range of initiatives to guide the future economic development efforts.

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

The initiatives have been shaped by the opportunities and challenges highlighted in:

- the *City of Charles Sturt Economic Trends and Forecast* findings,
- what local businesspeople and stakeholders told us in the *Business Climate Survey 2022* and
- through ongoing engagement.

Growth Sectors

Four key **growth sectors** have been identified that are high value-adding and provide the complexity for future economic growth, these include:

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

Our small business community represent an important part of our community. They are recognised throughout this strategy and are supported by a number of key actions.

2. Charles Sturt and the Western Adelaide Region

The City of Charles Sturt has a healthy and diverse local economy, enviable and vibrant living environment with world class local beaches where you can relax and unwind, walking and cycling trails where you can get back to nature, bespoke café and shopping precincts, national standard sporting and entertainment facilities. All accompanied by convenient access to the City, Adelaide Airport, Outer Harbour – passenger and freight terminals and the Osborne Naval Shipbuilding Precinct.

The following maps outline the key economic development and liveability features and assets in the City of Charles Sturt and the Western Adelaide Region.



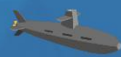
MAP 1 - ECONOMIC DEVELOPMENT ASSETS

Gig City Sites



- Healthy Living Precinct, Welland
- Sunjive Studios, Hendon

Hospitals



1. Queen Elizabeth Hospital, Woodville
2. Western Hospital, Henley Beach

Major Development



- Bowden Village
- West, West Lakes
- The Square, Woodville West

Employment Lands

1. Royal Park
2. Athol Park & Woodville North
3. Hendon & Woodville
4. Beverly
5. Hindmarsh & Croydon



Assets in the Western region



Adelaide Airport



Osborne Naval Shipyard



Outer Harbour - passenger & freight terminals



Adelaide

MAP 2 - LIVEABILITY FEATURES

Caravan Parks



1. Discovery Parks Adel Beachfront Semaphore Park
2. West Beach Parks

Golf courses



1. West Lakes Golf Club
2. Grange Golf Club
3. Royal Adelaide Golf Club

Sports Centres



1. Adelaide 36ers Arena
2. Hindmarsh Stadium
3. St Clair Recreation Centre

Key Visitor Precincts



1. Semaphore Park
2. Grange Jetty Precinct
3. Henley Square and Jetty
4. Plant 4, Bowden



Entertainment Venues



1. Woodville Town Hall
2. Entertainment Centre
3. Holden Street Theatre
4. The Gov

Major Shopping Centres



- Findon Shopping Centre
- Fulham Gardens Shopping Centre
- West Lakes Shopping Centre
- Arndale Shopping Centre
- Welland Shopping Centre

GROSS REGIONAL PRODUCT



\$6.03 B

LOCAL JOBS



46,743

Source: NIEIR 2021

EMPLOYED RESIDENTS



60,639

Source: NIEIR 2021

NUMBER OF BUSINESSES, 2021



9,478

Source: ABS 2021

TOP 5 INDUSTRIES - CONTRIBUTION TO THE ECONOMY



Source: NIEIR 2021

TOP 5 INDUSTRIES - EMPLOYMENT



Health Care and Social Assistance
8,781 Jobs (18.8%)



Construction - 6,033 (12.9%)



Retail Trade - 5,487 Jobs (11.7%)



Manufacturing - 4,914 (10.5%)



Education & training- 3,699 (7.9%)

Source: NIEIR 2021

POPULATION AND FORECAST



2020 120,733

2036 138,292

Source: ABS ERP 2020/ PlanSA 2020

URBAN DEVELOPMENT - VALUE OF BUILDING APPROVALS

Annual 2020/21

RESIDENTIAL

\$341.8M

NON-RESIDENTIAL

\$407.2M

Source: ABS 2021

TOURISM



JOBS 2,526

(5.4% of jobs)



OUTPUT

\$359M

VALUE ADD

\$194M

Source: 2021/20 data NIEIR 2021

3. How Do Businesses Feel About the City of Charles Sturt?

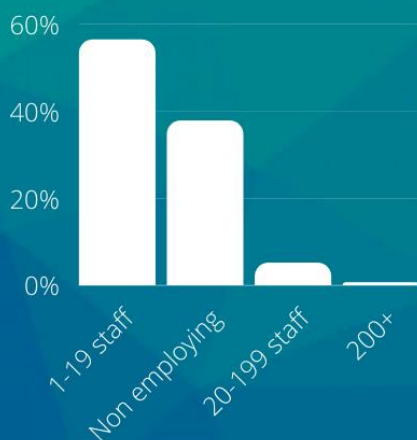


BUSINESS CLIMATE SURVEY - 156 RESPONSES

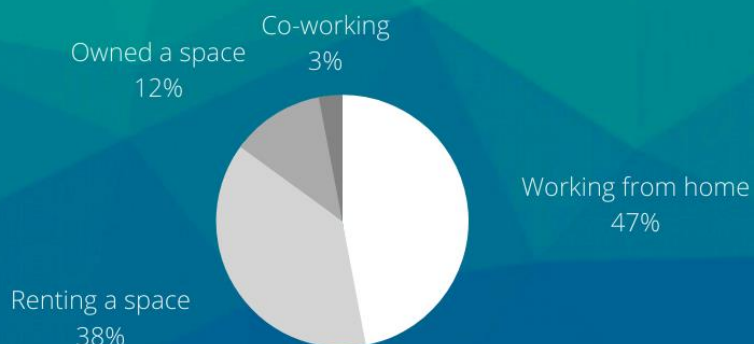
92.3% of responses were from businesses located across the City

66 sectors

ABOUT BUSINESSES IN THE CITY OF CHARLES STURT



PREMISES



EXPECTED STAFF NUMBERS



YEARS IN BUSINESS

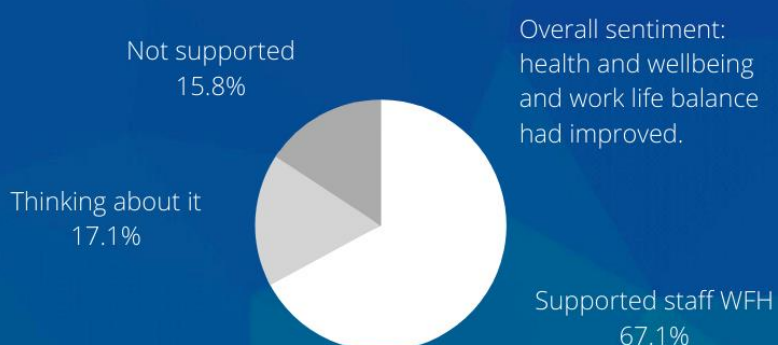


EXPERIENCE WORKING WITH COUNCIL

27 businesses out of 156 had not yet worked with us.



STAFF WORKING FROM HOME (WFH)



BUSINESS KNOWLEDGE OF COUNCIL SERVICES

54% Aware of council grants

61% Aware of Western Business Leaders

HOW COUNCIL CAN SUPPORT BUSINESS GOALS, THE TOP FIVE RESPONSES



WHAT IS IMPORTANT TO OUR BUSINESS



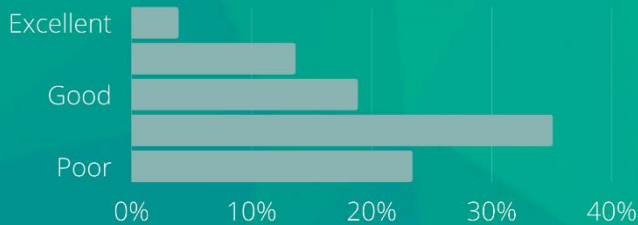
- Developing an online presence
- Growing your business
- Access to grants and funding
- Managing energy and utility costs

WHAT IS IMPORTANT TO OUR BUSINESS

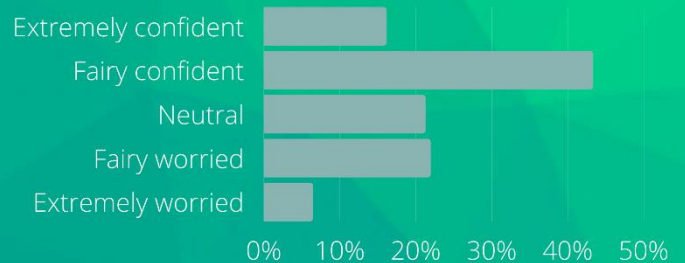


- Digital marketing
- Business & financial planning
- Strategic planning
- Tender and grant writing

LOOKING BACK ON 12 MONTHS OF BUSINESS PROFITABILITY



LOOKING TO THE FUTURE - CONFIDENT OR WORRIED ABOUT THE FUTURE



INNOVATION

66.5%

are looking for ways to innovate, mainly through online presence, streamlining, searching for improvement strategies & ideas for growth

OTHER IDEAS TO EXPLORE



- Local businesses to be promoted
- Discounts to be applied to council charges for businesses who have been restricted to trade during COVID-19.
- Access to Council networks and contacts to facilitate marketing
- Co-working spaces

SUSTAINABILITY

53%

- are looking for ways to become more environmentally friendly
- Achieving net zero through improvements and offsets
- Recycling, reducing packaging/creating new sustainable packaging for online sales
- Energy efficiency/ Solar power
- Going paperless
- Hybrid vehicles

*EXPORTING



- 95% respondents do not currently export
- 2.5% of business respondents were considering exporting with more training*

BEING A PART OF THE CITY OF CHARLES STURT



- 78% said liveability
- Supportive business environment
- Central location
- Good transport links which allowed access to markets



Parking, rubbish, lengthy developments, limited public transport and drug & alcohol issues.

HOW COUNCIL CAN SUPPORT BUSINESS GOALS? - OTHER



It was felt that Council could prioritise purchasing from local business



Planned program of events and activities developed that bring people to the region and include local business.



A local business directory



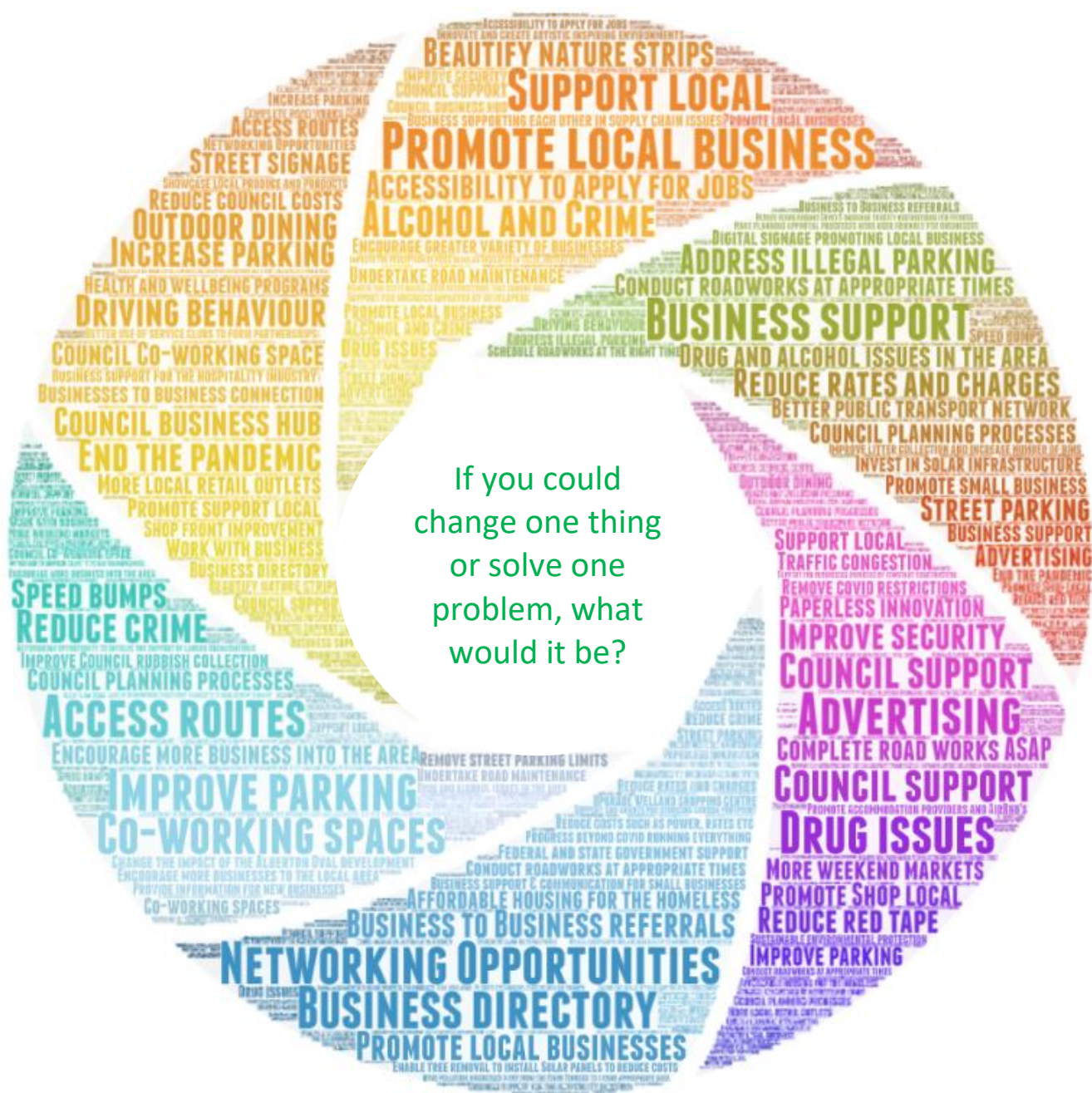
Road works to be scheduled at non-peak periods of the year

How do Businesses feel about the City of Charles Sturt?

Earlier in 2022 we conducted the **City of Charles Sturt Business Climate Survey 2022** 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.

156 responses were received to our business survey (92.3% of these were from businesses located across the City) from 66 different sectors.

A summary of the key findings is included in the following pages.



4. Economic Trends and Forecasts



Economic Trends and Forecast

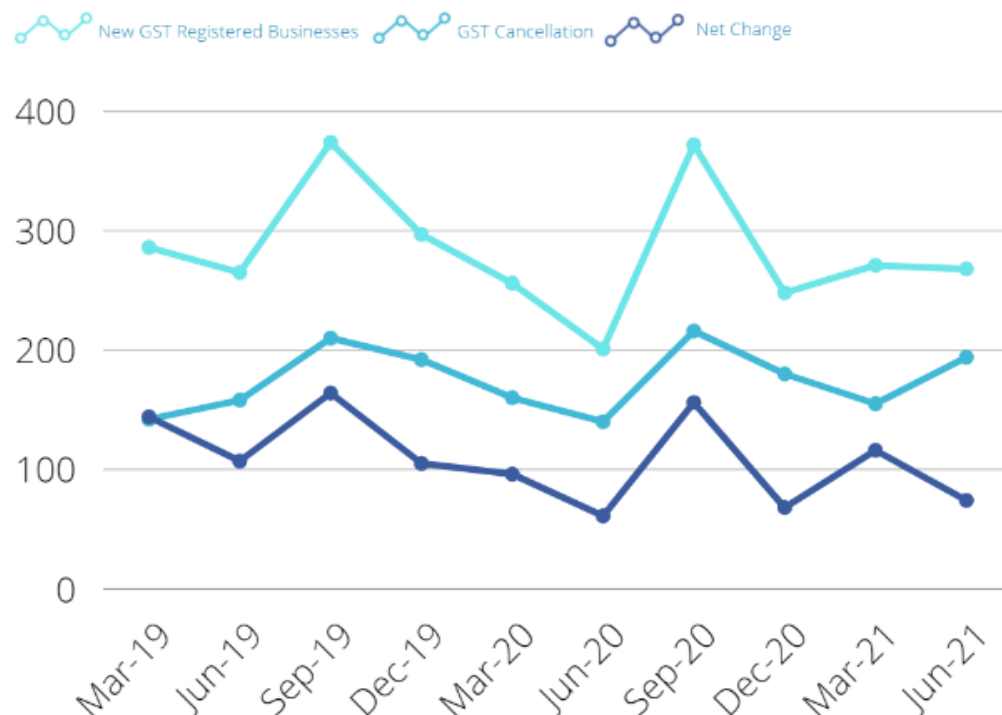
To inform the preparation of this Economic Development Strategy and Action Plan an in-depth analysis of the current and forecast economic trends was undertaken. The identification of issues and opportunities has helped to shape the action plan and level of priority. Informed Decisions (ID) were engaged to undertake the analysis, the full report is available in Appendix 1. A summary of the key issues, challenges and opportunities are outlined below.

The City has been growing strongly, more than the Greater Adelaide average over the last decade. However, whilst there continues to be opportunities, the economy has been substantially impacted by government enacted restrictions to control the spread of the COVID-19 pandemic since March 2020.

The ID report focuses on the period from 2016 to 2020 to assess recent economic performance, growth drivers and competitive advantages. It assesses the immediate impacts and recovery from the COVID-19 pandemic; the likely future economic outlook from 2021 to 2026 and the forces that will influence future growth; and concludes with long-term economic challenges and opportunities.

BUSINESS ENTRIES AND EXITS - CITY OF CHARLES STURT

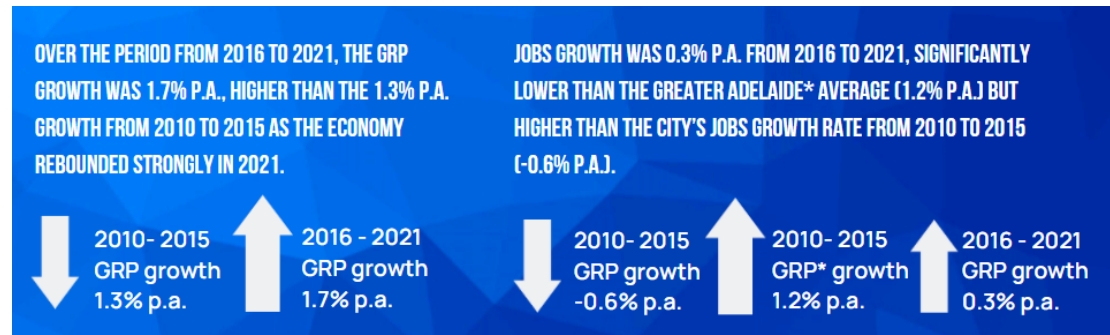
Number of businesses



Source: ABS 2021

Current Economic Trends

In 2019 and 2020 the economy was adversely impacted by external forces. After low growth in 2019 and a hard fall in 2020, Charles Sturt's economy rebounded in 2021. In 2021, the economic activity in Charles Sturt started to recover from the impacts of the weak South Australian economy in 2019 and the outbreak of COVID-19 in 2020.



Large jobs fall in population services and transport industries. Household consumption and business investment decreased due to the slowdown in the state economy and the outbreak of COVID-19. This meant that jobs decreased in population services, manufacturing and goods transport industries.

The slowdown in economic growth highlights key challenges faced by the Charles Sturt economy. The Charles Sturt economy faces challenges in generating higher jobs growth to match its growth in population. The recent slowdown in jobs growth highlights several challenges:

- **Reliance on population for job growth:** Following the decline in industrial sectors, Charles Sturt's economic performance is reliant on its population. This drives demand for local health, retail, hospitality, service industries and residential construction activities.
- **Exposed to emerging forces:** City of Charles Sturt's reliance on the population to grow its economy makes it exposed to a range of forces such as the shift to online shopping (retail), government spending (health sector) and more recently COVID-19 (services).
- **Decline in specialised manufacturing industry.** The sector remains a major job and economic value generator as well as major exporting industry with potential to grow beyond the population limit. However, the industry is at risk and needs support to maintain competitiveness.

The key risks include:

1. Low labour productivity compared to the nation as a whole especially in food product, paper and pulp, transport and machinery equipment manufacturing. Value can be grown through Industry 4.0.
 2. Globalisation and low price competitiveness from high AUD\$.
 3. Supply chain impacts and increasing input costs squeezing the profit margins.
- **Large mismatch in jobs:** The low jobs growth has increased the mismatch between local jobs and resident workers' skills and qualifications. This has resulted in our resident workers looking for higher income and skilled jobs outside of the City.

Economic Forecast

An analysis of the future economic outlook from 2021 to 2026 has been undertaken to identify the challenges and opportunities. These are further detailed below.

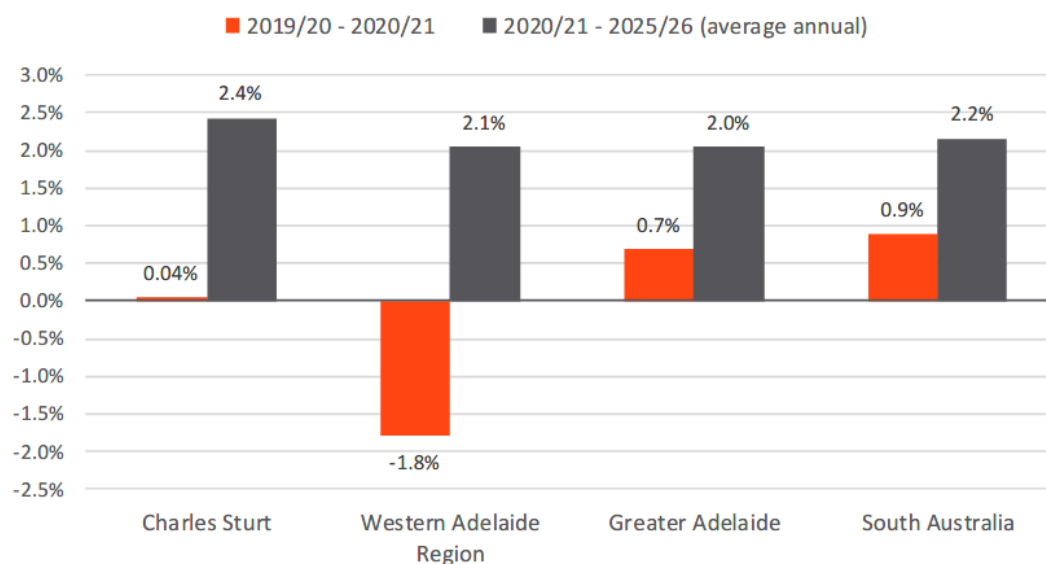
Jobs deficit forecast to remain

Jobs growth in the next four years to 2026 is forecast to be 2.4% per annum, higher than the pre COVID-19 growth rate. This growth rate will not close the gap between the local jobs available and the number of working residents given the strong population growth forecast in Charles Sturt.

The jobs growth forecast when benchmarked against the region, Greater Adelaide and the State is predicted to experience higher annual growth between 2020/21 and 2025/26.

Jobs Forecast - Charles Sturt

Average annual growth rate, %



Source: NIEIR, 2021; adjusted to 2022

Forecast continued reliance on population for jobs growth

Over 86% of the jobs growth from 2021 to 2026 is forecast to be from population serving industries: health, hospitality, education and other services.

Increase in demand for professional occupations and higher qualifications

The forecast estimates a strong increase in professional or community / personal service occupations and the greater demand for workers with higher qualifications in the next five years.

Occupation Demand Forecast - Charles Sturt 2020/21 to 2025/26

Persons



Source: ABS Census 2016; NIEIR, 2021

Preserving Employment Lands for Future Growth

The forecast growth in jobs will be limited if it is not matched by a comparable growth in commercial and industrial space. Development of commercial office space in key employment areas, new or enhanced existing white-collar precincts (e.g. hospitals), and the protection of appropriate industrial areas is required.

Losing employment land due to the continued redevelopment of industrial and vacant land for residential development, will constrain economic growth. This will also impact existing manufacturing, wholesale and construction service operations.

Pandemic Recovery - Challenges and Opportunities

Recovery from the pandemic will present new and accelerate long term challenges and opportunities.

| Challenges | Opportunities |
|--|--|
| <p>Substantial job deficit in knowledge-based business service industries due to lack of jobs and larger commercial enterprises. The City lacks commercial office space to drive growth in professional and business services.</p> <p>New technology may increase automation which places lower skilled working residents at risk of job losses.</p> <p>Population growth driven by seniors and elderly will increase demands for assistance and aged care workers.</p> <p>Health/aged care growth may contribute to lower productivity going forward unless higher value services are focused on.</p> <p>International travel restrictions limit international visitation and reduce the potential length of stay of visitors.</p> <p>Low levels of digital literacy in small</p> | <p>A strong non-residential building and infrastructure projects pipeline will support economic activity over the coming years.</p> <p>Continued revitalisation projects such as Bowden Village and the West Development, West Lakes have the potential to attract commercial investment from white collar industry areas and diversify the economy.</p> <p>Intensifying the development of employment hubs across the City have the potential to attract new businesses and/or inner metro relocations as well as tap into benefits from agglomeration spill overs.</p> <p>Population ageing and new health and aged care facilities (e.g. TQEH redevelopment) will help further growth in the Healthcare industry.</p> <p>Climate change influencing investment decisions means that access to infrastructure (e.g., electric car charging stations), renewable energy storage systems and optimisation of low emission transport networks across the City will become increasingly important.</p> <p>New technology such as AI (Artificial Intelligence) and 5G connected systems have the potential to substantially grow the value of advanced manufacturing, defence and construction related areas, as well as generate new opportunities.</p> <p>Supporting local retail and providing incentives for new co-working facilities may keep skilled residents and remote workers in the City.</p> <p>Helping business transition to online and e-commerce platforms will assist businesses attract</p> |

businesses may be negating the potential to grow sales/market beyond the City limits.

Our workforce is averagely educated which may limit industry growth and development.

customers that are increasingly shopping online and supporting growth in Charles Sturt's specialised wholesale trade industry.

Support strengthening local business supply chains and buy local initiatives. Opportunities include exploring the establishment of platforms or networks to link local businesses along supply chains – buy local. Supporting adoption of technology and automation by local businesses to reduce labour costs thereby making onshore production of components more competitive.

Support initiatives to grow circular economy businesses. Opportunities to support and educate businesses to reuse waste material in a cost-effective manner to reduce waste and use of primary resources. Opportunities for collaboration between council and businesses to take better advantage of government run waste facilities to reduce, recycle and reuse materials.

The Accommodation and Food Services sector is set to experience significant jobs growth. Opportunities to broaden the pool of domestic sourced workers, maximise the returning international workforce and increase engagement with training.



Phil Scardigno, Managing Director/Founder CleanLIFE, CleanLIFE Medical and The Hygiene Co.

City of Charles Sturt's COVID Economic Recovery Response

The COVID-19 pandemic caused global disruption in March 2020 when travel and business restrictions were brought into action by the Commonwealth and SA Governments. Local businesses in the hospitality, tourism, retail, personal services, arts and culture, sport and recreation businesses were particularly impacted.

Council rallied around local business to provide support and assistance, launching a business support helpline and releasing an Economic Support and Stimulus Package (ESSP) in May 2020 to assist and bring energy to the recovery. The \$99 million ESSP, delivered over two financial years, included the following:



Council is committed to supporting businesses in the recovery from the pandemic, the ongoing business support and art and culture grants have and will continue to target the sectors that have been most impacted and will take the longest to recover. The 10 percent buy local initiative to support local businesses to supply goods and services to Council is an ongoing commitment to support local businesses. The other actions in this strategy will further assist the recovery and help to build the resilience of our business community and the local workforce.

5. Strategic Framework



Strategic Framework

The strategy has four pillars with a range of key initiatives to guide the future economic development efforts. The initiatives were informed through background research and stakeholder engagement.

Vision

The City of Charles Sturt is recognised as a vibrant, liveable and business friendly city with a diverse and advanced economy that supports knowledge and innovation.

Goal: An economically thriving city

Pillars

The Economic Development Strategy has four pillars with a range of key initiatives to guide our future economic development efforts:



Growth Sectors

Four key growth sectors have been identified that are high value-adding and provide the complexity for future economic growth, these include the following.



Small business growth is another key sector which applies across the four growth sectors and the importance is further outlined below.

Urban Development

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 is redefining urban living with contemporary apartment living using innovative, green designs within a vibrant community on the fringe of the CBD. The West development is nestled between the Grange Golf Club and the waters of West Lakes on the repurposed Football Park land. Both are examples of high quality, medium to high density development. Redevelopment of ageing Housing SA sites, The Square at Woodville West, provide further opportunities for urban renewal and affordable housing close to public transport.

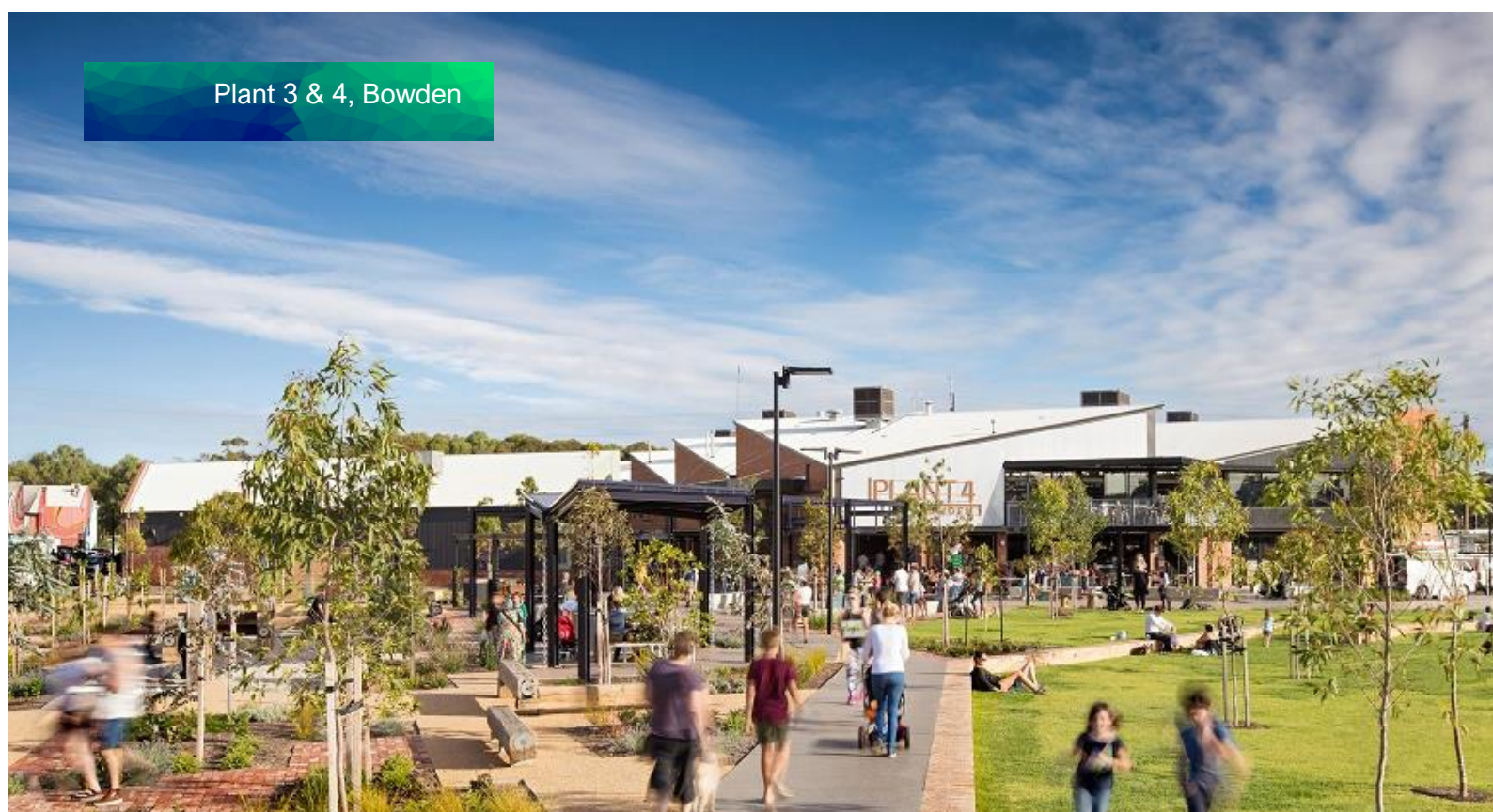
Our city has a diverse range of urban employment areas that accommodate a diverse mix of industrial, commercial and advanced manufacturing businesses. Protection of these prime areas from residential development is crucial, as their regeneration and promotion presents an opportunity to attract inward investment and provide local jobs growth.

Beyond the major development sites urban development opportunities are more challenging to deliver. The 30 Year Plan for Greater Adelaide Strategic Plan promotes a green liveable city, greater housing choice, walkable neighbourhoods and sustainable transport use. At a local level the Your Neighbourhood Plan project is delivering urban renewal to established suburbs that will benefit from upgraded public infrastructure and will seek to leverage private investment to achieve the liveability goals of the 30 Year Plan.

Our city has a wide variety of exciting residential, commercial, industrial and infrastructure projects that are in the pipeline over the next 10 years. The Western Adelaide region has over \$21 billion in major projects underway or in the pipeline over the next 10 years. The projects will deliver over 34,000 direct jobs and over 50,000 supply chain jobs. The construction sector is forecast to experience the largest level of growth in output over the next five years, \$403 million¹.

¹ City of Charles Trends and Forecast Report 2022.

Plant 3 & 4, Bowden



Tourism

Tourism makes a significant contribution to the City of Charles Sturt economy and presents an opportunity to benefit a number of key sectors across the local economy. In 2019/20 the total value of tourism and hospitality sales in the city was \$358.9 million¹.

Collaborating and promoting tourism as part of the Western Region provides an opportunity to develop and grow tourism employment and visitor spending. Events also play a major role in attracting visitors to our city and extending their stay.

Our region boasts national standard sporting and entertainment facilities as well as creative industries which are connected to future urban growth, investment and employment generation.

Showcasing our city as a vibrant and attractive place offering an enviable lifestyle presents an opportunity to attract a younger demographic and families to ensure future sustainable growth and investment.

Our tourism operators enjoy the opportunity to collaborate through the Western Adelaide Visitor Network and the Adelaide Beaches Visitor website is a key driver in promoting all there is to see and do in the region to a global audience. The Visit Henley Website and Facebook page draws and engages a large local audience.

The COVID-19 pandemic has significantly impacted the visitor economy. Visitor businesses have shown their resilience and ability to reposition by embracing the opportunities from local and regional visitors.

The Accommodation and Food Services sector is forecast to experience significant jobs growth, 989 jobs in the next five years as the second highest growth sector behind Health and Social Assistance.

However, the South Australian Tourism Commission's Tourism Workforce Directions Paper has highlighted some of the key challenges in attracting workers back to the sector.

This paper identified several strategic priorities to guide the recovery of the sector and employment growth which included the following:

- broadening the pool of domestic sourced workers
- maximising the returning international workforce
- increasing engagement with training
- ensuring optimal working conditions

¹ City of Charles Sturt Trends and Forecast Report 2022



Health

Health Care and Social Assistance is the largest employment sector in the City of Charles Sturt, comprising 18.5 percent of all jobs and exporting 25 percent of its output¹. Our City has health clusters located along Woodville Road, around the Queen Elizabeth Hospital and the Welland Healthy Living Precinct. The Royal Adelaide Hospital in close proximity to the Council area presents a further opportunity to grow the local health sector.

The Health Care and Social Assistance sector sits in the 'growing' category and is an important driver of future growth. The sector is forecast to be the largest jobs growth sector with over 2 600 jobs being created and the second largest growth sector by output over the next five years with growth of \$220 million².

The forecast health industry growth provides an opportunity to explore higher value health services and medical technology development opportunities. This can be linked to the NDIS growth opportunities that are available for small to medium allied health businesses focusing on emerging services and technologies including home-based care and tele-health.

The \$314 million redevelopment of the Queen Elizabeth Hospital will modernise the hospital through the delivery of a larger emergency department, a new intensive care unit, operating theatres

and rehabilitation facilities. Construction is estimated to provide 470 jobs during construction and is expected to be completed by mid-2024. The hospital is the centre piece of the Woodville Road Health Precinct which includes various health research and specialist services. This health precinct is a major local employer and has potential to grow and develop further.

The Welland Healthy Living Precinct provides multifunction and co-working spaces, a community café, training and seminar facilities along with a podcasting and recording studio. It provides collaborative spaces and a launch pad for start-up health and social enterprise businesses. Over 100 jobs have been created and employment is forecast to double in the next 12 to 18 months. The Welland Healthy Living precinct connects with surrounding allied health businesses including Arthritis SA, Novita Health and Adelaide Hydrotherapy to form a health cluster.

The precinct was also recently connected to the GigCity fibre network which provides an ultra-high speed fibre connection to other key innovation precincts including Lot 14 on North Terrace, Adelaide, Tonsley Innovation District and Sunjive Studios at Hendon.

¹. City of Charles Sturt Profile, Remplan 2022.

². City of Charles Sturt Trends and Forecast Report 2022

Defence and Advanced Manufacturing

The Western Region is benefiting from the significant and sustained investment in the maritime defence projects including the Collins Submarine Sustainment Program, Hobart Class Ship refurbishment and construction of the Future Hunter Class Frigates. The plans for the construction and timing of the Australian Future Nuclear-Powered Submarines are yet to be announced following the formation of the AUKUS defence alliance between Australia, the United Kingdom and the United States.

The planned defence investment of over \$100 billion will see growth in skill development and employment opportunities that are multigenerational and will provide significant value and benefit to the region and wider State. The opportunities are not limited to the defence sector, there are a wide range of growth opportunities in the supply chain and consumption-based businesses.

Manufacturing plays a significant role in our economy. Almost 50 percent of economic value is related to manufacturing activities and the sector is a major driver of economic growth. Employment in manufacturing increased from 2016 to 2020, reversing the downward trend in the previous 10 years. Strong jobs growth was driven by the food product, polymer and rubber manufacturing sectors.

The Commonwealth Government's Modern Manufacturing Strategy seeks to promote Australia as a high-quality and sustainable manufacturing nation that helps to deliver a strong, modern and resilient economy for all Australians. The implementation of the strategy is backed by \$1.3 billion in spending over four years (2021-25), including support and grant funding for industry modernisation and supply chain resilience.

Advances in technology presents opportunities for local manufacturing businesses to modernise, grow and access new markets through the adoption of AI and 5G technology.



Detmold Group, Global innovators in sustainable paper and board packaging solutions

Small Business

Small and Medium Enterprises (SME) are a critical component and makes a major contribution to the strength of our local economy.

98 percent of businesses in Charles Sturt employ 19 people or less providing local employment opportunities for people.

Not only do they help to stimulate economic growth but there are sustainability gains too. Local employment improves liveability and reduces the need to travel, it contributes to vibrant local places and diversity and elevates living standards by providing a variety of accessible employment options.

Small business owners typically live in the community in which they work and workers often shop locally helping to increase the economic health of the community.

The importance of small businesses is acknowledged and supported through a number of key initiatives in the action plan targeting business growth, development and support for start-ups and entrepreneurs.



Alice Fitch, Whola

6. Action Plan



Dion from Crave Coffee,
Queen St, Croydon

Action Plan

The action plan has been created to guide the economic development initiatives to support and grow local businesses and create employment opportunities. The initiatives have been shaped by the opportunities and challenges highlighted in the *City of Charles Sturt Economic Trends and Forecast* findings and what local business people and entrepreneurs have told us in the *Business Climate Survey 2022*.

The action plan is structured under the four pillars and is summarised in the table below. A 12-month action plan follows and will be reviewed on an annual basis. A four-year plan is included in Appendix 2.

Economic Development Strategy Pillars and Principles

| PILLAR | Business Friendly | Diverse and Advanced Economy | Knowledge and Innovation | Vibrant and Liveable City |
|------------|--|---|--|--|
| KEYWORDS | Leadership, advocacy, collaboration, support, promotion | Capacity building, advancement, resilience, growth, connection, buy local, celebrate success | Innovation, entrepreneurialism, jobs and skills | Events, sustainability, creatives, liveability |
| PRINCIPLES | <ul style="list-style-type: none"> • Understand the needs of our business • Advocate for business • Make it easy to start and grow a business • Embed economic outcomes into decision making • Cultivate community business leaders (business champions / ambassadors) • Champion the next generation of leading businesses, celebrate and promote our businesses • Be a business friendly Council. | <ul style="list-style-type: none"> • Support the growth of the City's key sectors • Build local business capacity and resilience • Support business retention and expansion • Facilitate business to business connections • Maximise expenditure locally • Celebrate our businesses and business success • Facilitate region building projects and investment into the city. | <ul style="list-style-type: none"> • Develop the entrepreneurial capabilities of our residents and business people • Promote and support co-working spaces • Support the local innovation ecosystem • Encourage entrepreneurship, collaboration and innovation • Connect people to training and jobs. | <ul style="list-style-type: none"> • Showcase and promote the City as a premier business and visitor destination. • Promote the City as an ideal place to live • Facilitate the development of attractive and vibrant places and neighbourhoods • Attract events into the region • Lead and support environmental goals for sustainability, a growing circular economy and climate action. • Support the growth of the creative sectors. |



The City of Charles Sturt is a city that understands the needs of business and is one of the easiest places to start and grow a business.

As a Small Business Friendly Council, we play an important part in supporting small business, our business responsive culture ensuring that entrepreneurs and business owners can access the assistance and support that they need.

Demonstrating strong leadership and advocating for key economic infrastructure is critical in enabling the right environment for investment, growth, and innovation.

Connection, capability, and collaboration will build our economy ready for the future.

Key themes: leadership, advocacy, collaboration, support, promotion.

Key initiatives

- a. **Understand the needs of our businesses** via an annual business survey, through targeted business engagement, business surveys, open forum sessions with key industry sectors and associations and engagement with business leaders and ambassadors on key issues.
- b. **Advocate for business and key infrastructure** to create the right environment for growth and innovation.
- c. **Demonstrate strong leadership, collaboration and partnerships** across government, industry, and community to support business growth.
- d. **Demonstrate that Council is responsive to business** by making it easy to start, grow and access services.
- e. **Provide access and insights** into economic modelling, data and analysis for potential investors and local businesses.
- f. **Champion our community business leaders** to provide links to the key growth sectors, identify industry needs and provide representation at events.
- g. **Celebrate and promote business success by facilitating business excellence awards** to showcase leading local businesses.





DIVERSE AND ADVANCED ECONOMY

Supporting our growth sectors is key.

Tourism will continue to make a significant contribution to our economy whilst Health Care and Social Assistance is an important driver of future growth. New technology such as Artificial Intelligence and 5G connected systems also have the potential to substantially grow the value of advanced manufacturing, defence and construction related areas.

However, protecting our employment lands and encouraging commercial and industrial development is critical for future growth. These will drive investment and enable knowledge-based business service industries, manufacturing, and wholesale industries, creating local jobs and a more dynamic local economy.

An important part of our economic recovery will be increasing the resilience of local businesses to economic and environmental shocks. Supporting existing businesses will enable them to build their capacity and capability, access new technology, markets and funding and will assist in business retention and expansion. Prioritising Council's expenditure with local businesses is important and will continue to be supported.

Key themes: capacity building, advancement, resilience, growth, connection, buy local, celebrate success

Key initiatives

- a. **Support advanced manufacturing and defence sectors** by supporting: the uptake of technology, local supply chain capability, the uptake of grants and employment and training opportunities.
- b. **Grow and support the health sector** and cluster development.
- c. **Explore high value health services, med-tech and future NDIS growth opportunities** for SME's focusing on emerging services and technologies.
- d. **Support the growth and recovery of the visitor sector**
- e. **Build local business capacity and capability** through the delivery of workshops, events, and mentoring.
- f. **Connect local businesses to business support programs**, grants, investment opportunities and broader initiatives
- g. **Support business attraction, retention, and expansion.**
- h. **Encourage and facilitate business to business connections.**
- i. **Support Buy Local initiatives** to support the local supply chain, increase Council expenditure with local businesses and help businesses learn how to tender.
- j. **Facilitate region-building projects.**

KNOWLEDGE AND INNOVATION

Education, skills, and entrepreneurship will drive innovation, productivity, and jobs growth.

Supporting education and skills and the development of precincts and spaces that encourage collaboration, networking and entrepreneurship is an important part of our economy.

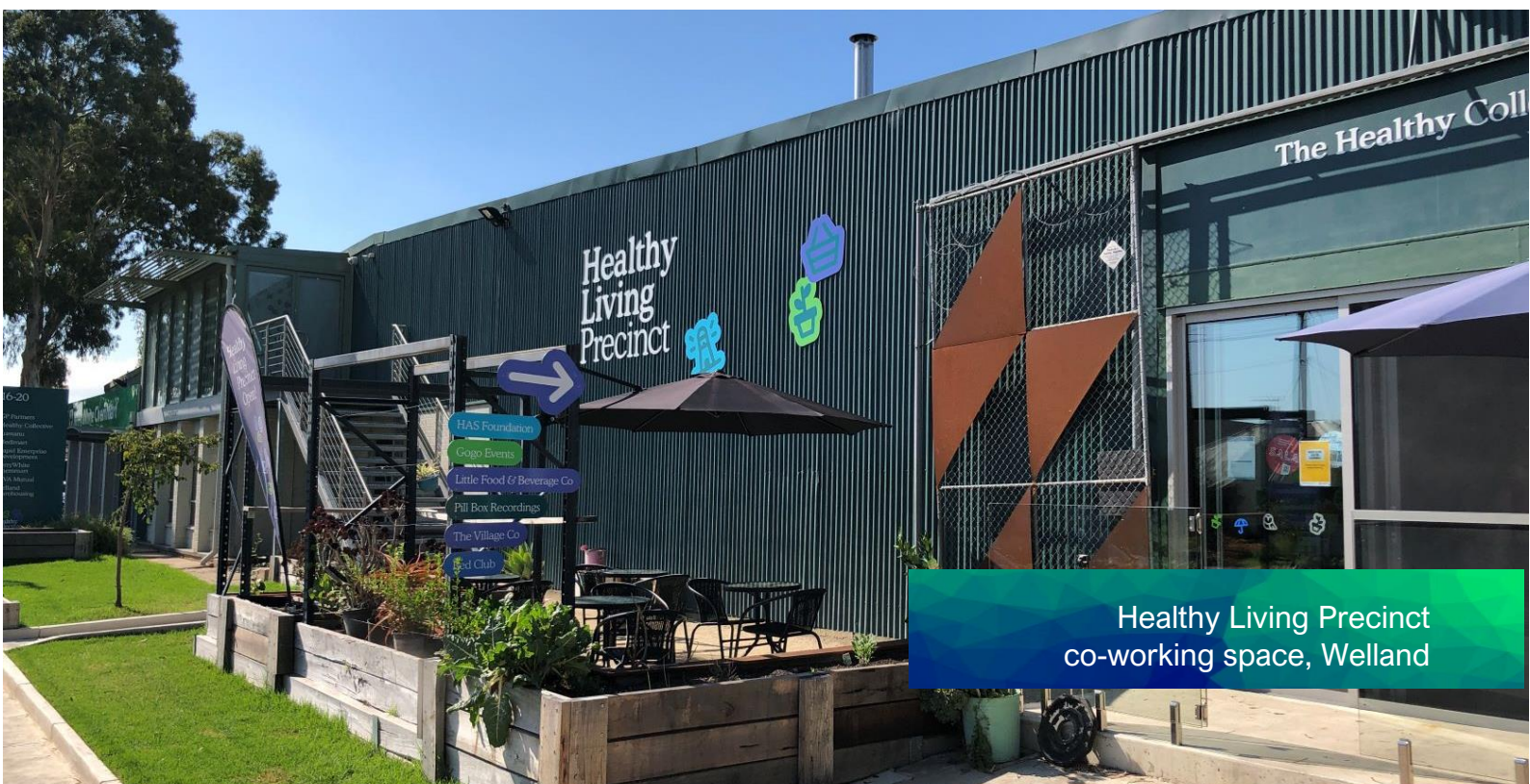
Knowledge intensive jobs drive the innovation and productivity necessary for growth and keeping our skilled residents employed locally means fewer people commuting, improved social outcomes and more people shopping locally.

Investigating and supporting new co-working spaces and GigCity precincts offers an exciting opportunity to foster and grow innovation, entrepreneurship and attract businesses to the area.

Key themes: Innovation, entrepreneurialism, jobs and skills.

Key initiatives

- a. **Develop the entrepreneurial capabilities** of our residents and digital literacy for business people.
- b. **Promote, support, and encourage co-working spaces** as places for collaboration and knowledge sharing. Investigate the potential for new co-working spaces and partnership approaches.
- c. **Investigate opportunities for additional GigCity precincts** to foster and grow innovation and attract businesses to the area.
- d. **Support the local innovation ecosystem and encourage entrepreneurship and innovation** – support programs and initiatives that develop the entrepreneurial capabilities of founders, new business start-ups and businesses with the potential to expand and scale.
- e. **Promote and create pathways to employment** through a coordinated workforce development agenda.



Healthy Living Precinct
co-working space, Welland



The City of Charles is recognised as a great place to do business because of its liveability.

People move to a place that offers a lifestyle and environment they enjoy. Creating an attractive place for our community, investors and visitors is important.

Embedding place making and sustainability principles in Council, major developments and neighbourhood projects, ensures that our places meet the needs of our community. They also embrace our industrial, Aboriginal, and migrant heritage.

Events showcase our city, developing our sense of place and identity, and provide opportunities for people to connect with others contributing to both economic and community development. Events also play a major role in attracting visitors to our city and extending their stay. Creative industries are connected to future urban growth and investment and employment generation.

Promoting our city as a vibrant and attractive place offering the lifestyle they enjoy, and a mixture of residential developments will help attract a younger demographic and families to balance our ageing population.

Marketing the City will attract investors, businesses, and visitors to ensure a long-term sustainable future.

Key themes: events, sustainability, creatives, liveability.

Key initiatives

- a. Showcase and promote the city as a **premier business and visitor destination**.
- b. promote the city as an **ideal place to live**.
- c. **Attract events** and assist businesses to leverage from open access festivals to facilitate growth in visitation and spending.
- d. **Facilitate and promote attractive and vibrant neighbourhoods** by utilising neighbourhood plans, mixed use residential developments and creating boutique, bespoke areas.
- e. **Grow local creative industries** to support employment outcomes.
- f. **Lead and support environmental goals** for sustainability, a growing circular economy and climate action.
- g. **Connect local businesses to the Material Recovery Facility (MRF)** and promote the re-use of recycled materials.

12 Month Action Plan

1. Business Friendly

| no | Initiative/Action | How | Measure | Target | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|--|---|--|---|
| A | Understand the needs of our businesses through targeted business engagement, business surveys, open forum sessions with key industry sectors and associations and engagement with business leaders and ambassadors on key issues. | Business engagement strategies: _ Open forums _ Business surveys _ Engagement with business leaders | _ No of businesses engaged _ No of open forum sessions _ No of Business surveys _ No of engaged Business Leaders and Ambassadors | 80% satisfaction from Western region businesses participating in business development events (Org Plan) | Ongoing |
| B | Advocate for business and key infrastructure to create the right environment to enable business growth and innovation | Successful advocacy to key stakeholders e.g. Local Jobs Taskforce advocacy role - aged care workers add to the temporary or permanent skilled-migration lists, or introduce a new 'essential skills visa'. | Successful advocacy to key stakeholders | | P2 |
| C | Demonstrate strong leadership, collaboration and partnerships across government, industry, and community | Continue collaboration with Western Alliance, SATC, TiCSA, State, AHA, RC&A and GigCity | Delivery of collaborative projects and events | | Ongoing |
| D | Demonstrate that Council is responsive to business by making it easy to start, grow and access services | Provide up to date information on the website. | Website analytics | | Ongoing |
| | | Business engagement strategies | Quality of business engagement through CRMS system | 80% of surveyed businesses that received assistance and advice are satisfied with council support satisfaction | Ongoing |
| | | Deliver welcome packs for new business. | Welcome packs delivered | | P1 |
| | | Satisfaction surveys ongoing and annual | Report on satisfaction with Council | Positive net promoter score | Ongoing |

| no | Initiative/Action | How | Measure | Target | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|---|---|-------------------------|---|
| | | Maintain Business Friendly Council status - annual reporting | Number of initiatives | | Ongoing |
| E | Provide access and insights into economic modelling, data and analysis for potential investors and local businesses. | Provide information: _ website _ direct to investors _ through highlights and snapshots. | Website analytics No. of businesses assisted. Remplan | Increase in web traffic | Ongoing |
| F | Champion our Community Business Leaders to provide links to the key growth sectors, identify industry needs and provide representation at events. | Leaders invited to events. | No. of events | | Ongoing |
| | | Promotion of local business excellence | Increased business confidence | | Ongoing |
| | | Business engagement to identify needs and receive industry insights. | Business engagement | | Ongoing |
| G | Celebrate and promote business success by facilitating business excellence awards to showcase leading local businesses | Promote business success stories | Increased business confidence | | P 1 / Ongoing |
| | | Hold awards event | Business engagement in event awards | | P2 |

2. Diverse and Advance Economy

| no | Pillar/ Initiative | How | Measure | Target | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|--|--|--|---|
| A | Engage with partners and the business community to support and grow Advanced Manufacturing and Defence sectors by supporting: the uptake of technology, local supply chain capability, the uptake of grants and employment and training opportunities. | Engagement with partners and the business community to highlight support and opportunities available and build business to business connections. | No of partners and businesses engaged. No of workshops, training, and networking events | At least one targeted industry specific communication and event annually | P1 / Ongoing |
| | | Support the uptake of technology and building of supply chain capability | No of workshops, training, and networking events | 80% satisfaction from Western region businesses participating in business development events | P2 |
| | | Promotion of Federal and State support and grants | Uptake of Federal and State support and grants | | P1 / Ongoing |
| | | Promotion and facilitation of employment and training opportunities | Uptake of employment and training opportunities | 30% of businesses engage | P2 |
| B | Grow and support the health sector and cluster development | Engagement with health providers to assist the growth of new health and aged care facilities. | No of health providers engaged Opportunities identified | Positive feedback from business as a result of Council initiative At least one targeted industry specific communication and event annually. | Ongoing |
| | | Advocate for training and provision of aged care and social assistance workers. | Collaboration across all levels of government and key stakeholders. | Aged care and social assistance employment gaps reduced. | P2 |
| C | Explore high value health services, medical-tech and future NDIS growth opportunities for small to | Delivery of workshops, training, and networking events. | Feedback survey | 80% satisfaction from Western region | P2 |

| no | Pillar/ Initiative | How | Measure | Target | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|--|--|---|--|---|
| | medium sized businesses focusing on emerging services and technologies. | | No of health providers engaged. | businesses participating in business development events | |
| D | Support the growth and recovery of the Visitor Sector | Engagement with visitor sector businesses and SATC to support and grow the sector. | No of visitor sector businesses engaged. | At least one targeted industry specific communication and event annually | P1 / Ongoing |
| | | Delivery of workshops, training, and networking events. | No. of workshops, training, and networking events | 80% satisfaction from Western region businesses participating in business development events | P1 / Ongoing |
| | | Promotion of Australian Tourism Data Warehouse (ATDW). | No. of businesses signed up to ATDW. | Increase in businesses listed on ATDW | P1 / Ongoing |
| | | Ongoing delivery of the Adelaide Beaches regional promotion | No of views and reach of the Adelaide Beaches Website. No of visitors to the region. | Increase in number of visits to Adel Beaches Website | P1 / Ongoing |
| E | Build local business capacity and capability through the delivery of workshops, events, and mentoring. | Annual calendar of events. | No of events, workshops, mentoring Feedback from surveys. | 80% satisfaction from Western region businesses participating in business development events | P1 / Ongoing |
| | | Western Business Leaders membership | Western Business Leaders membership numbers. | 30% of our businesses are WBL members by 2025. | P1 / Ongoing |

| no | Pillar/ Initiative | How | Measure | Target | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|---|---|---|---|
| F | Connect local businesses to business support programs, grants, funding and investment opportunities, Western Adelaide Regional and broader initiatives. | Promotion of grants and opportunities. | No of engagements with business Promotion analytics | | P1 / Ongoing |
| | | Delivery of City of Charles Sturt Business Support Grants | No of businesses accessing programs and grants | | P1 / Ongoing |
| G | Support business attraction, retention, and expansion. | Create Investment Attraction collateral including Employment Lands | Collateral designed and implemented. | | P2 |
| | | Develop targeted business engagement program to assist growth sectors. | No. of businesses visited/engaged with in growth sectors. | New investment, businesses, and jobs growth. | P1 / Ongoing |
| | | Promote business growth and innovation grants oriented towards innovation, diversity, and transformation. | Report on number of business start-ups, building approvals, employment numbers and Investment enquiries | | P2 / Ongoing |
| H | Encourage and facilitate business to business connections | Facilitation of business to business connection through events and workshops | No of businesses assisted to make B2B connections | Annual increase in B2B engagement fostered by CS Org Plan – targets 1.1, 1.2, 2.1 | P2 / Ongoing |
| I | Support Buy Local initiatives to support the local supply chain, increase Council expenditure with local businesses and help businesses learn how to tender. | Promotion of local procurement opportunities. | Council expenditure with local businesses. | Annual increase of 2.5% local spend by Council All tenders promoted through CS LinkedIn site | P2 / Ongoing |
| | | Delivery of workshops on how to tender | No of workshops | 80% satisfaction from Western region businesses | Ongoing |

| no | Pillar/ Initiative | How | Measure | Target | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|-------------------------------------|---|---|---|--|
| | | | | participating in business development events | |
| | | Promotion of local supply chain opportunities | No of businesses accessing supply chain opportunities | Annual increase in B2B engagement fostered by Council. Org Plan – targets 1.1, 1.2, 2.1 | Ongoing |
| | | #Shop Local grants | No of grants delivered and outcomes | | Ongoing |
| J | Facilitate region-building projects | Promote pipeline of regional projects | Investment in regional infrastructure | | P2 / Ongoing |

3. Knowledge and Innovation

| No | Pillar/ Initiative | How | Measure | Target | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|--|---|---|---|
| A | Develop the entrepreneurial capabilities of our residents and digital literacy for business people. | Delivery of workshops and training sessions | No of businesses and residents accessing workshops and training session. No of businesses participating in digital solutions programs. | | P2 / Ongoing |
| | | Support entrepreneurship scholarships | No of scholarships supported | | Ongoing |
| B | Promote, support and encourage co-working spaces as places for collaboration and knowledge sharing. Investigate the potential for new co-working spaces and partnership approaches. | Development of marketing collateral | Circulation of marketing collateral | | P2 / Ongoing |
| | | Investigate the potential for new co-working spaces. | Report on the potential for new co-working spaces. | | P1 |
| C | Investigate opportunities for additional GigCity precincts and support existing to foster and grow innovation and attract businesses to the area. | Investigate opportunities for additional GigCity Precincts | Report on opportunities for additional GigCity Precincts | | P2 |
| | | Promote existing GigCity Precincts to grow and attract businesses | Reports on views & reach | | P2 / Ongoing |
| D | Support the local innovation ecosystem and encourage entrepreneurship and innovation through programs and partnerships that develop the entrepreneurial capabilities of founders, new business start-ups and businesses with the potential to expand and scale. | Partner with industry, government, and education providers to promote opportunities for entrepreneur development including indigenous entrepreneurs. | No of views and reach. No of entrepreneurs supported No. of partnerships | | P2 / Ongoing |
| E | Promote and create pathways to employment through a coordinated workforce development agenda | Partner with industry, government, training and education providers to host or support an event that provides a direct link to local employment and skills supply including indigenous employment opportunities. | No of cooperative projects, industry, and education sector engagement | Percentage of our community that have qualifications continues to grow (Org Plan 4,2.4) | P2 |

4.Vibrant & Liveable City

| No | Pillar/ Initiative | How | Measure | Target | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|---|--|--|---|
| A | Showcase and promote the city as a great place to live and visit | Development of destination marketing campaigns – Live in the West | Report on visitation numbers and spent Report on views and reach | Deliver regional promotion plan by Dec 2022 (Org Plan 1.1.1) | P1 |
| B | Showcase and promote the city as a premier business destination. | Create investment attraction collateral including Employment Lands | Report on number of business start-ups, building approvals, employment numbers and investment enquiries Report on views and reach | | P1 |
| | | Promotion of business success. | No of businesses promoted | | Ongoing |
| C | Attract events and assist businesses to leverage from open access festivals to facilitate growth in visitation and spending. | Attract events and partner | No. of events Report on visitation numbers and spent (Org Plan) | | Ongoing |
| | | Events and Festivals sponsorships program | Events and Festivals sponsored, visitation and spend | | Ongoing |
| D | Facilitate and promote attractive and vibrant neighbourhoods by utilising neighbourhood plans, mixed use residential developments and creating boutique, bespoke areas. | #shoplocal initiatives with neighbourhood plans | Report on visitation numbers and spent | | P2 |
| E | Grow local creative industries to support employment outcomes. | Creative Cities grants | Number of Creative City Grants provided and outcomes | | Ongoing |
| F | Lead and support environmental goals for sustainability, a growing circular economy and climate action. | Communicate with businesses to encourage actions that mitigate and adapt to climate change. | Number of businesses engaged | | P2 |
| G | Connect local businesses to the Material Recovery Facility | Hold event to promote the MRF and opportunities to | No of businesses connected | | P2 |

| No | Pillar/ Initiative | How | Measure | Target | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|-------------------------|---------|--------|--|
| | (MRF) and promote the re-use of recycled materials. | use recycled materials. | | | |

7. Monitoring and Tracking Progress

Measures of Success

The Strategy and Action Plan have been developed to create and foster an environment that will encourage and support future economic growth and achievement of the goal: an economically thriving city. It should be noted that neither Council nor the key delivery agencies and project partners can on their own, control these outcomes.

The measures of success have been developed to determine the ongoing success of the Economic Development Strategy implementation. A combination of qualitative and quantitative data will be used to measure the success and includes 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 objective of Charles Sturt being an ideal 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 an ideal place to invest to grow a business. | Annual Business Sentiment Survey. | Growth in positive response. |
| 2 | Growing employment and investment. | Annual employment statistics, total number and dollar value of development application in residential, commercial and industrial developments. | <ul style="list-style-type: none">_ Growth in annual employment numbers._ Growth in annual development application dollar value by sector. |

| | Measure | How | Target |
|---|---------------------------------|--|--|
| 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. |

Acronyms

AHA – Australian Hoteliers Association

ATDW – Australian Tourism Data Warehouse

CS – City of Charles Sturt

EDS – Economic Development Strategy

GAROC – Greater Adelaide Regional Organisation of Councils

RCA – Restaurant Catering Association

SATC – South Australian Tourism Commission

SME – Small Medium Enterprise

TiCSA – Tourism Industry Council South Australia

WR TDAP – Western Region Tourism Destination Action Plan

References

Informed Decisions, 2022, Charles Sturt Economic Trends and Forecast, Melbourne

Informed Decisions, 2022, City of Charles Sturt Economic Profile, Melbourne

Remplan, 2022, City of Charles Sturt Economy and Community Profiles, Bendigo

South Australian Tourism Commission, November 2021, South Australian Tourism Workforce Directions Paper, Adelaide

Appendices

CM ref: 22/95389

v6 28/3/22

Appendix 2| Four Year Action Plan 2022-2026

1. Business Friendly

| no | Initiative/Action | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|---|---|---|---|--|
| A | Understand the needs of our businesses through targeted business engagement, business surveys, open forum sessions with key industry sectors and associations and engagement with business leaders and ambassadors on key issues. | Business engagement strategies: _ Open forums _ Business surveys _ Engagement with business leaders | _ No of businesses engaged _ No of open forum sessions _ No of Business surveys _ No of engaged Business Leaders and Ambassadors | 80% satisfaction from Western region businesses participating in business development events (Org Plan) | Ongoing | Ongoing |
| B | Advocate for business and key infrastructure to create the right environment to enable business growth and innovation | Successful advocacy to key stakeholders e.g. Local Jobs Taskforce advocacy role - aged care workers add to the temporary or permanent skilled-migration lists, or introduce a new 'essential skills visa'. | Successful advocacy to key stakeholders | | S | P2 |

| no | Initiative/Action | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|--|---|--|--|--|--|
| C | Demonstrate strong leadership, collaboration and partnerships across government, industry, and community | Continue collaboration with Western Alliance, SATC, TiCSA, State, AHA, RC&A and GigCity | Delivery of collaborative projects and events | | Ongoing | Ongoing |
| D | Demonstrate that Council is responsive to business by making it easy to start, grow and access services | Provide up to date information on the website. | Website analytics | | Ongoing | Ongoing |
| | | Business engagement strategies | Quality of business engagement through CRMS system | 80% of surveyed businesses that received assistance and advice are satisfied with council support satisfaction | Ongoing | Ongoing |
| | | Deliver welcome packs for new business. | Welcome packs delivered | | S | P2 |
| | | Satisfaction surveys ongoing and annual | Report on satisfaction with Council | Positive net promoter score | Ongoing | Ongoing |
| | | Maintain Business Friendly Council | Number of initiatives | | Ongoing | Ongoing |

| no | Initiative/Action | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|---|---|-------------------------|--|--|
| | | status - annual reporting | | | | |
| E | Provide access and insights into economic modelling, data and analysis for potential investors and local businesses. | Provide information: _ website _ direct to investors _ through highlights and snapshots. | Website analytics No. of businesses assisted. Remplan | Increase in web traffic | Ongoing / S-M | Ongoing |
| F | Champion our Community Business Leaders to provide links to the key growth sectors, identify industry needs and provide representation at events. | Leaders invited to events. | No. of events | | Ongoing | Ongoing |
| | | Promotion of local business excellence | Increased business confidence | | Ongoing | Ongoing |
| | | Business engagement to identify needs and receive industry insights. | Business engagement | | Ongoing | Ongoing |
| G | Celebrate and promote business success by facilitating business excellence awards to showcase leading local businesses | Promote business success stories | Increased business confidence | | Ongoing | P 1 / Ongoing |
| | | Hold awards event | Business engagement in event awards | | S- M (Q2 2023) | P2 |

2. Diverse and Advance Economy

| no | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|--|--|--|---|---|
| A | Engage with partners and the business community to support and grow Advanced Manufacturing and Defence sectors by supporting: the uptake of technology, local supply chain capability, the uptake of grants and employment and training opportunities. | Engagement with partners and the business community to highlight support and opportunities available and build business to business connections. | No of partners and businesses engaged. No of workshops, training, and networking events | At least one targeted industry specific communication and event annually | Ongoing | P1 / Ongoing |
| | | Support the uptake of technology and building of supply chain capability. | No of workshops, training, and networking events | 80% satisfaction from Western region businesses participating in business development events | S | P2 |
| | | Promotion of Federal and State support and grants. | Uptake of Federal and State support and grants | | Ongoing | P1 / Ongoing |
| | | Promotion and facilitation of employment and training opportunities. | Uptake of employment and training opportunities | 30% engage with event invitations | S | P2 |

| no | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|--|---|---|--|---|--|
| B | Grow and support the health sector and cluster development | Engagement with health providers to assist the growth of new health and aged care facilities. | No of health providers engaged Opportunities identified | Positive feedback from business as a result of Council initiative At least one targeted industry specific communication and event annually. | Ongoing | Ongoing |
| | | Advocate for training and provision of aged care and social assistance workers. | Collaboration across all levels of government and key stakeholders. | Aged care and social assistance employment gaps reduced. | S | P2 |
| C | Explore high value health services, medical-tech and future NDIS growth opportunities for small to medium sized businesses focusing on emerging services and technologies. | Delivery of workshops, training, and networking events. | Feedback survey No of health providers engaged. | 80% satisfaction from Western region businesses participating in business development events | S | P2 |

| no | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|--|--|---|--|---|--|
| D | Support the growth and recovery of the Visitor Sector | Engagement with visitor sector businesses and SATC to support and grow the sector. | No of visitor sector businesses engaged. | At least one targeted industry specific communication and event annually | Ongoing | P1 / Ongoing |
| | | Delivery of workshops, training, and networking events. | No. of workshops, training, and networking events | 80% satisfaction from Western region businesses participating in business development events | Ongoing | P1 / Ongoing |
| | | Promotion of Australian Tourism Data Warehouse (ATDW). | No. of businesses signed up to ATDW. | Increase in businesses listed on ATDW | Ongoing | P1 / Ongoing |
| | | Ongoing delivery of the Adelaide Beaches regional promotion. | No of views and reach of the Adelaide Beaches Website. No of visitors to the region. | Increase in number of visits to Adel Beaches Website | Ongoing | P1 / Ongoing |

| no | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|---|--|--|---|--|
| E | Build local business capacity and capability through the delivery of workshops, events, and mentoring. | Annual calendar of events. | No of events, workshops, mentoring Feedback from surveys. | 80% satisfaction from Western region businesses participating in business development events | Ongoing | P1 / Ongoing |
| | | Western Business Leaders membership | Western Business Leaders membership numbers. | 30% of our businesses are WBL members by 2025. | Ongoing | P1 / Ongoing |
| F | Connect local businesses to business support programs, grants, funding and investment opportunities, Western Adelaide Regional and broader initiatives. | Promotion of grants and opportunities. | No of engagements with business Promotion analytics | | Ongoing | P1 / Ongoing |
| | | Delivery of City of Charles Sturt Business Support Grants | No of businesses accessing programs and grants | | Ongoing | P1 / Ongoing |

| no | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|---|---|---|---|--|
| G | Support business attraction, retention, and expansion. | Create Investment Attraction collateral including Employment Lands | Collateral designed and implemented. | | S | P2 |
| | | Develop targeted business engagement program to assist growth sectors. | No. of businesses visited/engaged with in growth sectors. | New investment, businesses, and jobs growth. | Ongoing | P1 / Ongoing |
| | | Promote business growth and innovation grants oriented towards innovation, diversity, and transformation. | Report on number of business start-ups, building approvals, employment numbers and Investment enquiries | | Ongoing | P2 / Ongoing |
| | | Help businesses access export grants and opportunities. | No of businesses exporting. | | M | |
| H | Encourage and facilitate business to business connections | Facilitation of business to business connection through events and workshops | No of businesses assisted to make B2B connections | Annual increase in B2B engagement fostered by CCS | Ongoing | P2 / Ongoing |

| no | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|---|---|---|---|--|
| | | | | Org Plan – targets 1.1, 1.2, 2.1 | | |
| I | Support Buy Local initiatives to support the local supply chain, increase Council expenditure with local businesses and help businesses learn how to tender. | Promotion of local procurement opportunities. | Council expenditure with local businesses. | Annual increase of 2.5% local spend by Council All tenders promoted through CS LinkedIn site | Ongoing | P2 / Ongoing |
| | | Delivery of workshops on how to tender | No of workshops | 80% satisfaction from Western region businesses participating in business development events | Ongoing | Ongoing |
| | | Promotion of local supply chain opportunities | No of businesses accessing supply chain opportunities | Annual increase in B2B engagement fostered by Council. | Ongoing | Ongoing |

| no | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|--|--|---|--|--|--|
| | | | | Org Plan – targets 1.1, 1.2, 2.1 | | |
| | | #Shop Local grants | No of grants delivered and outcomes | | Ongoing | Ongoing |
| J | Facilitate region-building projects | Promote pipeline of regional projects | Investment in regional infrastructure | | Ongoing | P2 / Ongoing |
| | | Advocate for new region building project | No of capital works projects | | L | |

3. Knowledge and Innovation

| No | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|--|---|--------|---|---|
| A | Develop the entrepreneurial capabilities of our residents and digital literacy for business people. | Delivery of workshops and training sessions | No of businesses and residents accessing workshops and training session. No of businesses participating in digital solutions programs. | | Ongoing | P2 / Ongoing |
| | | Support entrepreneurship scholarships | No of scholarships supported | | Ongoing | Ongoing |
| B | Promote, support and encourage co-working spaces as places for collaboration and knowledge sharing. Investigate the potential for new co-working spaces and partnership approaches. | Development of marketing collateral | Circulation of marketing collateral | | Ongoing | P2 / Ongoing |
| | | Investigate the potential for new co-working spaces. | Report on the potential for new co-working spaces. | | S-M | P1 |
| C | Investigate opportunities for additional GigCity precincts and support existing to foster | Investigate opportunities for additional GigCity Precincts | Report on opportunities for additional GigCity Precincts | | S-M | P2 |

| No | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|--|--|---|---|---|
| | and grow innovation and attract businesses to the area. | Promote existing GigCity Precincts to grow and attract businesses | Reports on views & reach | | Ongoing | P2 / Ongoing |
| D | Support the local innovation ecosystem and encourage entrepreneurship and innovation through programs and partnerships that develop the entrepreneurial capabilities of founders, new business start-ups and businesses with the potential to expand and scale. | Partner with industry, government, and education providers to promote opportunities for entrepreneur development including indigenous entrepreneurs. | No of views and reach. No of entrepreneurs supported No. of partnerships | | Ongoing | P2 / Ongoing |
| E | Promote and create pathways to employment through a coordinated workforce development agenda | Partner with industry, government, training and education providers to host or support an event that provides a direct link to local employment and skills supply including indigenous employment opportunities. | No of cooperative projects, industry, and education sector engagement | Percentage of our community that have qualifications continues to grow (Org Plan 4,2.4) | S – M | P2 |

4.Vibrant & Liveable City

| No | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|--|--|--|--|--|--|
| A | Showcase and promote the city as a great place to live and visit | Development of destination marketing campaigns – Live in the West | Report on visitation numbers and spent Report on views and reach | Deliver regional promotion plan by Dec 2022 (Org Plan) | S / Ongoing | P1 |
| | | Promotion of new residential developments | Report on location trends, building approvals and employment numbers. | At least one targeted industry specific communication and event for key sectors annually | S-M | |
| B | Showcase and promote the city as a premier business destination. | Create investment attraction collateral including Employment Lands | Report on number of business start-ups, building approvals, employment numbers and investment enquiries Report on views and reach | | S | P2 |

| No | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|---|---|--|--------|---|--|
| | | Development of destination marketing campaigns. | Report on views and reach | | S-M | |
| | | Promotion of business success. | No of businesses promoted | | Ongoing | Ongoing |
| C | Attract events and assist businesses to leverage from open access festivals to facilitate growth in visitation and spending. | Attract events and partner | No. of events Report on visitation numbers and spent (Org Plan) | | Ongoing | Ongoing |
| | | Development of destination marketing campaigns | Report on views and reach | | M | |
| | | Events and Festivals sponsorships program | Events and Festivals sponsored, visitation and spend | | Ongoing | Ongoing |
| D | Facilitate and promote attractive and vibrant neighbourhoods by utilising neighbourhood plans, mixed use residential developments and creating boutique, bespoke areas. | Development of destination marketing campaigns | Report on views and reach | | M | |
| | | #shoplocal initiatives with neighbourhood plans | Report on visitation numbers and spent | | S | P2 |

| No | Pillar/ Initiative | How | Measure | Target | 4 Yr Timeline short (S), medium (M), long (L) Ongoing | 12 month Action Plan Priority 1 Priority 2 Ongoing |
|----|--|---|--|--------|---|--|
| E | Grow local creative industries to support employment outcomes. | Link to the actions in the draft CS Arts & Culture Plan 2022-27 – <i>being prepared</i> . | | | M-L | |
| | | Creative Cities grants | Number of Creative City Grants provided and outcomes | | Ongoing | Ongoing |
| F | Lead and support environmental goals for sustainability, a growing circular economy and climate action. | Communicate with businesses to encourage actions that mitigate and adapt to climate change. | Number of businesses engaged | | S | P2 |
| G | Connect local businesses to the Material Recovery Facility (MRF) and promote the re-use of recycled materials. | Hold event to promote the MRF and opportunities to use recycled materials. | No of businesses connected | | S - M | P2 |



12 month Action Plan initiatives

