



CITY PLANNING, DEVELOPMENT AND BUSINESS AFFAIRS COMMITTEE AGENDA & REPORTS

for the Special meeting

Tuesday, 19 March 2024
at 5.30 pm

in the Colonel Light Room, Adelaide Town Hall

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Members – The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith

Councillor Noon (Chair)

Councillor Martin (Deputy Chair)

Councillors Abrahamzadeh, Couros, Davis, Elliott, Giles, Hou, Li, Dr Siebentritt and Snape

1. Acknowledgement of Country

At the opening of the City Planning, Development and Business Affairs Committee meeting, the Chair will state:

‘Council acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’

2. Apologies and Leave of Absence

Nil

3. Declaration of Conflict of Interest

4. Reports for Recommendation to Council

4.1 Draft Economic Development Strategy for Public Consultation

3 - 55

5. Closure

Draft Economic Development Strategy for Public Consultation

Strategic Alignment - Our Economy

Public

Tuesday, 19 March 2024

City Planning, Development and Business Affairs Committee

Program Contact:

Sarah Gilmour, Associate Director Park Lands, Policy & Sustainability

Approving Officer:

Ilia Houridis, Director City Shaping

EXECUTIVE SUMMARY

The purpose of this report is to present a draft City of Adelaide (CoA) *Economic Development Strategy – An economy that works for all* (the draft Strategy), for the purpose of public consultation.

With an anticipated doubling of the CBD population by 2036, the city is transitioning to a once-in-a-generation period of population growth. The draft Strategy outlines how to leverage the city's competitive advantages and seek to optimise its economic opportunities and outputs as the State's Capital and commercial centre.

The economic vision and ambition for the future of our city is outlined in the draft Strategy and includes goals and targets that reflect the aspirations and directions of the City of Adelaide Strategic Plan 2024-2028.

The draft Strategy communicates our role as a capital city, the significant contribution the city makes to the State's Gross State Product (GSP) and key immediate and long term trends and competitive advantages we will seek to leverage across education, housing, a transitioning green economy and festivals. These goal areas include:

- Goal 1: A gateway to South Australia
- Goal 2: A transitioning economy that works for all
- Goal 3: A centre for education and collaboration
- Goal 4: Liveable Adelaide, towards 50,000
- Goal 5: Australia's festival and creative capital
- Goal 6: An easy place to grow business

An earlier draft Strategy was presented at the City Planning, Development and Business Affairs Committee ([Link 1](#)) on 7 November 2023, where Committee recommended that Council direct the Administration to engage independent advice to inform a new draft Strategy to be presented to the City Planning, Development and Business Affairs Committee in early 2024.

To inform the draft Strategy, an Economic Development Strategy Roundtable was held on 14 December 2023 and included an address from independent experts, a panel discussion and collaborative discussion with invitees at tables.

Key changes resulting from engagement of independent experts and roundtable discussions include strengthening of key themes relating to climate, housing, Adelaide's brand, neighbourhoods and precincts, collaboration and youth, updated goals based on City of Adelaide's role as a capital city and local government area, and the inclusion of additional data and endorsed targets from the City of Adelaide Strategic Plan 2024-2028. The draft Strategy was amended to incorporate independent and sector advice.

Council Members and Adelaide Economic Development Agency (AEDA) Board Members participated in a combined strategic workshop on 30 January 2024. As an outcome of the workshop, Administration undertook additional engagement with the AEDA Board on 13 February 2024 to build on previous feedback received from AEDA and incorporate additional advice into the draft Strategy. The advice from the AEDA Board is contained in this report together with an administrative response.

RECOMMENDATION

The following recommendation will be presented to Council on 26 March 2024 for consideration

THAT THE CITY PLANNING, DEVELOPMENT AND BUSINESS AFFAIRS COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Endorses the draft City of Adelaide Economic Development Strategy – An economy that works for all, contained in Attachment A to Item 4.1 on the Agenda for the Special meeting of the City Planning, Development and Business Affairs Committee held on 19 March 2024, for the purpose of public consultation.
 2. Endorses the draft City of Adelaide Economic Development Strategy, Engagement Plan contained in Attachment B to Item 4.1 on the Agenda for the Special meeting of the City Planning, Development and Business Affairs Committee held on 19 March 2024.
 3. Authorises the Acting Chief Executive Officer or delegate to make minor, typographical or syntactical updates to the documents contained in Attachment A and Attachment B to Item 4.1 on the Agenda for the Special meeting of the City Planning, Development and Business Affairs Committee held on 19 March 2024, for the purposes of finalising the documents for public consultation.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Economy <i>In ten years Adelaide will be the strong economic focal point of the state, attracting investment and talent from around the world. New and diverse industries will complement and build on our economic strengths and city businesses will be successful and connected to global opportunities.</i>
Policy	This report is to establish a City of Adelaide Economic Development Strategy, including policy statements for economic development.
Consultation	The draft Strategy is informed by a workshop held on 3 October 2023 at the City Planning, Development and Business Affairs Committee (Link 2) and Council’s Strategic Plan 2024-2028. Internal consultation to develop the draft Strategy occurred across the City of Adelaide, Adelaide Central Market Authority (ACMA) and Adelaide Economic Development Agency (AEDA) in September 2023. Targeted stakeholder consultation was undertaken via an Economic Development Strategy Roundtable held on 14 December 2023. An amended draft Strategy was considered by the AEDA Board on 13 February 2024 and subsequently updated. If the draft Strategy is endorsed for the purpose of consultation, targeted stakeholder and broad community consultation will be undertaken in accordance with Council’s Community Consultation Policy.
Resource	Resourcing for implementation of the City of Adelaide Economic Development Strategy will be considered through Council’s annual business plan and budget processes.
Risk / Legal / Legislative	The City Planning, Development and Business Affairs Committee (CPDBA) Terms of Reference (Link 3) was established in January 2023 and its purpose includes: <i>To review and, if necessary, guide the development of a city-wide economic development strategy and a local heritage strategy and policy.</i> The draft Strategy delivers a City of Adelaide priority and responds to recommendations from the independent reviews of AEDA.
Opportunities	The development of an Economic Development Strategy will clarify the role of Council, AEDA, ACMA, other levels of government and the private sector in economic development and set strategic directions for the City of Adelaide and its subsidiaries.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	The item that is the subject of this report is currently unfunded. A budget proposal has been submitted for consideration through the 2024/25 annual business plan and budget process for year 1 implementation of the draft Strategy. Any required funding for this item is subject to, and needs to be considered in the context of, the prioritisation of projects, initiatives and service enhancements for the development of the 2024/25 budget, and within the parameters of the Long Term Financial Plan to ensure long-term financial sustainability.
Life of Project, Service, Initiative or (Expectancy of) Asset	The draft City of Adelaide Economic Development Strategy has a ten-year planning horizon and four-year delivery focus from 2024-2028.
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. The purpose of this report is to present a draft City of Adelaide (CoA) *Economic Development Strategy – An economy that works for all* (the draft Strategy), for the purpose of public consultation.
2. An earlier draft of the Economic Development Strategy was presented to the City Planning, Development and Business Affairs Committee ([Link 1](#)) on 7 November 2024. At the following Council Meeting ([Link 4](#)) on 14 November 2024, Council resolved to:

Engage independent advice to inform a new draft of the City of Adelaide Economic Development Strategy to be presented to the City Planning, Development and Business Affairs Committee in early 2024.

Consultation to inform the draft Strategy

3. The draft Strategy contained in **Attachment A**, is informed by a Council workshop held on 3 October 2023 ([Link 2](#)) at the City Planning Development and Business Affairs Committee, an Economic Development Strategy Roundtable held on 14 December 2023 and Council's Strategic Plan 2024-2028.
4. A significant body of targeted engagement and research has informed the development of the draft Strategy, including:
 - 4.1. Economic Profile – preparation of an Economic Profile for the City of Adelaide to inform Council's Strategic Plan 2024-28 (completed in June 2023).
 - 4.2. Night Time Economy – University of Melbourne's Melbourne Centre for Cities Night Shift Project Team (commenced May 2023).
 - 4.3. Council of Capital City Lord Mayors' Economic Development and Research Working Group – Night Time Economy Research and City Pulse Reports (ongoing).
 - 4.4. South Australian Economic Statement – State Government through discussions on the South Australian Economic Statement (July 2023).
 - 4.5. Housing Research – CoA Housing Audit and Need Analysis which considers economic and economic development factors relating to housing in the CoA (June to September 2023).
 - 4.6. City Plan – City Plan Studio Sessions including Magnet City and New Urban Form (September 2023).
 - 4.7. Internal consultation - occurred across the City of Adelaide, Adelaide Central Market Authority (ACMA) and Adelaide Economic Development Agency (AEDA) in September 2023.
 - 4.8. AEDA Board - a workshop was held with the AEDA Board in September 2026 to receive feedback on the framing for the draft Economic Development Strategy.
5. As an outcome of the Council Member and Adelaide Economic Development Agency (AEDA) Board strategic workshop on 30 January 2024, the City of Adelaide was invited to submit a report and table the amended draft Economic Development Strategy at the AEDA Board meeting on 13 February 2024. Advice of the AEDA Board has been addressed in the draft Strategy.

Economic Development Strategy Roundtable

6. A Roundtable was held on 14 December 2023 in response to a decision by the Council to seek independent advice to inform a new draft of the Economic Development Strategy.
7. The Roundtable included an address from independent experts, and a panel and collaborative discussion at tables to inform the Economic Development Strategy. Experts included:
 - 7.1. Professor Michele Acuto, Director Melbourne Centre for Cities, University of Melbourne
 - 7.2. Dr Susan Stone, Credit Union SA Chair of Economics, UniSA Business
 - 7.3. Brenton Caffin, Executive Director, Strategy and Policy, Department of the Premier and Cabinet, Government of South Australia
 - 7.4. Ryan Williams, Playford Professor Business Growth & Director, Australian Centre for Business Growth UniSA Business.
8. The Roundtable was attended by 51 participants including:
 - 8.1. Business leaders, University sector, leaders in arts and cultural festivals
 - 8.2. State Government representatives and economic development experts
 - 8.3. AEDA Board and Advisory Committee Members

- 8.4. Council Members.
9. Key changes as a result of engagement of independent experts and Roundtable discussions include:
- 9.1. Updated goals based on the City of Adelaide's role as a capital city and local government area.
- 9.2. The strengthening of themes throughout the draft Strategy, including:
- 9.2.1. Climate – noting the multi-faceted and encompassing impacts of climate, this is woven through the draft Strategy including as a global trend, an advantage for Adelaide through the renewable energy grid, and most directly through Goal 2: A transitioning economy that works for all.
- 9.2.2. Housing – noting the relationship between housing, population and economic growth. This includes description of the Housing Strategy in the section on Strategic Alignment, and Goal 2: A transitioning economy that works for all.
- 9.2.3. Adelaide's brand (attraction) – including a greater focus in Goal 1: A gateway to South Australia, inclusion of 'promote' as a defined role for the City of Adelaide in economic development, and recognition of the City of Adelaide's green brand as a priority in Goal 2: A transitioning economy that works for all.
- 9.2.4. Neighbourhoods and precincts – noting the importance of well-planned neighbourhoods and precincts for activation and to create vibrancy in our city both night and day, including as a priority in Goal 2: A transitioning economy that works for all.
- 9.2.5. Collaboration – including a greater focus in Goal 1: A gateway to South Australia, Goal 3: A centre for education and collaboration, inclusion of 'promote' as a defined role for the City of Adelaide in economic development, and a section on Partnering.
- 9.2.6. Youth – a focus on talent and engagement with young people in the city in Goal 3: A centre for education and collaboration, and inclusion of key statistics about the City of Adelaide community.
- 9.3. Inclusion of the economic vision from the City of Adelaide Strategic Plan 2024-2028.
- 9.4. Targets from the City of Adelaide's Strategic Plan 2024-2028 have been incorporated, including:
- 9.4.1. Increase in the percentage of businesses who think the city is a good place to do business from 64% to 75%.
- 9.4.2. Increase the number of new businesses and investment in the city.
- 9.4.3. Increase the number of people who visit the city from 2.1 million to 2.5 million by 2028 through local, interstate and international visitation.
- 9.4.4. Increase foot traffic in key and emerging precincts annually in line with the draft Strategy.
- 9.4.5. Increase the use of social enterprises and Aboriginal Torres Strait Islander owned businesses through City of Adelaide procurement.
- 9.5. Further consideration of the relationship with City of Adelaide strategic documents including the Housing Strategy – *Investing in our Housing Future*, draft Integrated Climate Strategy and City Plan (in development).
- 9.6. Clear statements regarding roles and responsibilities.
- 9.6.1. The draft Strategy extends across the operations of the City of Adelaide and its subsidiaries of AEDA, ACMA and Kadaltilla / Adelaide Park Lands Authority (Kadaltilla).
- 9.6.2. It also serves as a strategic direction for the city to partner and collaborate on economic development across the city and North Adelaide, and with other levels of government and the private sector.
10. Following the Economic Development Strategy Roundtable, an amended draft Strategy was presented to the AEDA Board at its meeting on 13 February 2024 for advice from the skills-based Board.
11. The advice is provided in the table below together with an administrative response.

AEDA Board Advice	Response
There is a greater need to be bold, aspirational and innovative in identifying projects or activities that will unlock economic growth in the City (in the same	No specific examples were provided for incorporation.

AEDA Board Advice	Response
<p>which in which Small Bar legislation had a profound change on the CBD).</p>	<p>The draft Strategy presented to AEDA Board contained three goal areas based on the city's competitive advantages and roles as a central business district, central experience district and central living district. Goal areas have continued to be refined and are expressed as outcome statements relating to the City of Adelaide's role as a capital city and local government area.</p>
<p>The strategy should reinforce Adelaide's role as South Australia's capital and strengthen the symbiotic relationship that exists between the CBD (as the centre of higher order services, civic functions, cultural activities, etc) and the rest of South Australia.</p>	<p>The draft Strategy presented to AEDA Board contained a section titled Our Role in Economic Development which reinforced Adelaide's role as the economic heart of South Australia.</p> <p>The existing content has been presented earlier in the draft Strategy to increase its prominence.</p>
<p>The Strategy needs to be explicit/upfront about its economic intentions and how AEDA and Council plan to deliver on that. It also needs to be explicit around Council and AEDA's roles. For example, the document would be helped by clearly identifying those actions and services where Council will lead, what specifically Council will be advocating for and specific identification of what it will do to enable.</p>	<p>There were no specific examples or proposals provided to incorporate into the draft Strategy.</p> <p>The draft Strategy presented to AEDA Board contained a section titled Governance and Implementation – Roles and Responsibilities which included role statements for the City of Adelaide, Adelaide Economic Development Agency, Adelaide Central Market Authority and Kadaltilla / Adelaide Park Lands Authority.</p> <p>Priority projects in each goal area included the roles of Council and its subsidiaries in the project description.</p> <p>Priorities now include a separate heading identifying the lead responsibility as either CoA or a subsidiary.</p>
<p>The strategy could be improved with a vision...a statement of what Council wants the City's economy to become. This should include building on those niche areas where Adelaide is seen as a global and national leader. The current document identifies comparative advantages but these do not seem to carry through to the priority projects.</p>	<p>There was no specific example provided for incorporation into a vision statement.</p> <p>The draft Strategy presented to AEDA Board contained the aspiration for Our Economy contained in the City of Adelaide Strategic Plan 2024-2028:</p> <p><i>In ten years Adelaide will be the strong economic focal point of the state, attracting new investment and talent from around the world. New and diverse industries will complement and build on our economic strengths and city businesses will be successful and connected to global opportunities.</i></p> <p>The City of Adelaide's economic vision has been moved forward in the document to the Introduction section in the amended draft Strategy.</p> <p>Goal areas have continued to be refined and are expressed as outcome statements relating to the City of Adelaide's role as a capital city and local government area.</p>
<p>There needs to be clear understanding of the audience – is it an internal Council document, or is it a sign to the private sector including investors of Council's vision for the City's economy and what it will be putting in place to support the flow of capital, workers and visitors into it? If the latter, is it sufficiently compelling? From an investment attraction perspective it should be a bold and pragmatic statement of how Council will support</p>	<p>The Strategy is a City of Adelaide public facing document.</p> <p>The intended audience is the public (inclusive of the business, investors, visitors and residents) and potential partners.</p> <p>The Strategy sets the strategic direction for the city's economic development rather than acting solely for investment attraction.</p>

AEDA Board Advice	Response
and develop economic activity and businesses in the City.	The draft Strategy aligns with content published by AEDA in 2023 as an Investment Prospectus (Link 5).
Generating greater economic activity includes increasing the flow of capital and people to a location. Given the global competition for both capital and people the strategy should have a national/global perspective on how Adelaide’s position is improved as a ‘magnet city’ for people and capital. There would be merit in looking globally at similar cities who could either be collaborators or competitors – there would be value in clearly identifying what would make Adelaide stand out from other tier 2 cities and what would enhance that positioning in a way that brings greater economic benefit.	The draft Strategy presented to AEDA was informed by a City of Adelaide Magnet City, City Plan Studio Session in September 2023, and global perspectives shared at the Economic Development Strategy Roundtable held on 14 December 2023. Further refinement of this content and language is made in the amended draft Strategy.
The AEDA Board suggests it could be useful for the draft document to outline the consultation approach that is proposed. Targeted industry consultation on the draft is important and AEDA can assist in facilitating this given our strong networks with business.	The AEDA Board offered City of Adelaide access to AEDA consultation and event formats for the purposes of consulting on the draft Strategy. A draft consultation plan is provided in Attachment B which includes opportunities for AEDA to contribute to the stakeholder consultation process. AEDA Administration has identified the AEDA Summit on 22 May 2024 as an opportunity for engagement with business and industry on the Economic Development Strategy.

Draft Economic Development Strategy

12. The draft Strategy contained in **Attachment A** provides a focus on how the City of Adelaide can enable economic activity and contains six goals each with key priorities:
 - 12.1. Goal 1: A gateway to South Australia - Adelaide’s unique experiences and opportunities attract visitors to our city and into the State’s regions, building our global profile.
 - 12.1.1. Priority: Showcase Adelaide as a premier tourism location.
 - 12.1.2. Priority: A thriving visitor economy.
 - 12.1.3. Priority: Capitalise on our connection with Adelaide airport to increase visitation.
 - 12.2. Goal 2: A transitioning economy that works for all - An inclusive, equitable and thriving economy that helps grow the broad range of sectors that contribute to Gross State Product (GSP), supports our community and nurtures people and planet.
 - 12.2.1. Priority: Leverage and grow the green economy and green brand
 - 12.2.2. Priority: Support SME growth to increase the city’s contribution to GSP
 - 12.2.3. Priority: Support First Nations enterprises
 - 12.2.4. Priority: Extend the daily cycle of the city into the night.
 - 12.3. Goal 3: Adelaide as a centre for education and collaboration - A city that is a test best for ideas, research and collaboration, attracting the best and brightest minds to invent and innovate.
 - 12.3.1. Priority: Strengthen Adelaide’s reputation as a centre for health and education.
 - 12.3.2. Priority: Export knowledge for the global green transition.
 - 12.3.3. Priority: Support international student wellbeing and sense of belonging.
 - 12.4. Goal 4: Liveable Adelaide, towards 50,000 - Grow the city’s population to 50,000 through a pipeline of investment and housing.
 - 12.4.1. Priority: Enable a pipeline of housing addressing the needs of a diverse market, ensuring accessibility and affordability to attract workers and investment to our city.

- 12.4.2. Priority: Enable our University sector to grow and create density in key parts of our city through increased student accommodation.
- 12.4.3. Priority: Encourage repurposing, adaptive reuse and improvement of buildings and facilities.
- 12.4.4. Priority: Invest in well-planned neighbourhoods and key destination precincts.
- 12.5. Goal 5: Australia's festival and creative capital - Leverage our creative strengths and experience in the arts and culture to attract home grown and world class talent to power the economy.
 - 12.5.1. Priority: Events and experiences of every size and scale.
 - 12.5.2. Priority: Build the economic contribution of the creative industry sector.
 - 12.5.3. Priority: Thriving small venues and live music scene.
 - 12.5.4. Priority: Art in our streets and the Adelaide Park Lands.
- 12.6. Goal 6: An easy place to grow business - Attract, retain and grow businesses through a dynamic, holistic economy.
 - 12.6.1. Priority: The city as a key driver of South Australia's economy.
 - 12.6.2. Priority: Enable start-ups and entrepreneurship.
 - 12.6.3. Priority: Jobs in emerging sectors that support a growing population.
 - 12.6.4. Priority: Support small and medium enterprises to scale-up.
- 13. The draft Strategy is amended to provide additional data about the city's economy. Progress and success will be assessed with reference to economic datasets and the impact of the Strategy on economic opportunity, employment, city visitation and climate resilience.

Next Steps

- 14. Pending decision by Council, consultation on the draft *Economic Development Strategy – An economy that works for all*, will be undertaken as outlined in **Attachment B**.
- 15. Consultation is planned to commence from April 2024, with a summary of consultation to be presented to City Planning, Development and Business Affairs Committee of Council by June 2024.
- 16. The draft City of Adelaide Economic Development Strategy is targeting finalisation in the first quarter of 2024/25.

DATA AND SUPPORTING INFORMATION

Link 1 – [City Planning, Development and Business Affairs Committee, Tuesday, 7 November 2023](#)

Link 2 – [City Planning, Development and Business Affairs Committee, Tuesday, 3 October 2023](#)

Link 3 – [City Planning, Development and Business Affairs Committee \(CPDBA\) Terms of Reference](#)

Link 4 – [Council, Tuesday, 14 November 2023 – Minutes](#)

Link 5 – [AEDA Investment Prospectus](#)

ATTACHMENTS

Attachment A – Draft City of Adelaide Economic Development Strategy – An economy that works for all

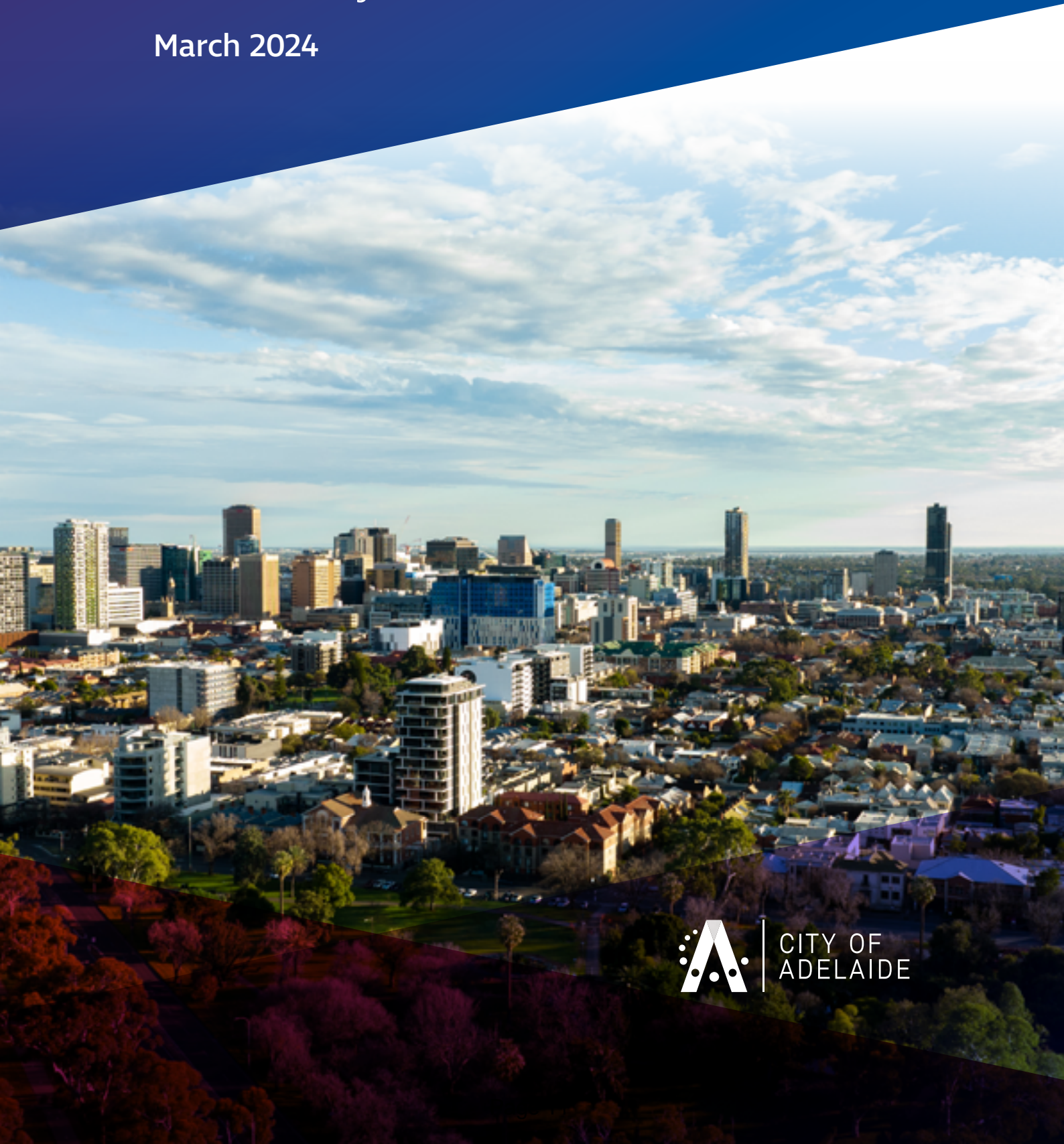
Attachment B – Draft City of Adelaide Economic Development Strategy, Engagement Plan

- END OF REPORT

Draft Economic Development Strategy

An economy that works for all

March 2024



CITY OF
ADELAIDE

Acknowledgement of Country

City of Adelaide tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaiya mattanya Womma Tarndanyako.

Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi.

Kumarta yaiya miyurna iyangka yalaka ngadlu tampinhi.

The City of Adelaide acknowledges that we are located on the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past, present and emerging.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.



Contents

- Acknowledgement of Country 2
- Contents 3
- Lord Mayor Foreword 4
- Introduction 5
- City Economy at a Glance 7
- Our Goals 8
- Our Role in Economic Development 9
- Strategic Goals and Priorities 11
- Goal 1:
A gateway to South Australia 14
- Goal 2:
A transitioning economy that works for all 18
- Goal 3:
Adelaide as a centre for education
and collaboration 22
- Goal 4:
Liveable Adelaide, towards 50,000 25
- Goal 5:
Australia’s festival and creative capital 29
- Goal 6:
An easy place to grow business 33
- Partnering For Impact 37
- Strategic Alignment 38
- Contact Details 41

Lord Mayor Foreword

Adelaide is at an inflection point.

The city is transitioning to a once-in-a-generation period of population growth.

With an anticipated doubling of the CBD population by 2036, the decisions we make today are going to shape Adelaide's economy for the next generation.

The City of Adelaide's Draft Economic Strategy, An economy that works for all, outlines how to leverage the city's competitive advantages so we can continue to be the place people choose to live, work, and play.

This Strategy allows City of Adelaide to plan with a vision and ambition about the future of our city, setting bold targets that would give Adelaide the chance to be the envy of global cities.

We have an older, less skilled workforce, compared to other capital cities. This Strategy charts a path for us to make Adelaide a destination of choice for younger, more diverse, workers, as we grow.

It also helps us plan where these new residents might live. The Strategy works with other City of Adelaide Strategies including our Housing Strategy, to ensure, the talent and key workers we attract have somewhere attractive and affordable to live.

Climate change is a key consideration in this Strategy with Adelaide bracing for a future of warmer days, more rain, and greater fire risk – all of which will undermine our economy if we're not proactive and start to build resilience.

If we want our city to transition to a greener and more circular economy, we need to encourage adaptive reuse of buildings, circular industries into our city, and people to walk to work to clear traffic from our streets.

It's also about providing certainty for business owners, potential investors, and residents – matched by a commitment to deliver on our promises.

As Seneca said: "if one does not know to which port one is sailing, no wind is favourable".

Nothing happens by chance, and as Adelaide looks to a future of opportunity and innovation, this Strategy will provide us with a roadmap for how to get there.



A handwritten signature in blue ink, reading "Jane Lomax-Smith".

Dr Jane Lomax-Smith AM
Lord Mayor

Introduction

Adelaide is a city of firsts that offers an enviable lifestyle and a platform to connect with the world. It is a city with confidence.

Adelaide is already set apart globally as one of the most desirable places to live, learn, work and play. Home to internationally recognised festivals and cultural attractions, a global leader in sustainable energy, and a burgeoning start-up scene that encourages collaboration and innovation. Adelaide is primed for growth, offering an enviable lifestyle.

As a capital city, our impact is far beyond being a green city in a park. Adelaide is a gateway for South Australia and plays a vital role in shaping the future of South Australia. Adelaide has a knowledge base, size and community structures to underpin its vibrant economy.

As the advantage of larger cities shrinks in a future economic environment challenged with expensive and unaffordable housing and long commutes, a suite of opportunities has emerged in other less expensive global cities enabled by quality of life, digital innovation and remote work.

To remain at the forefront of a networked global economy, the City of Adelaide is a collaborator with other leading cities creating an international web of connected economies.

Our Vision

This Strategy sets out how the City of Adelaide will achieve its vision for an economy for the future. It is guided by the long-term aspirations established in the City of Adelaide Strategic Plan 2024–2028:

Our Economy: Growing, innovative and responsive

In ten years Adelaide will be the strong economic focal point of the state, attracting investment and talent from around the world. New and diverse industries will complement and build on our economic strengths and city businesses will be successful and connected to global opportunities.

In a metropolitan region of 1.3 million people, we are a capital city of over 26,100 people with an ambition to grow the city centre toward 50,000 residents by 2036. Our growing population will underpin our economic vitality, prioritise social wellbeing, manage environmental sustainability and deal with potential challenges quickly and easily to create a sense of community and connectedness.

Our city for the future will be an interconnected collection of unique neighbourhoods, places and precincts that offer diverse local experiences.

Partnerships with communities, governments, industry sectors globally will ensure that our city is prepared to achieve the ambition we have set for ourselves.



Our Goals

This Strategy sets the direction for the City of Adelaide and its subsidiaries the Adelaide Economic Development Agency (AEDA), the Adelaide Central Market Authority (ACMA) and the Kadaltilla/Adelaide Park Lands Authority (Kadaltilla). It serves as a strategic direction for the city to partner and collaborate with the business community, non-government and government organisations.

Our goals are:

Goal 1: A gateway to South Australia

Goal 2: A transitioning economy that works for all

Goal 3: A centre for education and collaboration

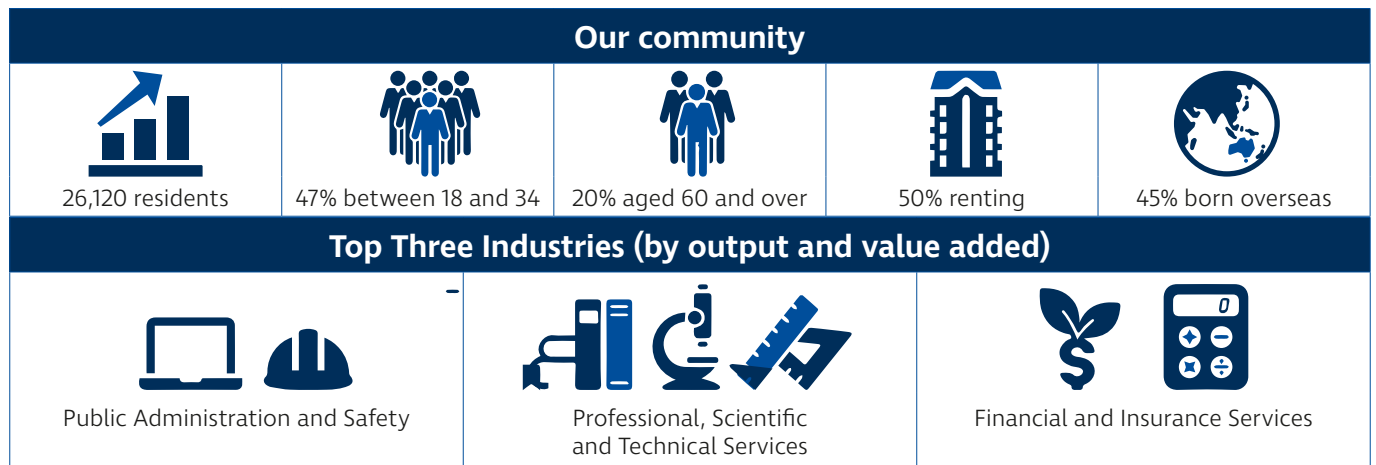
Goal 4: Liveable Adelaide, towards 50,000

Goal 5: Australia's festival and creative capital

Goal 6: An easy place to grow business



City Economy at a Glance



Our Goals

Goal 1: A gateway to South Australia



7.4 million visitors to SA in 2022



151,107 average monthly demand for hotel rooms in 2023



54% market share of SA visitor economy



CBD 7km from international airport



252,000 bed nights generated from hosting events in 2023

Goal 2: A transitioning economy that works for all



315,000 daily visitors



+12,800 workers between 2016 and 2021



157,498 jobs in 2021



+21,000 jobs between 2016 and 2021



3.3% average annual jobs growth rate 2016–2021

Goal 3: A centre for education and collaboration



26% study at TAFE or University



Close to 4,000 students live in and around the city centre



+2000 students live in Purpose Built Student Accommodation in 2021



53.2% holding a bachelor degree or higher



1 in 4 students live in the city

Goal 4: Liveable Adelaide, towards 50,000



#3 in global liveable city rankings in 2021



838 sites with development potential across the city



6100 beds in Purpose Built Student Accommodation



18.6% of lone person households (private dwellings) in tertiary education in 2021



90% of city users feel they have safe public city spaces to use

Goal 5: Australia's festival and creative capital



Australia's first UNESCO City of Music



Year round events calendar



Major events alone worth \$400 million to SA Economy



SA has highest number of creative studios per capita in Australia



SA is home to 12% of country's game developers

Goal 6: An easy place to grow business



17.6% of Gross State Product



\$21.9 billion City of Adelaide Gross Regional Product



12,265 local businesses



130,000 local workers in 2021



64% of businesses perceive the city is a good place to do business

Our Role in Economic Development

The City of Adelaide plays a distinct role as the social, commercial, cultural and civic capital and the economic heart of South Australia. For this Strategy, we define economic development as:

Initiatives that attract talent and stimulate business and investment activity in the city; support a more diversified and resilient economy; and improve community well-being.

The City of Adelaide will focus on where we can meaningfully influence and impact the economy at the local, state, national and global scale.

We will use our subsidiaries and partnerships with other levels of government, research institutions, businesses and funding bodies to expand our influence.

We will work with our State and Federal counterparts to promote what the City of Adelaide and South Australia has to offer.

Lead

As the capital city council, the City of Adelaide plays a leading role in the South Australian economy through investment attraction, policy regulation, and sharing knowledge globally and with the business community.

Enable

Enables the local economy and broader South Australian economy to grow to its full potential through evidence-based research, a strong understanding of community needs and network facilitation.

Advocate

Advocates to the South Australian and Federal Government on behalf of its community (business and residential) for policy and regulatory reform or greater support.

Partner

Partners with government, non-government and private sector partners to deliver our economic development goals and priorities.

Promote

Promotes Adelaide's advantages and all South Australia has to offer together with our partners on a global, national and local scale.



City of Adelaide

The City of Adelaide delivers community development, infrastructure, public realm improvements, commercial operations, offers grants and funding programs and through its subsidiaries contributes to the economic development in the city. The City of Adelaide is custodian of the Adelaide Park Lands, is ambitious in its contributions to fighting climate change, and plays host to events of all scales.

The City of Adelaide currently provides financial assistance to seven incorporated associations across Adelaide and North Adelaide. The funding supports activities that deliver economic outcomes in our mainstreets and districts.

Adelaide Economic Development Agency

The Adelaide Economic Development Agency (AEDA) is a subsidiary of the City of Adelaide. AEDA works with businesses, industry groups, State Government agencies and other relevant organisations to stimulate the city's economic growth.

AEDA stimulates growth by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing the city's events calendar, and marketing the city as a whole.

AEDA's remit includes delivering key actions to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment. This includes delivering economic data and insights to our business community. AEDA is also charged with positioning Rundle Mall as South Australia's premier retail and commercial shopping precinct to sustain Rundle Mall's retail, business and economic viability.

Adelaide Central Market Authority

The Adelaide Central Market Authority (ACMA) is a subsidiary of the City of Adelaide and is charged with the management, operations and promotion of the Adelaide Central Market to ensure its iconic standing is enhanced and maintained to the benefit of customers, traders, city and the wider community. ACMA's purpose is to be a world leading food and produce market that shares enduring connection with our community.

Kadaltilla

The Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) is the principal advisor to both the City of Adelaide and the State Government on the protection, management, enhancement, and promotion of the Adelaide Park Lands. With the Adelaide Park Lands being host to many of the city's festivals and events, they are crucial to the city's economic activity.

Strategic Goals and Priorities

The strategic goals and priorities in the Strategy build on Adelaide’s advantages and respond to global trends as we grow.

Goal 1: A gateway to South Australia	Goal 2: A transitioning economy that works for all	Goal 3: A centre for education and collaboration
Adelaide’s unique experiences and opportunities attract visitors to our city and into the state’s regions, building our global profile	An inclusive, equitable and thriving economy that helps grow the broad range of sectors that contribute to Gross State Profit (GSP), supports our community and nurtures people and planet	A city that is a test bed for ideas, research and collaboration, attracting the best and brightest minds to invent and innovate
Priority: Showcase Adelaide as a premier tourism location	Priority: Leverage and grow the green economy and green brand Priority: Support Small to Medium Enterprise (SME) growth to increase the city’s contribution to GSP	Priority: Strengthen Adelaide’s reputation as a centre for health and education
Priority: A thriving visitor economy	Priority: Support First Nations enterprises	Priority: Export knowledge for the global green transition
Priority: Capitalise on our connection with Adelaide Airport to increase visitation	Priority: Extend the daily cycle of the city into the night	Priority: Support international student wellbeing and sense of belonging



Goal 4: Liveable Adelaide, towards 50,000	Goal 5: Australia’s festival and creative capital	Goal 6: An easy place to grow business
Grow the city’s population to 50,000 by 2036 through a pipeline of investment and housing	Leverage our creative strengths and experience in the arts and culture to attract homegrown and world-class talent to power the economy	Attract, retain and grow businesses through a dynamic, holistic economy
Priority: Enable a pipeline of housing addressing the needs of a diverse market, ensuring accessibility and affordability to attract workers and investment to our city	Priority: Events and experiences of every size and scale	Priority: The city as a key driver of South Australia’s economy
Priority: Enable our University sector to grow and create density in key parts of our city through increased student accommodation	Priority: Promote the economic contribution of the creative industry sector	Priority: Enable start-ups and entrepreneurship
Priority: Encourage repurposing, adaptive reuse and improvement of buildings and facilities	Priority: Thriving small venues and live music scene	Priority: Jobs in emerging sectors that support a growing population
Priority: Invest in well-planned neighbourhoods and key destination precincts	Priority: Art in our streets and the Adelaide Park Lands	Priority: Support small and medium enterprises to scale-up



Advantage Adelaide

Adelaide has a unique blend of competitive advantages that stem from a tapestry of people, culture and places that make Adelaide an attractive place to live, work, visit and play.

A City of Firsts

Adelaide is known for being progressive, resilient, bold, trailblazing and enterprising. This strong Adelaide spirit has seen us withstand the times of global social and economic disruption, and emerge with a reputation for being a leading commercial, knowledge sharing and ideas exchange city. We have a well-established community infrastructure, a history of firsts, and a scale that affords risk-taking and embracing new technologies while offering an enviable quality of life.

Sustainable Population Growth

Adelaide is developing a City Plan as part of our ambition to grow the city's residential population to 50,000 by 2036.

Green Grid

South Australia has a world-leading renewable energy grid and regularly experiences days and weeks where the state's electricity needs are met entirely with wind and solar power. The State Government has committed to a fully decarbonised grid by 2030 and is working to meet this deadline by 2027.

Adelaide Park Lands

Adelaide is a city for nature, unrivalled by any other Australian capital city. The National Heritage Listed Adelaide Park Lands cover 760 hectares as a unique part of Adelaide's character and culture. They receive approximately 10 million visits a year, for a wide variety of purposes. Their highly variable landscapes include open woodlands and grasslands, creeks, wetlands, a river, sporting fields, event spaces, curated gardens, playgrounds, roads and paths.

Education

Adelaide has several highly-ranked universities and has developed a strong reputation and corresponding growth in international education over many years. As a generator of ideas, workforce and a major contributor to the state's Gross State Product (GSP), our university sector enhances Adelaide's international reputation.

Education and Workforce

26% of our community are studying at TAFE or University and 53% of resident workers hold a bachelor's degree or higher, compared to the just over a third of the workforce nationally.

Innovation

Adelaide is emerging at the forefront of space, artificial intelligence, machine learning, cyber security, quantum technologies, advanced communications and photonics. There is an emerging climate technology sector based in Adelaide from Lot Fourteen's leadership in defence, space, hi-tech and creative industries, to world-leading medical technology located in our BioMed City. Adelaide offers abundant technology-based opportunities to build partnerships with the world.

Digital

Enabled through Adelaide's status as Australia's only 10-Gig City, the professional services, science and technology sector is primed to lead the development of new technologies nationally and internationally.

Liveability

Adelaide is consistently ranked as one of the most liveable cities in the world, based on its quality health care, education, culture, economic and political stability, and environment.

Australia's Festival Capital

Adelaide's year-round festival and event calendar contributes significantly to the city's economy. These benefits extend throughout the state including to the regions through spin-offs for festivals such as Illuminate and Adelaide Fringe Festival.

Global Trends

Adelaide is a small city of some 16km² and 26,000 residents, but is also the capital city for South Australia. City of Adelaide will use its strengths to address globally relevant opportunities including:

- geopolitical shifts
- climate change
- decarbonisation, sustainability and the circular economy
- technological advancements and digital transformation
- labour transition
- societal equity and housing crisis.

Goal 1: A gateway to South Australia

Adelaide's unique experiences and opportunities attract visitors to our city and into the state's regions, building our global profile.



Awarded Australia's best capital city airport, 7 kilometres from the city



25.9 million visitor nights in SA in 2022



7.4 million visitors to SA in 2022



51,000 interstate and international business delegates in 2022



10,000 hotel rooms

As the capital city of South Australia and its economic engine, Adelaide is the gateway to South Australia with strong links with international trade, cultural, and tourism markets.

Recently named 'Australia's coolest city' by the Wall Street Journal, Adelaide is home to world-renowned festivals and events, connecting visitors to some of Australia's best wine regions as well as restaurants, hotels, and landscapes.

Added to the National Heritage List in 2008, Adelaide is a place of outstanding national heritage significance. Adelaide is a city defined by its planned, grid street pattern, six town squares separated by the Karrawirra Parri/River Torrens, and encircled by the Adelaide Park Lands. Home to a third of South Australia's State Heritage Places and many more local heritage places, the City of Adelaide recognises the importance and strong economic contribution of heritage to Adelaide.

The multi-billion dollar revitalisation of the Riverbank Precinct includes an expanded Adelaide Convention Centre for conferences and events, sports and concerts at Adelaide Oval and The Drive, performances at the Adelaide Festival Centre and entertainment in the casino precinct, all connected by pedestrian walkways and a river footbridge.

Adelaide-based festivals and events are an important driver of regional visitation and contribute to steadily increasing visitor spend across the state. Adelaide is also a host city to a broad range of business events and conferences and in 2022 welcomed 51,000 interstate and international business delegates to our city. These events filled our hotel rooms mid-week, providing visitors from interstate and overseas with a first impression of all Adelaide has to offer.



Priorities for a gateway to South Australia

Priorities	Where we are	Where we want to be	Lead
Showcase Adelaide as a premier tourism location	2.1 million visitors in 2022	Increase the number of people who visit the city annually to 2.5 million by 2028 through local, interstate and international visitation	AEDA and ACMA
	\$5.4 billion expenditure from interstate visitors in 2023	Increase spending across the city	AEDA and ACMA
	The Adelaide Park Lands are National Heritage listed	Investigate opportunities to promote visitation to the Adelaide Park Lands as a 'Top Ten' South Australia destination	City of Adelaide
A thriving visitor economy	151,107 average monthly demand for hotel rooms in 2023, with an increase of 8% compared to 2022	Grow the number of 4 and 5-star and boutique hotel beds to support international visitors	AEDA
	252,000 bed nights generated from hosting major business events in 2023		
	31,400 Adelaide Visitor Information Centre attendees in 2023	Invest in Adelaide Visitor Information Centre tourism assets	
Capitalise on our connection with Adelaide airport to increase visitation	In 2023, both interstate and international arrivals surpassed 2022 levels, with international arrivals showing a stronger recovery, peaking in December 2023	Stronger correlation between airport arrivals and city hotel occupancies compared with 2022	AEDA

Priority: Showcase Adelaide as a premier tourism location

Lead: AEDA

Tourism and the visitor economy is a key growth sector for South Australia to thrive and is an important driver of the state's economy. Across the state, the tourism industry employs 34,000 South Australians, and as of June 2023, is worth a record-high \$9.9 billion. While much of this economic benefit flows to regional communities and supports our state's wine, food and nature experiences, Adelaide maintains a 54% market share of the South Australian visitor economy.

We will **promote** Adelaide's reputation for delivering great experiences through enhanced destination marketing.

We will **promote** growth in the number of 5-star and boutique hotel beds in the city to support an increase in international visitors.

We will **advocate** to the South Australian Tourism Commission for increased coordination of Council and State Government agencies on product development, event programming and promoting the city.

We will **partner** with the South Australian Tourism Commission on marketing and promotion strategies to sell Adelaide's unique attributes and emerging opportunities and refresh the way in which information is provided to visitors in the city.

Lead: ACMA

Adelaide Central Market is one of the largest undercover fresh food markets in the Southern Hemisphere and offers food experiences found nowhere else in Australia. The Adelaide Central Market is recognised locally and internationally as a leading, vibrant, diverse and unique fresh produce market. The Adelaide Central Market precinct will undergo significant development in the coming years including Market Square and Tapangka (the redevelopment of the former Bus Depot on Franklin Street).

We will **partner** on the revitalisation of the Adelaide Central Market precinct as a stimulus for new opportunities for Market traders and new businesses within the broader precinct.

Priority: A thriving visitor economy

Lead: AEDA

The visitor economy is an important contributor to the city's continued economic growth. The City of Adelaide and AEDA are committed to supporting retail, local businesses, tourism operators and events and festivals operating within the city in addition to promoting Adelaide as a world-class city for tourism and events.

We will **partner** to encourage the diversification of offerings in Rundle Mall beyond its premier retail, through expansion of its entertainment and hospitality offerings, providing people with new reasons to visit the city.

We will **partner** with a range of tourism operators, across accommodation, tours, attractions and events, to build networks and opportunities for growth, including support with developing tourism packages that will appeal to city residents and visitors and facilitate networks between tourism operators.

We will **partner** in the development of a more diverse range of tourism products and new experiences that support the visitor economy.

We will **advocate** for a diverse range of events building on the business events and conference sector worth \$2.5 billion in South Australia.

Priority: Capitalise on our connection with Adelaide Airport to increase visitation

Lead: AEDA

Adelaide is positioned between the hills and the sea with the River Torrens/Karrawirra Parri meandering through its centre. The City of Adelaide is conveniently located less than seven kilometres from Adelaide Airport, a globally connected hub serving as the gateway to South Australia and enabling the movement of more than 8 million passengers a year. Dubbed the '20-minute city', Adelaide offers one of the shortest commute times in the nation, with the airport located just two runway lengths away from the city.

We will **partner** with the Adelaide Airport to promote Adelaide as a destination and secure additional direct flights to Adelaide.

We will **promote** our enviable position as a capital near our international airport and embrace our role as a gateway to South Australia.

What has been done

Accessible Adelaide

The City of Adelaide and Adelaide Airport share an ambition to make Adelaide an accessible and inclusive place to visit and are sharing knowledge of inclusive practices for visitors.

Civic Events

The City of Adelaide's ongoing program of civic events foster connections with visiting international delegations and build our sister city relationships, international diplomacy and strategic connections with internationally significant markets.

Visitor Information Service

The city's Visitor Information Service provides advice and information to 45,000 visitor inquiries prior to people coming to Adelaide and when they are in the city. This includes welcoming Cruise Ships, pop up information booths at events such as Tour Down Under and the weekend mobile service in Rundle Mall.

Tourism Product Development

AEDA is working with tourism operators and attractions to expand the range of bookable products they have on offer.

Destination Marketing

AEDA partners with organisations such as Wotif/ Expedia, Accor, TripAdvisor and South Australian Tourism Commission to promote overnight stays and visits to Adelaide.

Rundle Mall

AEDA manages the Rundle Mall levy to market and activate Rundle Mall, attract new brands and diversify its product offering so it is seen as Adelaide's premier retail destination.



Goal 2: A transitioning economy that works for all

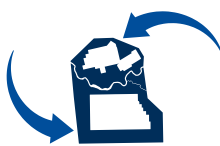
An inclusive, equitable and thriving economy that helps grow the broad range of sectors that contribute to GSP, supports our community and nurtures people and planet.



390,000 daily visitors



Around half travel to the city for work or study



150,000 visits from metropolitan Adelaide, regional South Australia, interstate and overseas



100% net renewable energy generation by 2030



Green city within 760 hectares of park lands

Adelaide is home of Kurna, the traditional owners of the land; it always was, and it always will be Kurna land. There is much to learn about Adelaide's settlement and history including from the voices of First Nations people. The Australian Aboriginal Cultures Gallery at the South Australian Museum celebrates the cultural achievements of Aboriginal and Torres Strait Islander people, the world's oldest continuous living culture.

Lot Fourteen is the location for Tarrkarri, a future centre for First Nations culture that will become a world-class global visitor attraction and important local gathering place.

Adelaide is more than a central business district, it is a multi-faceted capital city with strengths as a central experience district and central living district.

City economies continually evolve in their relationships with place and people. Adelaide is no exception. The growth in, and importance of, our residential community to our economic development is increasing, as is the role of the Adelaide Park Lands and festivals for bringing people to experience the city.

These roles play out in diverse precincts and neighbourhoods across Adelaide and North Adelaide and the expansive Adelaide Park Lands, and exert a strong economic influence.

The city's thriving small bars and laneways and all year-round festivals are significant drivers of the city's night time economy and require a diverse workforce with proximal housing that is affordable for people whose employment is typically low-waged, episodic and insecure.

The City of Adelaide aims for an economy that is inclusive and for all people to have the opportunity to contribute to, participate in, and benefit from.



Priorities for an economy that works for all

Priorities	Where we are	Where we want to be	Lead
Leverage and grow the green economy and green brand	Social and environmental consciousness as a key feature of Adelaide society	Green values-based attraction of talent and businesses	City of Adelaide and AEDA
Support SME growth to increase the city's contribution to GSP	The city's businesses are comprised of 35% small businesses and 3.7% medium businesses	Increase the size and number of city-based medium-sized businesses	AEDA
Support First Nations enterprises	The Circle First Nations Entrepreneur Hub opened at Lot Fourteen in 2021	Increase the use of social enterprises and Aboriginal and Torres Strait Islander owned businesses through City of Adelaide procurement	City of Adelaide
Extend the daily cycle of the city into the night	30% of expenditure in Adelaide in the night time economy	Night time expenditure is above 2022 levels	City of Adelaide and AEDA
	10,345 workers in traditional night time economy industries (drink, entertainment and food)		

Priority: Leverage and grow the green economy and green brand

Lead: City of Adelaide

Local governments are uniquely positioned to shape social, cultural and behavioural practices of visitors, residents and businesses toward more sustainable practices in daily life. This can occur through a combination of community awareness campaigns as well as direct stimuli, such as financial and non-financial incentives that encourage sustainable outcomes.

Responding to climate change requires significant investment, coordination and cooperation across all levels of government, businesses and financiers. The City of Adelaide is unique, agile and ready for change. Our leading industries are well poised to capitalise on the economic benefits of a low carbon and circular economy.

The City of Adelaide will foster critical connections and support industry in this transition by leveraging the city's points of differentiation. We will focus on six key areas:

1. Food: Reduce food waste generation and increase diversion of food waste from landfill.
2. Festivals: Avoid waste generation, recover more resources, and boost circular economy in festivals and events
3. Fashion: Boost the local economy through innovation in textile/fashion industry leading to retaining high quality resources in circulation and reducing impacts of fast fashion.
4. Fit-outs: Support fit outs in city businesses to include circular economy and move higher up on the waste management hierarchy.
5. Furniture: Reduce the level of waste generated from discarded furniture, in particular from student accommodation and short-term rental accommodation.
6. Fix-it (Repair): Boost community resilience, reduce cost of living, keep materials in circulation through skill-share and repair.

We will **partner** on projects that support local businesses to transform into a low carbon and circular economy.

Lead: AEDA

We will **promote** our sustainability and green credentials to local consumers and abroad to attract like-minded businesses, investment and visitors.

Priority: Support SME growth to increase the city's contribution to GSP

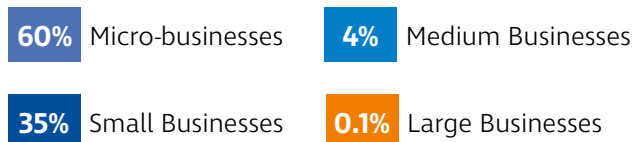
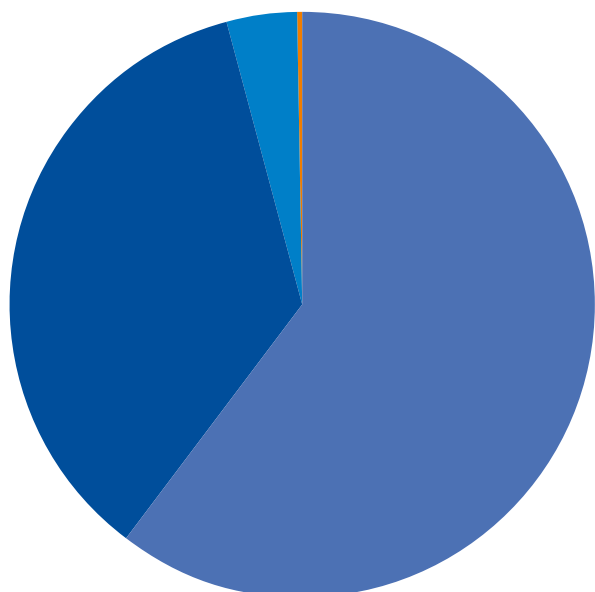
Lead: AEDA

Contributing to 18% of the state's economy, the city's central business district is a key driver of South Australia's economy. This vital economic activity occurs across 12,265 businesses, with the majority (60%) of these businesses being microbusinesses (non-employing), followed by 35% small businesses and 3.7% medium businesses.

We will **promote** opportunities for collaboration, knowledge sharing, networks and relationships for local businesses.

We will **enable** businesses by creating efficiencies and reducing barriers to support, small, medium and large scale businesses to open and thrive in our city.

City of Adelaide's Business Mix



Priority: Support First Nations enterprises

Lead: City of Adelaide

The City of Adelaide embarked on a journey of reconciliation with local Aboriginal and Torres Strait Islander communities in 1997 and adopted its first Reconciliation Action Plan in 2008. The City of Adelaide has a long-standing, positive working relationship with the Kurna community as the Traditional Owners and custodians of the Adelaide Plains, on which the city is located, and the Kurna Yerta Aboriginal Corporation as the peak body of cultural authority.

While there is still more to do, we are committed to First Nations employment outcomes, leadership development and support for First Nations enterprises.

We will **lead** in our procurement of social enterprises and Aboriginal Torres Strait Islander owned businesses.

Priority: Extend the daily cycle of the city into the night

Lead: City of Adelaide and AEDA

The City of Adelaide's night time economy contributes to 30% of visitor spend and has grown in recent years. Adelaide will be designed for the night as well as the day, attracting people to spend more time in our safe and welcoming city.

We will **partner** on programs that enable night time activation and support our workers and business of the night-time economy, enhancing visitor experience, talent attraction, and creative activity.

We will **partner** with State Government and business on initiatives that maintain our city as a safe place to live, work and visit.

What has been done

The Night Shift

The City of Adelaide partnered with the Melbourne Centre for Cities to deliver the Night Shift project, an Australian Research Council project, to consider the role of workers to our economic pulse in the early evening to early morning.

Night Time Economy Benchmarks

As a capital city council, Adelaide participates in regularly benchmarking of the night time economy with our interstate counterparts.

Project Night Light

Project Night Light was a 12-month pilot project involving 12 venues to research the experience of women and gender diverse people coming into the city and supporting practical measures to create safer environments for all people.

APY Gallery

AEDA supported the attraction of the APY Gallery to Adelaide bringing contemporary Aboriginal art from the APY Lands, regional South Australia and Adelaide expanding cultural experiences and driving spend on premium products.

Study Adelaide

AEDA provides funding to Study Adelaide through its Strategic Partners funding to promote Adelaide as a study destination. Study Adelaide provides information and services to international students relating to accommodation and social connection.

MTPConnect Partnership

AEDA is working with MTPConnect through its Strategic Partnership Program to establish an Adelaide Healthtech Accelerator which will work with emerging healthtech firms to scale-up.



Goal 3: Adelaide as a centre for education and collaboration

A city that is a test bed for ideas, research and collaboration, attracting the best and brightest minds to invent and innovate.



1 in 4 students live in the city representing over 130 nationalities



\$2.5 million in exports through education institutions



53% of city workers have a Bachelor Degree or higher



47% of our residents are aged between 18 and 34



Internationally recognised BioMed City and Universities

Adelaide is a centre for education, defence, innovation, medical research and space technology, and home to new residential apartments, purpose-built student accommodation, office towers and international hotels. The Australian Space Agency, Adelaide BioMed City, South Australian Health and Medical Research Institute (SAHMRI) and Lot Fourteen continue to grow the city in size and reputation.

The creation of the proposed new Adelaide University through the merger of the University of South Australia and the University of Adelaide, presents an opportunity for the city to enhance its status as a

globally competitive city for tertiary education, graduate employment, research and innovation.

International education in South Australia is a significant contributor to economic growth. The industry is worth around \$2 billion in export income, an estimated 1.8% of total GSP, and creates 19,900 jobs. We have approximately 85,000 students attending university in South Australia each year, but a significant proportion leave annually to pursue opportunities after graduation. To take advantage of Adelaide's economic opportunities in the coming decade, our ambition is for these students to stay, or return to Adelaide after gaining valuable experience.

Priorities for a centre for education and collaboration

Priorities	Where we are	Where we want to be	Lead
Strengthen Adelaide's reputation as a centre for health and education	An emerging BioMed City linked to internationally ranked education and research institutions	A city which leads in innovation and research through our world-class universities and ecosystems of innovation, entrepreneurship, and creative and high-technology sectors.	AEDA
Export knowledge for the global green transition	Emerging climate technology sectors and leading approaches to circular economy		AEDA
Support international student wellbeing and sense of belonging	Close to 4000 students live in and around the city centre 2000 students lived in Purpose Built Student Accommodation in 2021	Student accommodation in the city that supports more students to live and access our educational institutions	City of Adelaide

Priority: Strengthen Adelaide's reputation as a centre for health and education

Lead: AEDA

South Australia is a leading global location for digital health research and innovation. With the flagship precincts of Adelaide BioMed City and Lot Fourteen, Adelaide is home to world class researchers, companies, government, academia, infrastructure, teaching and clinical care to create unique opportunities for innovation.

Adelaide BioMed City is a precinct supporting 2,000 researchers and more than 10,000 employees with a focus that connects local, national and international clinical research, innovation, education, academia and care. The \$3.6 billion BioMed City is one of the largest health and life sciences clusters in the Southern Hemisphere.

Lot Fourteen is Australia's premier hi-tech innovation precinct with a focus on space, defence and critical technologies. Lot Fourteen connects universities, researchers, entrepreneurs, start-ups and companies. It is home to the Australian Institute for Machine Learning (AIML) and provides artificial intelligence capability for global brands and health companies including Apple, Google, Lockheed Martin, Roche, GSK, Medtronic and Siemens Healthineers.

We will **enable** universities and industry to grow and support the development of current and emerging sectors such as medical, technology, creative and professional services sectors.

Priority: Export knowledge for the global green transition

Lead: AEDA

Adelaide performs well in knowledge economy exports generating research and innovation. Key knowledge economy industries include Education and Training, Professional, Scientific and Technical Services, and Information Media and Telecommunications. In addition to Accommodation and Food; and Arts and Recreation Services; these are Adelaide's most established and growing industries.

Climate technology is an emerging industry sector with the potential to generate significant economic activity. Adelaide and South Australia's continued green credentials support industry in determining where to invest. Supporting these industries to cluster will position Adelaide as a magnet for like-minded companies and boost our capacity to export knowledge.

We will **enable** connection between businesses and industries well poised to capitalise on the economic benefits of a circular economy.

We will **promote** Adelaide's green credentials to attract new climate tech industries.

Priority: Support international student wellbeing and sense of belonging

Lead: City of Adelaide

Each year the city welcomes high school, TAFE and university students to Adelaide. Around 40,000 students from over 130 countries choose to live and study in Adelaide. The City of Adelaide recognises the importance of these students not only to our economy but to our community fabric. With a significant offer of purpose built student accommodation, the City of Adelaide is the location of choice for students wanting a city experience.

Research has shown us that some international students have difficulty finding suitable accommodation and experience financial stress living in Adelaide. The City of Adelaide supports students to make Adelaide a place to call home. Working with our partners to grow quality accommodation options, the City of Adelaide will engage with our international students to offer the experiences of the city and to connect people with our local multi-cultural communities.

We will **enable** universities and the education sector by delivering opportunities for international students to connect and engage with local communities.

What has been done

International Students

The City of Adelaide partnered with the Centre for Research in Educational and Social Inclusion at the University of Adelaide and Bupa in 2023 to understand the role of community engagement in promoting the resilience and wellbeing of international students in our city.

Graduate Program

In 2023 the City of Adelaide launched its graduate program to support transition of early graduates into the workforce.



Goal 4: Liveable Adelaide, towards 50,000

Grow the city's population to 50,000 by 2036 through a pipeline of investment and housing.



90% of City Users feel they have safe public city spaces to use



141 million people visited key areas of the city in 2023



838 sites with development potential across the city



6100 beds in purpose-built student accommodation

Adelaide is consistently voted one of the world's most liveable cities. Home to internationally recognised festivals and cultural attractions, a leader in sustainable energy, an enviable climate, and a burgeoning start-up scene which encourages collaboration and innovation.

We want to celebrate and build on our strengths to continue to hold the accolade of a liveable city and share with the world what makes Adelaide a great place to live, learn, work and play.

Adelaide continues to demonstrate its value as an economic, social and cultural driver of opportunity for its people and places. The City of Adelaide has responded well to a challenging macroeconomic environment involving national economic recovery from the COVID-19 pandemic, climate instability and

inflationary and labour market pressures. According to City User Reports, perceptions of city safety improve year on year.

The City of Adelaide has an aspiration to grow its population to 50,000 residents by 2036. Significant residential growth will result in increased business opportunities spanning most local industries, from jobs created in housing construction to more customers for local traders, and greater demand for health, education and transport services. A growing residential population will support city businesses as the role of cities world-wide changes. Working alongside the City of Adelaide's Housing Strategy – Investing in Our Housing Future, and City Plan – Adelaide 2036, we will ensure that residents have options to live in quality and affordable housing close to where they work.



Priorities for liveable Adelaide, towards 50,000

Priorities	Where we are	Where we want to be	Lead
Enable a pipeline of housing addressing the needs of a diverse market, ensuring accessibility and affordability to attract workers and investment to our city	Newly adopted Housing Strategy – Investing in Our Housing Future	Increase the proportion of people who both live and work in the city	City of Adelaide
Enable our University sector to grow and create density in key parts of our city through increased student accommodation	An estimated 6100 beds in purpose-built student accommodation	Adelaide meets 90% of the demand of the 5000 plus additional beds required in the city and inner suburbs by 2030	City of Adelaide
Encourage repurposing, adaptive reuse and improvement of buildings and facilities	Adaptive Reuse City Housing Initiative (ARCHI) established in partnership with the State Government	Target for 50 adaptive reuse dwellings delivered annually as set out in the Housing Strategy	City of Adelaide
Invest in well-planned neighbourhoods and key destination precincts	Seven precinct groups funded to stimulate key areas of the city	Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities	City of Adelaide
	City foot traffic sensors counted 141 million people in key areas in 2023	Increase in foot traffic in key and emerging precincts annually by 15%	

Priority: Enable a pipeline of housing addressing the needs of a diverse market, ensuring accessibility and affordability to attract workers and investment to our city

Lead: City of Adelaide

To meet our ambition to grow the population to 50,000 by 2036, and create sustainable and diverse neighbourhoods across the city, we will need an additional 1000 dwellings per year over this timeframe (based on occupancy of 1.8 per household).

The City of Adelaide is committed to making appropriate interventions to foster and grow a new affordable rental asset class to provide appropriate rental housing, including for key workers, as outlined in our Housing Strategy – Investing in Our Future.

We will **advocate** to the State and Federal Governments for financial incentives and initiatives which result in more affordable housing in the private rental market, including opportunities available through the Housing Australia Future Fund.

We will **advocate** to the State Government to reform government fees and charges applied to residential development in the city to ensure development is not placed at a financial disadvantage to development elsewhere in Greater Adelaide.

We will **partner** with private, public and community housing developers to increase and fast track the supply of affordable housing.

Priority: Enable our University sector to grow and create density in key parts of our city through increased student accommodation

Lead: City of Adelaide

The new Adelaide University will combine the strengths of the University of South Australia and the University of Adelaide and grow its scale to unlock investment that benefits the City of Adelaide and South Australia. Growth in the University sector together with world class research, student experience and higher education offer, will increase our skilled workforce and support leading industry sectors to grow. The City of Adelaide will work with stakeholders in line with our Housing Strategy, so our growing numbers of local and international students can call Adelaide home and enjoy the city's vibrancy.

We will **advocate** to stakeholders to reactivate the market for existing purpose-built student accommodation (PBSA) and support the enablers of growth as outlined in our Housing Strategy.

Priority: Encourage repurposing, adaptive reuse and improvement of buildings and facilities

Lead: City of Adelaide

Adaptive reuse is one initiative through the broader housing supply chain that will support population growth and diversity targets, as well as sustainability and heritage objectives for the City of Adelaide.

We will **enable** dwelling potential in underutilised buildings to be unlocked and provide an additional mode of housing supply across the existing housing spectrum through the Adaptive Reuse City Housing Initiative (ARCHI).

We will **lead** research to understand adaptive reuse potential and promote the benefits of adaptive reuse including embodied energy, activating underutilised and vacant space, and revitalising heritage and character buildings.

Priority: Invest in well planned neighbourhoods and key destination precincts

Lead: City of Adelaide

Adelaide's opportunities for economic development are through people and placemaking. Our priorities for economic development are integrated with City Plan – Adelaide 2036 to help drive sustainable residential growth, economic vitality, prioritise social wellbeing, manage environmental imperatives and deal with potential challenges quickly and easily to create a sense of community and connectedness.

Building on existing plans and commitments, our City Plan will promote city growth that is centred around the needs of its people, now and into the future. City Plan will help current and future residents, businesses and investors feel confident about investing in our growing city.

Our approaches to economic development will be place-based with an emphasis on maintaining the identity of our places and leveraging a community development approach to neighbourhoods and precincts. The streetscape environment has a significant impact on business success, and the individuality of these areas brings vibrancy to our city.

The Adelaide Park Lands are Adelaide's most defining feature. They are an important asset that supports our natural systems and biodiversity, underpins our internationally recognised events and festivals as well as hosting a variety of sporting, recreation and leisure activities. The Adelaide Plan was established as a basis for attracting settlers and providing a high degree of amenity, and this Plan endures today in the form of the National Heritage listed Adelaide Park Lands and City Layout. They are the city's backyard, playground, meeting space and more.

We will **lead** the transformation of our mainstreets to support local traders, businesses and residents.

We will **lead** in the development of a digital mapping tool that provides data and insights for investment.

We will **lead** the development of neighbourhood and structure plans across the city that accommodate our population growth target of 50,000 by 2036 and support businesses.

We will **lead** in the delivery of public realm improvements including streetscapes, greening and investment in the Adelaide Park Lands.

We will **partner** with the State Government, universities, associations, community and advocacy groups to activate and upgrade precincts to stimulate investment, visitation and maximise opportunities.

We will **advocate** to the State Government for investment and better planning controls that contribute towards our goal to increase canopy cover to 40% by 2035.

We will **advocate** for additional public transport infrastructure that supports access to our businesses and precincts.

We will **advocate** for an assessment of the economic, environmental, social and cultural contributions of the Adelaide Park Lands to the city and South Australia.

We will **enable** local participation in the planning and governance of neighbourhoods and precincts.

We will **enable** economic activity through strategic investments in infrastructure (physical, social and cultural) to utilise different parts of the city.



What has been done

Mainstreet Master Plans

Plans have been developed to revitalise four mainstreets in the city and North Adelaide, Melbourne Street, Hutt Street, Hindley Street and O'Connell Street.

Housing Strategy – Investing in Our Housing Future

This Economic Development Strategy works alongside the Housing Strategy to ensure that residents have options to live in quality and affordable housing close to where they work. As a city characterised by private and social renting, with very low current rental vacancy rates, the quality and affordability of housing must be available to a growing population.

ARCHI

The South Australian Government and City of Adelaide have jointly funded the Adaptive Reuse City Housing Initiative (ARCHI), through the Capital City Committee to explore and progress adaptive reuse outcomes, including shop top housing, and an ambition to support the delivery of 50 dwellings annually.

Property Strategy

The Property Strategy recognises the role of the City of Adelaide's property portfolio as a lever to shape and accelerate city liveability, growth and investment. It aims to optimise the performance of the Council's property portfolio ensuring the effective use of assets with improved alignment to strategic, community and financial objectives.

Stimulate Development

The City of Adelaide led stimulus projects supporting the local economy and communities including 88 O'Connell Street, Tapangka (the redevelopment of the former Bus Depot on Franklin Street) and Market Square.

Goal 5: Australia's festival and creative capital

Leverage our creative strengths and experience in the arts and culture to attract home grown and world class talent to power the economy.



Australia's first UNESCO City of Music in 2015



Host to Adelaide Fringe Festival, the largest Fringe Festival outside of Edinburgh, generating \$105.5 million in expenditure in 2023



Adelaide Festival contributed \$57.6 million to GSP in 2023



717 small and major events were held in the city's park lands in 2023

Creativity is part of Adelaide's DNA, with arts and cultural festivals, galleries and artisans aplenty. Adelaide, part of the UNESCO Creative Cities Network, pushes the boundaries of creative expression as Australia's home of visual effects, film post-production and video gaming. The creative economy is a key factor in place activation and visitor experience, including through festivals and events, contributing to vibrancy, generating business activity, and attracting international visitation.

As Australia's Festival Capital, Adelaide has one festival beginning just as another ends. We attract the world's best to entertain and engage audiences all year round. Major festivals and events continue to play an important role in inviting and enticing people to visit the city. Whether it is sporting matches at Adelaide Oval, live music, or major events and festivals such as Adelaide Fringe Festival and Illuminate, there is a direct relationship between events and expenditure.

While North Terrace is a boulevard of cultural exploration, we have eclectic spaces across our city including the globally recognised Jam Factory in our west end.

South Australia has the highest number of creative studios per capita than other Australian jurisdictions, attracting skilled gaming talent locally, nationally and internationally. South Australia is the national leader in game production investment and is committed to supporting growth of the sector.

Lot Fourteen and Lion Arts Centre are well established centres for creativity. Game Plus, a collaborative workspace for game developers and related specialist technology start-ups, provides a hub for the sector in the Adelaide CBD.

Adelaide is also a place for the celebration of heritage and cultural heritage through public arts and events, story-telling and opportunities for deep understanding of Kurna culture.



Priorities for Australia’s festival and creative capital

Priorities	Where we are	Where we want to be	Lead
Events and experiences of every size and scale	A year-round calendar of unique and world-class events	An enhanced year-round event calendar, with experiences found throughout the city	City of Adelaide
	Adelaide’s Festivals had an economic contribution of \$116.7 million, and 1,089 full-time equivalent (FTE) jobs in 2019–20	Grow as Australia’s Festival Capital	
Promote the economic contribution of the creative industry sector	\$1.45 billion added to the State’s economy in 2018–19	Grow employment opportunities in creative industries	AEDA
	Employed 15,785 full time equivalent employees in 2018–2019		
Thriving small venues and live music scene	In 2019 (pre-COVID) Adelaide hosted 426 performances in 70 venues and North Adelaide hosted 69 performances in 6 venues	Adelaide is activated through music in our places and spaces	City of Adelaide
Art in our streets and the Adelaide Park Lands	Adelaide is known for its Street Art and recognised nationally. The City of Adelaide owns and maintains a significant collection of permanent public art valued at approximately \$55 million	Adelaide is a must visit destination, renowned for its playful, thought provoking, unexpected and world class art experiences	City of Adelaide

Priority: Events and experiences of every size and scale

Lead: City of Adelaide

Festivals, events and creative experiences at all scales are important for the social and cultural life of the city and are significant drivers of our economy. City of Adelaide offers curated city experiences that are designed to enhance place attachment and are specifically focused on increasing vibrancy, visitation and experiences in our city.

As has been experienced in the city’s east, consistency in festivals and events bring benefits to local businesses through increased foot traffic and spending, both on direct event-related expenses, such as tickets and food and beverage, and flow-on purchases of accommodation, transport, and general goods and services.

The City of Adelaide has identified the need to expand successful event infrastructure already in place in Rymill Park to other areas of the city. A connector between the city’s night life precinct in the West End and the Adelaide Central Market, Light Square is the next location targeted for event infrastructure, creating new economic opportunities in the city’s west.

We will **lead** a cultural infrastructure assessment to identify further opportunities to support festivals and events and maximise the benefits to the surrounding area.

We will **enable** economic activity in the north-west of the CBD through expanded event infrastructure that drives new activation and events.

We will **promote** the city’s reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities.

We will **advocate** for the continued growth of the events and festivals industry, through building our capacity to present work in the public realm.

We will **enable** the visitor experience by identifying new opportunities to use the Adelaide Town Hall for economic activities.

Priority: Promote the economic contribution of the creative industry sector

Lead: AEDA

Coupled with attractive operating costs, a highly skilled workforce and world class facilities, our city is well placed to increase the economic contribution from the creative industry sector. As a priority growth sector for South Australia, creative industries are a key driver of original content, jobs and economic development in our state.

Creative businesses in South Australia directly contributed an estimated \$1.45 billion in value added and 15,785 FTE jobs to the South Australian economy in 2018–19. This grew from \$1.41 billion in 2014–15 despite total FTE workers employed in creative businesses declining 0.4%. Much of this activity occurs at Adelaide based festivals and arts, culture and music venues. The City of Adelaide recognises the value of industries that originate in the city and are an important driver of regional visitation and increasing visitor spend across the South Australia.

We will **promote** our creatives and creative city status through marketing, storytelling and showing events in partnership with the State Government.

We will **promote** the gaming industry to capitalise on record growth globally, and a doubling of revenue to \$226 million for the Australian video game development industry since 2016.

We will **enable** arts, culture and music through programs that support eligible for-profit organisations to stage events and festivals.

Priority: Thriving small venues and live music scene

Lead: City of Adelaide

South Australian businesses in the music and performing arts sector directly contributed \$183.4 million in Gross Value Add (GVA) to the local economy and was the highest employing sector within the creative industries, providing some 4,559 jobs.

The City of Adelaide is committed to keeping Adelaide buzzing with live music, including as host to the Adelaide City of Music on the ground floor of the City of Adelaide offices.

We will **promote** events, concerts and performances of live music.

We will **enable** small venues and night time activation by providing funding for eligible initiatives that support live music in the city.

We will **enable** live music via funding programs for artists, community groups and arts organisations to present creative arts and cultural projects that activate the city and amplify Adelaide's status as a UNESCO City of Music.

Priority: Art in our streets and the Adelaide Park Lands

Lead: City of Adelaide

As a creative city we are a magnet for a more diverse population of residents and local, state and international visitors seeking to deep dive with our cultural attractions. The City of Adelaide is an exemplar of city planning and we are focused on future planning for an affordable city where artists and other creatives can live, and produce and sell their work.

Public art is an expression of Adelaide's cultural richness and creativity. It reflects how we express who we are as individuals and our community identity. Public art is for everyone, encouraging people to engage with place. Public art adds vibrancy, reflects the city's unique identity, its people and their stories. Art can be experiences, it can stimulate expression, surprise with the unexpected, and invite people to stop, explore and return.

Public art and artistic development support Adelaide's artists and makers. It provides economic uplift for businesses and creating destination places and spaces that are a magnet for visitation.

We will **partner** with First Nations artists and creatives to communicate with all communities about the importance of cultural heritage, stories, interpretation and truth telling.

We will **partner** with the Arts and Culture sector to develop and implement a cultural strategy that supports artists and audience development.

We will **partner** with Kurna and other local First Nations tourism providers to support the development of tourism products and cultural experiences in the city.

We will **advocate** to the State Government and private sector for affordable housing, studio and retail spaces, as well as presentation opportunities for creatives in our city.

We will **enable** arts and culture by providing information, support and funding to develop content, venues and promotional material that is accessible and inclusive.



What has been done

Festival City Adelaide

Established in 2012, Festival City Adelaide is the peak body for South Australia's festivals and events. Its vision is that Adelaide is recognised nationally and internationally as Australia's Festival Capital.

Events Industry Support

The City of Adelaide invests in the Adelaide Park Lands providing infrastructure to make events possible and increasingly sustainable, through access to South Australia's largely renewable electricity grid and recycled water.

Game Plus Support (GPS) Program

The GPS Program is a joint initiative of Pirie Street co-working space Game Plus and AEDA. The program assists participants find their way into the game development industry through a co-working space, marketing support and strong industry guidance to further enhance ideas, skills and talent to create viable businesses.

Laneways

In recognition of our rich history of musical icons, the City of Adelaide has renamed five city laneways after legendary musicians who have called Adelaide home; Paul Kelly, No Fixed Address, Cold Chisel, Sia Furler and The Angels. Each laneway features a specially commissioned artwork inspired by the laneway's namesake.

Street Art

Adelaide is internationally recognised for its street art culture and large-scale wall murals that reflect our multi-cultural and diverse artistic culture.

The Art of Connection

The City of Adelaide has been a key stakeholder of The Mill. Supporting over 1,000 artists annually, The Mill is a vital artist space in Adelaide's CBD which includes studios and workshops as well as two galleries and a performing arts space.

Annual Events and Festivals Sponsorship Program

The City of Adelaide and AEDA support public events and festivals through the Annual Events and Festivals Sponsorship program.

Goal 6: An easy place to grow business

Attract, retain and grow businesses through a dynamic, holistic economy.



12,265 local businesses



Rundle Mall as the nation's best retail precinct in 2021



130,400 local workers in 2021



+12,800 workers between 2016 and 2021

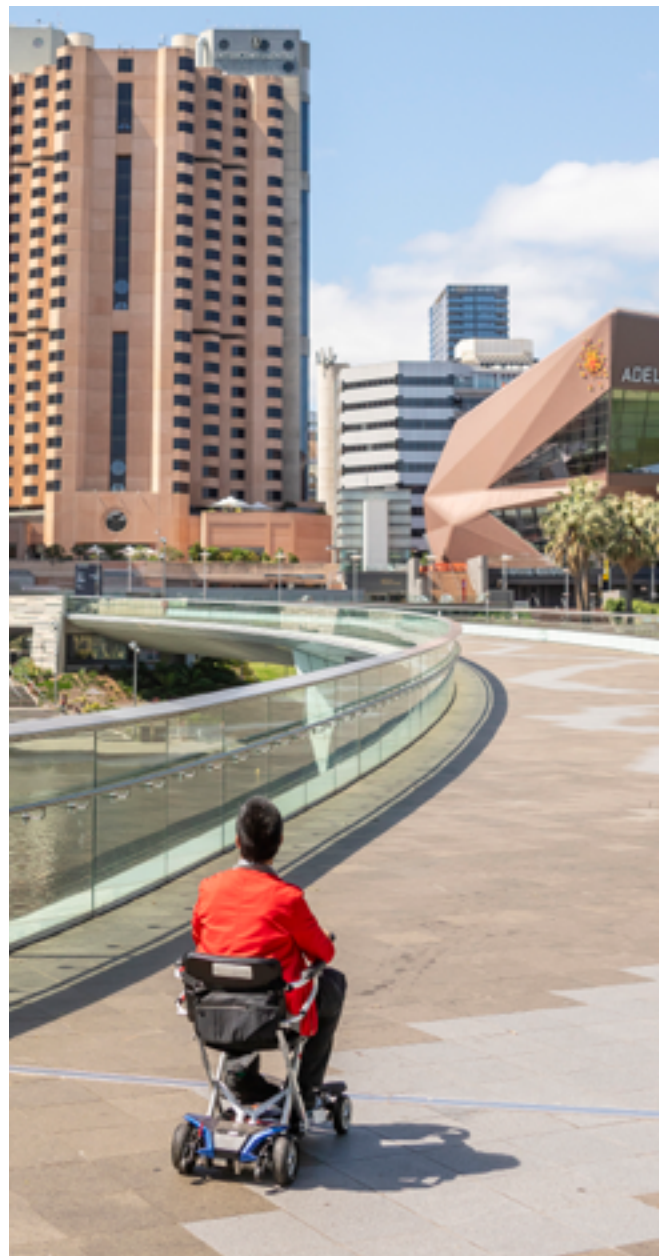


64% of business perceive the city is a good place to do business

Adelaide is an enterprising city, brimming with confidence – it is not just embracing change, it is leading it. The city remains one of Australia's most competitive places to do business, with city rents up to 58 per cent lower than eastern states. As South Australia's state capital, Adelaide is a major employer and economic driver, representing 18% of South Australia's GSP and generating Gross Regional Product (GRP) of around \$22 billion (2021–22). Adelaide is ideally suited to support employers to respond to employee demands for flexible and meaningful work that fits with family and lifestyle.

The environment for city-based bricks and mortar retail continues to evolve with a surge in online shopping options and an increase in hybrid working arrangements. The number of jobs in the city continues to grow; however, a lesser proportion of those workers may be located in the city on any given day.

Residential growth will increase foot traffic and vibrancy in our city's laneways and precincts and increase demand for boutique city retail and hospitality. Increased foot traffic will also support Rundle Mall, South Australia's premier shopping, entertainment and lifestyle destination. Voted the nation's best retail precinct in 2021, and one of the country's largest outdoor shopping precincts.



An easy place to grow business

Priorities	Where we are	Where we want to be	Lead
The city as a key driver of South Australia's economy	18% of Gross State Product	Increase city contribution to Gross State Product	AEDA
	\$22 billion City of Adelaide Gross Regional Product in 2021–2022	Increase the number of new businesses and investment in the city	
Enable start-ups and entrepreneurship	60% microbusinesses (non-employing)	Scaling-up of microbusinesses to small and medium enterprises	AEDA
Jobs in emerging sectors that support a growing population	17.2% workers in health care and social assistance in 2021	Grow the proportion of workers in emerging industry sectors	AEDA
	14.9% workers professional, scientific and technical services in 2021		
Support small and medium enterprises to scale-up	35% small businesses 4% medium businesses	Growth by upscaling micro, small and medium enterprises into larger businesses	AEDA

Priority: The city as a key driver of South Australia's economy

Lead: AEDA

Adelaide has had a traditional dominance of the knowledge economy and will adapt to the rise of the creative class, the urgency of climate mitigation and adaptation, and the need to grow and sustain its institutional and human capital assets.

We will **promote** Adelaide to reinforce its position as the state's central business district and amplify Adelaide's reputation as a place to learn, work and base a business.

We will **partner** with the State Government, universities, associations, community and advocacy groups to activate and upgrade precincts to stimulate investment, visitation and maximise opportunities.

We will **partner** with key stakeholders to progress economic development and growth outcomes across all sectors in the city to increase city contribution to Gross State Product.



Priority: Enable start-ups and entrepreneurship

Lead: AEDA

Adelaide thrives on entrepreneurial spirit and start-ups are welcomed by a supportive community. Entrepreneurs can take advantage of diverse funding options and resources to help launch and scale their businesses, with acceleration programs, mentorships and more than 18 co-working spaces.

The value of the startup ecosystem in Greater Adelaide increased 347 percent from \$348 million in 2020 to \$1.56 billion in 2023. The Startup Genome Global Startup Ecosystem Report ranks Adelaide as a Top 5 city within the Oceania region.

We will **promote** key institutions such as university entrepreneur hubs and business growth centres as well as Lot Fourteen and BioMed City, and look to where we can support new and innovative start-ups.

We will **promote** Renew Adelaide to unlock the potential of vacant spaces in the city for start-ups and entrepreneurs.

We will **partner** with organisations and businesses such as MTPConnect, Renew Adelaide, _SOUTHSTART and the University of Adelaide's Thinclab, to support start-up businesses throughout the start-up business lifecycle.

Priority: Jobs in emerging sectors that support a growing population

Lead: AEDA

Talented people are crucial to bring the city to its full potential, therefore the city has an ambition to attract a younger, highly skilled and more diverse workforce. The City of Adelaide's workforce is already younger and more highly skilled than the rest of South Australia. In 2022, 51% of City of Adelaide's workforce were aged between 25 and 44 and 53.2% of the city's workforce had a bachelor or higher degree.

Between 2016 and 2021, the largest growth in workers in the City of Adelaide was in Internet and Digital Services, which covers computer system design,

software publishing, internet publishing and broadcasting, internet service providers and data processing services.

Professional, Scientific and Technical Services in the City of Adelaide economy have also experienced an annual average growth rate of 5.6% between 2016 and 2021. This aligns with stakeholder consultations and the South Australian Government's campaign to attract businesses to the state.

A high average annual growth rate in the employment size of the Electricity, Gas, Water and Waste industries have also been experienced, which, as population-serving industries, is likely linked to recent population growth. Similarly, the Accommodation and Food Services industry, an established specialisation, experienced an average annual growth rate in employment of 8.6% between 2016 and 2021.

We will **partner** with government, universities and businesses to attract investment and improve employment opportunities in Adelaide.

We will **promote** collaboration between key city institutions including the universities, Lot Fourteen and Bio-Med City to achieve economies of scale and scope through specialisation.

Priority: Support small and medium enterprises to scale-up

Lead: AEDA

Adelaide's opportunities lie in our ability to invest in people and support small to medium enterprises to thrive.

Micro, small and medium sized enterprises play an important entrepreneurial role in economic development, but the true economic value comes when small enterprises upscale and become employment generators. The CBD's offerings of amenities, retail convenience, networking opportunities, and a thriving social scene cater to the needs of a growing business.

We will **enable** small businesses to grow and medium enterprises with aspirations to upscale, while actively attracting new medium enterprises to South Australia. The city will work to sustain the trend of relocation of businesses from city fringe locations into the Adelaide CBD.

We will **enable** a business-friendly environment for businesses of all sizes to thrive. We will have a particular focus on small and medium sized enterprises, so that they benefit from healthy competition and the ability to cluster and collaborate.

We will **enable** businesses to grow by piloting projects, research and offering grants that support small and medium enterprises.

What has been done

Welcome to Adelaide Program

AEDA works closely with businesses, either opening their doors for the first time or relocating to the CBD and North Adelaide, through its Welcome to Adelaide program.

Ten Gigabit

The Ten Gigabit Adelaide project is an Australian first, offering symmetrical speeds of up to 10Gbps to 1,000 commercial city buildings for unparalleled access to low cost, high-speed data networks.

City Business Newsletter

Fortnightly the City Business Newsletter lands in businesses inboxes to share the latest business news, resources, incentives such as the City of Adelaide Sustainability Incentives Scheme, grants and more. The City Tourism Newsletter also goes out regularly to the city's tourism businesses.

Rundle Mall

As South Australia's premier retail precinct, AEDA provides marketing, advocacy and governance services to improve the economic outcomes for Rundle Mall's diverse range of stakeholders.

Start-up Support

AEDA partners with SOUTHSTART and the University of Adelaide's Thinclab to support growth-ready businesses in the city through tailored and intensive programs. AEDA continues to invest in Renew Adelaide to support entrepreneurs to trial new business ideas in underutilised spaces.



Partnering For Impact

Global, national, and state perspectives on our economy for the future highlight the immediate and ongoing opportunities for the city. The City of Adelaide will partner at all levels and with the private and not-for-profit sector in delivering our economic development goals and priorities.

Global

Adelaide's international connections, relationships and partnerships play a vital role in our future success and growth. This includes networks between the City of Adelaide and organisations such as universities and Sister Cities. From diplomat visits to educational exchanges, our relationships are diverse, dynamic and promote social economic growth for all partners.

National

The City of Adelaide is a member of the Capital City Committee of Lord Mayors (CCCLM) with its 50-year history of advancing the shared interests of Australian cities. Current priorities include economic development and research, housing and homelessness, and climate action.

State

The City of Adelaide collaborates with a series of State Government departments to progress shared economic development goals including the Department of Premier and Cabinet, Department for Energy and Mining, Department for Trade and Investment and the South Australian Tourism Commission.

Capital City Committee (CCC)

The CCC is an intergovernmental body established under the *City of Adelaide Act 1998* to enhance and promote Adelaide as the capital city of the state. The CCC pursues collaborative initiatives that benefit Adelaide and all South Australians. Projects related to the Economic Development Strategy which have benefited from CCC partnerships include City Plan – Adelaide 2036 and the Adaptive Reuse City Housing Initiative.

Study Adelaide

Study Adelaide is a partnership of the Department for Industry, Innovation and Science, the City of Adelaide, AEDA, Flinders University, The University of Adelaide and University of South Australia with support from TAFE SA, SA Government schools and over 50 participating member institutions. Study Adelaide support

international students to live and study in Adelaide including social event and activities, information and accommodation support. This partnership is important for supporting international students through their studies and to future job opportunities and promote Adelaide as a destination for students.

Private and community sectors

City of Adelaide will establish new and support existing partnerships with private and not-for-profit organisations. The City of Adelaide also invests (cash and in-kind) to individuals and organisations applying for support through our funding programs.

Renew Adelaide

Since 2010 Renew Adelaide, a not-for-profit organisation, has curated precincts and spaces in Adelaide for emerging businesses through an innovative program utilising untenanted properties with unique ventures. The work of Renew Adelaide has created opportunities for local businesses and brought vibrancy to vacant shopfronts, helping businesses establish into traditional bricks-and-mortar retailing.

University Sector

The City of Adelaide works with the University sector on the practical application of a broad range of leading edge research and supports the transition of students to employment through workplace experiences. Through internships and work experience programs with the City of Adelaide, to funding ThinLab at the University of Adelaide, these collaborations are important contributions for emerging innovators.

Strategic Partnerships Program

The Strategic Partnerships Program focuses on supporting start-ups, scale-ups, and business growth in the City of Adelaide. The program envisions a thriving ecosystem by providing financial assistance for proposals that enhance business growth, leverage innovation assets, improve access to finance, and promote innovation and adaptability.

Business Events Adelaide

The City of Adelaide and AEDA support Business Events Adelaide, which connects organisations with local event hosts to run conferences, conventions and meetings in South Australia, bringing delegates daily to experience the City of Adelaide, Greater Adelaide and South Australia.

Strategic Alignment

This Strategy has been developed for alignment with the priorities of the South Australian Government and forms an important strategic document under the City of Adelaide Strategic Plan 2024–2028.

State Government

South Australian Economic Statement

The South Australian Economic Statement – Smart, Sustainable, Inclusive, sets the vision of the State Government for South Australia, to be ‘an economy fit for the future, improving the wellbeing of all South Australians’. The South Australian Economic Statement establishes three missions:

1. Capitalise on the global green transition
2. Be a partner of choice in an insecure world
3. Build South Australia’s talent.

The State Government has announced it will establish a new Economic Development Board for South Australia, which will engage with industry, business, and the community to advise on how best to act on the Statement.

Other key strategies include:

State Infrastructure Strategy

The State Infrastructure Strategy will focus on economic growth in alignment with the SA Economic Statement, identify the key challenges and opportunities in providing and managing infrastructure, consider how we can maximise the use of existing assets, identify requirements for new infrastructure, including policy and other reforms required and make recommendations for future priorities to ensure economic growth, sustainability and liveability for South Australians.

Greater Adelaide Regional Plan

The State Government is developing the Greater Adelaide Regional Plan in 2024. This significant strategic land use planning process will direct growth of Greater Adelaide for the next 30 years.

South Australian Small Business Strategy

The South Australian Small Business Strategy 2023-2030 recognises the value of small businesses to the South Australian economy and is designed to support small businesses in adapting, growing, and succeeding.

Local Government

City of Adelaide Strategic Plan 2024–2028

The Strategic Plan sets the approach for the City of Adelaide to be

Our Adelaide. Bold. Aspirational. Innovative.

It includes five long-term aspirations for Our Community, Our Environment, Our Economy, Our Places and Our Corporation. The Strategic Plan is delivered through the Council’s Annual Business Plan and Budget.

Other key strategies include:

City Plan – Adelaide 2036

City Plan will support City of Adelaide’s target of 50,000 residents by 2036 while ensuring that existing strengths such as the economic value of land, clusters and main streets are improved and protected.

Integrated Climate Strategy (draft)

The City of Adelaide has developed an Integrated Climate Strategy to set our vision for a resilient, protected and sustainable city where people can live, work, study and play and adapt to changes in the climate that bring social and economic opportunity and disruption.

Housing Strategy – Investing in Our Housing Future

This Economic Development Strategy works alongside the Housing Strategy to ensure that residents have options to live in quality and affordable housing close to where they work. As a city characterised by private and social renting, with very low current rental vacancy rates, the quality and affordability of housing must be available to a growing population.



Property Strategy

The Property Strategy recognises the role of the City of Adelaide's property portfolio as a lever to shape and accelerate city liveability, growth and investment. It aims to optimise the performance of the Council's property portfolio ensuring the effective use of assets with improved alignment to strategic, community and financial objectives.

Disability, Access and Inclusion Plan (draft)

The Disability, Access and Inclusion Plan 2024–2028 sets out the City of Adelaide's aspirations for being a city that is inclusive and welcoming to all. A key focus of the Plan is improving the accessibility of businesses through development of skills and knowledge in the sector and through support for businesses to invest in upgrades that make their venues more inclusive.

Integrated Transport Strategy (in progress)

The City of Adelaide is developing an Integrated Transport Strategy to consider the way people access the city and move within it, including identifying priority infrastructure investment and promoting a better walking experience.

International Engagement Plan

A modern, prosperous city needs to be globally connected. The ability to create and maintain strong

international relationships is critical to remaining relevant and building competitive advantage. Adelaide is a diverse and multicultural city with many international connections across a broad range of sectors and has developed an International Engagement Plan to support its international relationships.

Reconciliation Action Plan (in progress)

The City of Adelaide is developing its eleventh Reconciliation Action Plan 2024–2027 which includes a focus on Aboriginal art, storytelling and interpretation, Aboriginal employment, leadership and development, and First Nations enterprises.

AEDA Strategic Plan (in progress)

AEDA is developing a Strategic Plan to focus its strategic operations in line with its Charter. The annual activities of AEDA are set out in its Annual Business Plan and Budget.

ACMA Strategic Plan

The ACMA Strategic Plan 2023-2028 sets out the focus for the Adelaide Central Market Authority to grow the market by attracting more residents, visitors and workers who shop regularly, in line with its Charter. The annual activities of ACMA are set out in its Annual Business Plan and Budget.

City of Adelaide Strategic Plans

Long Term Planning	Strategic Planning	Short Term Planning
Facilitated through Council's suite of Strategic Management Plans (SMPs), which are reviewed through each Council Term.	Articulates further detail to support long-term planning and align with decisions of Council, legislative requirements and community services.	Outlines what and how Council will deliver in the immediate future, including actions plans, budgets and subsidiary plans.
This looks like:	Examples:	Examples
Strategic Plan	Council Strategies and Plans	Council Action Plans
Our Economy	Economic Development Strategy	AEDA BP&B
City Plan	Housing Strategy	Business Plan and Budget
Asset Management Plans	Property Strategy	Reconciliation Action Plan
Long Term Financial Plans	Integrated Climate Strategy	Subsidiary Plans and Budgets



Contact Details

Adelaide Visitor Information Centre

25 Pirie Street, Adelaide SA 5000

E: visitor@cityofadelaide.com.au

W: experienceadelaide.com.au/visitor

P: (08) 8203 7611

Open Monday to Friday from 9.00am to 5.00pm

City of Adelaide

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Open Monday to Friday from 8.30am to 5.00pm

Adelaide Economic Development Agency

25 Pirie Street, Adelaide SA 5000

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Adelaide Central Market Authority

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P: (08) 8203 7494

Open Tuesday to Saturday various hours





**Adelaide.
Designed for Life.**

City of Adelaide

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High Level Engagement Plan

PURPOSE OF ENGAGEMENT

To inform the draft Economic Development Strategy (the Strategy), targeted stakeholder engagement and broad community consultation will be undertaken in accordance with Council's Community Consultation Policy.

Feedback from stakeholders will be sought to:

- Inform key stakeholders of Council's draft Strategy.
- Seek feedback on the draft Strategy to ensure the information, data and goals are in line with the needs of the community.
- Enable partnerships and advocacy to the State and Federal Government, business sector, investment attraction and growth.

Research has been undertaken to support the development of the draft Economic Development Strategy and includes:

- Economic Development Strategy Round Table - with an address from: Professor Michele Acuto, University of Melbourne, Dr Susan Stone, University of South Australia, Brenton Caffin, Department of Premier and Cabinet and Ryan Williams, Australian Centre for Business Growth (University of South Australia), followed by a panel and collaborative discussion at tables to inform the draft Economic Development Strategy (December 2023).
- Housing Research – City of Adelaide Housing Audit and Need Analysis which has considered economic and economic development factors relating to housing in the City of Adelaide (June to September 2023).
- City Plan – City Plan Studio Sessions including (September 2023):
 - Magnet City – which posed the question 'As a climate resilient city, what will be different about Adelaide in 2036?'
 - New Urban Form – which posed the question 'As a city with double the population, what will be different about Adelaide in 2036?'
- [South Australian Economic Statement](#) – State Government discussions on the South Australian Economic Statement (July 2023).
- Night Time Economy – University of Melbourne's Melbourne Centre for Cities Night Shift Project Team (commenced May 2023).
- Economic Profile – preparation of an Economic Profile for the City of Adelaide to inform City of Adelaide Strategic Plan 2024-2028.

- [Capital City Committee of Lord Mayors Economic Development and Research Working Group](#) – Night Time Economy Research and City Pulse Reports (ongoing).

BACKGROUND INFORMATION

City of Adelaide (CoA) is developing an Economic Development Strategy in line with the [Terms of Reference of the City Planning, Development and Business Affairs Committee](#) (CBPDA). A purpose of this committee is: *To review and, if necessary, guide the development of a city-wide economic development strategy and a local heritage strategy and policy.*

The development of an Economic Development Strategy will clarify Council's role in economic development and set strategic directions for City of Adelaide and its subsidiaries including Adelaide Economic Development Agency, Adelaide Central Market Authority and Kadaltila / Adelaide Park Lands Authority.

The last City of Adelaide economic development strategy was the Economically Prosperous City Strategy 2012-2016.

The draft Economic Development Strategy has a ten-year planning horizon and a four-year delivery focus from 2024-2028.

Research and targeted external consultation with specialists has occurred to inform the development of the draft Strategy. Further targeted consultation with key stakeholders is planned, including through AEDA's networks.

STRATEGIC LINK

City of Adelaide Strategic Plan 2024-2028 provides overarching strategic directions and actions to support the Economic Development Strategy.

Our Economy: Growing, innovative and responsive

In ten years Adelaide will be the strong economic focal point of the state, attracting investment and talent from around the world. New and diverse industries will complement and build on our economic strengths and city businesses will be successful and connected to global opportunities.

LEGISLATIVE REQUIREMENTS

Council has no legislative requirement to engage on this Strategy. Council's Community Consultation Policy will be used to guide the process.

TIMEFRAMES

These timeframes are indicative pending Council decision on 5 March 2024:

April - May 2024 (6 weeks)	Targeted stakeholder engagement and broad community engagement, this will include promotion of the draft Strategy for consultation at all relevant CoA and AEDA events and in marketing materials.
May - June 2024	Review feedback and amend draft Strategy and engagement report.
July 2024	Present Strategy to Council for decision.

LEVEL OF ENGAGEMENT

Level of Engagement	Inform	Consult	Involve	Collaborate	Empower
Goal	One way communication to provide balanced and objective information to assist understanding about something that is going to happen or has already happened.	Two way communications designed to obtain feedback on ideas, alternatives and proposals to inform our decision making .	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to our decision making .	Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making .	We may facilitate the process and/or upskill community. Places final decision-making in the hands of the community.
Approach	We will share information about a decision or direction.	We will explore options , gain feedback and an understanding of your concerns and preferences.	We will involve you in the process so your ideas, concerns and aspirations are reflected in the alternatives developed or the final decision.	We will collaborate with you so your advice, innovation and recommendations are included in the final decision that we make together.	We will implement, or support you to implement what you decide .
Role of Stakeholder/Community	Listen	Contribute	Participate	Partner	Decide

EVALUATION PLAN

Feedback received through the consultation process will be collated and analysed to inform revisions to the draft Strategy. A consultation summary and amendments to the draft Strategy will be reported to Council for decision.

The consultation will be evaluated with the following performance indicators:

- Support of sector stakeholders and community members reached.
- Support from Council subsidiaries.
- Feedback about the process.
- Timeframes and budget were delivered.