

# City of Adelaide's Economic Development Strategy for Endorsement

Strategic Alignment - Our Economy

Public

**Tuesday, 3 September 2024**  
**City Planning, Development and Business Affairs Committee**

**Program Contact:**

Sarah Gilmour, Associate Director Park Lands, Policy & Sustainability

**Approving Officer:**

Iliia Houridis, Director City Shaping

## EXECUTIVE SUMMARY

The purpose of this report is to present the Economic Development Strategy for endorsement.

At the City Planning, Development and Business Affairs Committee (the CPDBA Committee) meeting on 2 July 2024 ([Link 1](#)), Committee Members received the outcomes of the public consultation on the draft Economic Development Strategy (draft Strategy).

Public consultation reflected support for the draft Strategy from industry, State Government, non-government organisations and the community in particular support for the proposed goals and priorities and for prioritising climate change mitigation through a transition to circular and sustainable business models.

At the CPDBA Committee on 2 July 2024, Committee Members discussed the allocation of roles and responsibilities of the City of Adelaide (CoA) Administration and its subsidiaries, including the Adelaide Economic Development Agency (AEDA), in delivering the Economic Development Strategy.

At its meeting on 9 July 2024, the Council noted the draft Economic Development Strategy Consultation Summary and deferred the item to a workshop at the CPDBA Committee on Tuesday 6 August 2024 ([Link 2](#)) to discuss roles and responsibilities and the night time economy.

Administration noted the following key points for refinement in the final version of the Strategy on 16 July 2024 and 6 August 2024:

- Economic Development Strategy advocacy is led by City of Adelaide and supported by AEDA.
- Alignment of the Economic Development Strategy with the State Government's Economic Statement.
- The need to clearly feature the night time economy in the Economic Development Strategy.
- Definitions of day, evening and night economy should be clear.
- The night time economy intersects the Economic Development Strategy, Adelaide Economic Development Agency (AEDA) Annual Business Plan, Precinct and Place review and other initiatives including Council of Capital City Lord Mayors' (CCCLM) work and the role of the Small Business Strategy.
- Event growth post-COVID within the CoA, including continued support for events of different sizes and scales to attract broad participation, including by families, and recognising a change in consumer behaviours (specifically relating to alcohol consumption and music).
- The importance of transport in bringing people to the City of Adelaide, including a role in advocacy to the State Government regarding public transport, and the accessibility and safety of the city as an economic advantage (also noting a role for the City of Adelaide's Integrated Transport Strategy).
- Continued support for a focus on neighbourhoods and precincts, recognising that different parts of the city play different roles in economic development and prosperity (also noting the draft City Plan recognises the role of different parts of the city through the Local Area Framework).
- The importance of supporting the business sector, including small businesses not seeking to scale up.

# RECOMMENDATION

The following recommendation will be presented to Council on 10 September 2024 for consideration

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

THAT COUNCIL

1. Endorses the Economic Development Strategy – A thriving economy for all, as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Planning, Development and Business Affairs Committee held on 3 September 2024.
  2. Authorises the Chief Executive Officer, or delegate, to make minor, syntactical and technical amendments to the document contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Planning, Development and Business Affairs Committee held on 3 September 2024, for the purposes of finalising the document for publication.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<p><a href="#">Strategic Alignment – Our Economy</a></p> <p>Develop a City of Adelaide Economic Development Strategy by 2024 to drive growth.</p>
Policy	This report is to establish a City of Adelaide Economic Development Strategy.
Consultation	<p>Consultation was undertaken from 23 April 2024 to 31 May 2024 in accordance with the engagement plan endorsed by Council on 26 March 2024 (<a href="#">Link 1</a>), including:</p> <ul style="list-style-type: none"> <li>• Emails to key stakeholders</li> <li>• Individual meetings with key stakeholders</li> <li>• Online engagement through Your Say Adelaide</li> <li>• AEDA Summit.</li> </ul> <p>A workshop on the draft Economic Development Strategy was held with the CPDBA Committee on 6 August 2024 in accordance with Council's decision on 9 July 2024 (<a href="#">Link 2</a>).</p>
Resource	Not as a result of this report
Risk / Legal / Legislative	<p>The City Planning, Development and Business Affairs Committee (CPDBA) Terms of Reference was established in January 2023 and its purpose includes:</p> <p style="text-align: center;"><i>To review and, if necessary, guide the development of a city-wide economic development strategy and a local heritage strategy and policy.</i></p> <p>The Strategy delivers a City of Adelaide priority and responds to recommendations from the independent reviews of AEDA.</p>
Opportunities	The development of an Economic Development Strategy clarifies the role of Council, AEDA, Adelaide Central Market Authority (ACMA), other levels of government and the private sector in economic development and sets strategic directions for the City of Adelaide and its subsidiaries.
24/25 Budget Allocation	The 2024/25 Annual Business Plan and Budget includes an allocation of \$106,000 for implementation of the Economic Development Strategy which supports the overall coordination and delivery of the first year commitments in the Strategy by the City of Adelaide and its subsidiaries.
Proposed 25/26 Budget Allocation	Not as a result of this report
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.
24/25 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 the Economic Development Strategy for endorsement.
2. At the City Planning, Development and Business Affairs Committee (the CPDBA Committee) meeting on 2 July 2024 ([Link 1](#)), Committee Members received the outcomes of the public consultation on the draft Economic Development Strategy (draft Strategy).
3. Public consultation reflected support for the draft Strategy from industry, State Government, non-government organisations and the community in particular support for the proposed goals and priorities and for prioritising climate change mitigation through a transition to circular and sustainable business models.
4. At the CPDBA Committee on 2 July 2024, Committee Members discussed the allocation of roles and responsibilities of the City of Adelaide (CoA) Administration and its subsidiaries, including the Adelaide Economic Development Agency (AEDA) in delivering the Economic Development Strategy.
5. At its meeting on 9 July 2024, the Council noted the draft Economic Development Strategy Consultation Summary and deferred the item to a workshop at the CPDBA Committee on Tuesday 6 August 2024 ([Link 2](#)) to discuss roles and responsibilities and the night time economy.

## Committee Member Feedback

6. Administration noted the following key points on 16 July 2024 and 6 August 2024:
  - 6.1. The night time economy intersects the Economic Development Strategy, Adelaide Economic Development Agency (AEDA) Annual Business Plan, Precinct and Place review and other initiatives including Council of Capital City Lord Mayors' (CCCLM) work and the role of the Small Business Strategy. There is a need to clearly feature the night economy in the Economic Development Strategy.
  - 6.2. Definitions of day, evening and night economy should be clear and highlighted by AEDA data and the economic profile for the city.
  - 6.3. Event growth post-COVID within the CoA, including continued support for events of different sizes and scales to attract broad participation, including by families, and recognising a change in consumer behaviours (specifically relating to alcohol consumption and music).
  - 6.4. Support for the City of Adelaide to lead advocacy associated with the Economic Development Strategy, and for AEDA to play a supporting role in advocacy.
  - 6.5. Continued support for alignment of the Economic Development Strategy with the State Government's Economic Statement and specific mention in the section on Strategic Alignment.
  - 6.6. The importance of transport in bringing people to the City of Adelaide, including a role in advocacy to the State Government regarding public transport, and the accessibility and safety of the city as an economic advantage (also noting a role for the City of Adelaide's Integrated Transport Strategy).
  - 6.7. Continued support for a focus on neighbourhoods and precincts, recognising that different parts of the city play different roles in economic development and prosperity (also noting the draft City Plan recognises the role of different parts of the city through the Local Area Framework).
  - 6.8. The importance of supporting the business sector, including small businesses not seeking to scale up.

## Amendments to the draft Strategy

7. The draft Strategy endorsed by the Council on 26 March 2024 for the purposes of public consultation is provided in [Link 3](#).
8. Proposed amendments to the draft Strategy were outlined in the CPDBA Committee Agenda on 2 July 2024 ([Link 1](#)) and summarised in tabular format.
9. This report updates the proposed amendments to account for Committee Member feedback on 16 July 2024 and 6 August 2024 ([Link 4](#)), including:
  - 9.1. An additional paragraph in the Introduction under the heading 'Our Vision' to reflect the importance of the night time economy (NTE) to the city's economy, as follows:
    - 9.1.1. *Our places will transition effectively from the day time economy to the night time economy by catering for diverse activities in the early evening, late night and early hours.*
  - 9.2. Addition of a definition for the NTE in 'Abbreviations':
    - 9.2.1. *NTE – The NTE includes all economic activity occurring between 6.00pm and 6.00am.*

- 9.3. Additional words (change underlined) to show the focus of safety across the 24-hour period, under Goal 2, Priority:
- 9.3.1. *We will **partner** with State Government and businesses on initiatives that maintain our city as a safe place to live, work and visit, at all hours.*
- 9.4. Additional data added to the 'City Economy at a Glance' relating to night time economy, as follows:
- 9.4.1. 32% of visitor spend occurs in the NTE
- 9.4.2. 938 traditional (food, drink, entertainment) NTE establishments operate in the CoA
- 9.4.3. 10,345 workers are employed in traditional NTE industries (food, drink, entertainment)
- 9.5. Support for existing priority action, under Goal 4, Priority: Invest in well planned neighbourhoods and key destination precincts, led by the City of Adelaide:
- 9.5.1. *We will **advocate** for additional public transport infrastructure that supports access to our businesses and precincts.*
- 9.6. Clarification of action items for CoA and AEDA under Goal 4, Priority: Invest in well planned neighbourhoods and key destination precincts, as to relates to advocacy:
- 9.6.1. *CoA – We will **partner** with the State Government, universities, associations, community and advocacy groups to activate and upgrade precincts.*
- 9.6.2. *AEDA – We will **promote** mainstreet precincts as commercial hubs of economic, cultural and social significance.*
- 9.7. Additional sentence in Goal 5 under 'Priority: Events and experiences of every size and scale', regarding event participation and consumer behaviours (changes underlined):
- 9.7.1. *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 of our city. Our events will attract broad participation, by including specific offers for families and local communities, recognising changes in consumer behaviours.*
- 9.8. Changes to the following priority actions to recognise the City of Adelaide as the lead for advocacy supported by AEDA (changes underlined):
- 9.8.1. *We will promote the City of Adelaide's advocacy and State Government efforts to work with all stakeholders to develop purpose-built student accommodation (PBSA).*
- 9.8.2. *We will promote the City of Adelaide's advocacy to the Federal Government to reform taxation policies which impact housing and for investment and incentives which assist in the development of more affordable and accessible housing.*
- 9.9. New priority action added to Goal 6 under 'Priority: Grow the city's role as a driver of South Australia's economy' consistent with the City of Adelaide's Strategic Plan 2024-2028, as follows:
- 9.9.1. *We will **enable** and support existing small businesses to be agile and responsive to change.*
- 9.10. Rewording of Goal 1, 'Where we want to be' statement from 'Stronger correlation between airport arrivals and city hotel occupancies compared with 2023' to 'Increase the number of airport arrivals and demand for city accommodation compared with 2023'.
- 9.11. Additional words added to Goal 1, 'Where we want to be' statement, 'Grow the number of 4 and 5-star and boutique hotel beds to support international and interstate visitors travelling for work and recreation.'

## Next Steps

- 9.12. Pending Council's decision on the Economic Development Strategy, the document will be finalised and published on the City of Adelaide website.
- 9.13. Implementation of the outcomes sought in the Strategy will commence from 2024/25 and will be used to inform the development of AEDA's Strategic Plan.
- 9.14. Reporting of the Strategy and progress toward targets will be undertaken through the City of Adelaide's City Planning, Development and Business Affairs Committee.

## DATA AND SUPPORTING INFORMATION

**Link 1** – [City Planning, Development and Business Affairs Committee – Agenda - Tuesday, 2 July 2024](#)

**Link 2** – [City Planning, Development and Business Affairs Committee – Agenda – Tuesday, 6 August 2024](#)

**Link 3** – [City Planning, Development and Business Affairs Committee - Agenda – Tuesday, 19 March 2024](#)

**Link 4** – [Economic Development Strategy – Summary of Changes](#)

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## ATTACHMENTS

**Attachment A** – City of Adelaide Economic Development Strategy – A thriving economy for all

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