

AEDA

Strategic Plan

FY 2024/25 - 2028/29



Acknowledgment of Country

Adelaide Economic Development Agency tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya 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 yaitya miyurna iyangka yalaka ngadlu tampinhi.

The Adelaide Economic Development Agency 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.

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Chair's Foreword

As chair of the Adelaide Economic Development Agency (AEDA), I am honoured to present the Agency's first Strategic Plan.

AEDA, a subsidiary formed in 2021, is charged with accelerating economic growth in the City of Adelaide. It is guided by a skills-based Board that KPMG reported as providing immense benefit to AEDA and the City of Adelaide.

As the delivery arm of economic development in the city and North Adelaide, the AEDA Strategic Plan aligns with and indicates how the Agency will deliver on key strategies of the City of Adelaide. This is namely the Council's Strategic Plan and Economic Development Strategy, and the AEDA Charter.

This Strategic Plan has been developed in robust consultation and consideration of those strategies, key stakeholders, the Agency, Board, and the Agency's Advisory Committee that is a conduit to grassroots businesses.

AEDA strives to work collaboratively with key stakeholders to deliver on its objectives, avoid duplication and increase efficiency. Through our Strategic Partnerships we have and will continue to fill vacant shopfronts, strengthen the state's event and festivals sector, support small businesses, attract business events and promote the city as a destination for international students.

In this Plan, AEDA lays out a bold vision with clear goals and actions that reflect its commitment to growth, innovation and impact on the city's economy. This direction sets the stage for collaboration and meaningful partnerships, empowering all stakeholders to drive success together and achieve our collective goals.

As the inaugural Chair of the Agency, my goals are to create a Strategic Plan and a long-term financial plan that both secure multi-year funding. They allow for rigorous planning, certainty for strategic partners, financial stability and provide a smooth transition to Steve Maras as we welcome him to the position of Chair in January 2025.

I am proud to present our bold and aspirational Strategic Plan designed to not only support, but also accelerate the growth of our city's economy.

“In this Plan, AEDA lays out a bold vision with clear goals and actions that reflect its commitment to growth, innovation, and impact on the city's economy.”



Nikki Govan
(Chair)

Adelaide Economic Development Agency

The City of Adelaide recognised the importance of accelerating economic growth in the city, and as part of its *2020-2024 Strategic Plan*, sought to design and implement a new citywide business model. After significant stakeholder engagement and planning, Council resolved to establish the Adelaide Economic Development Agency (AEDA) as a Section 42 Subsidiary of the City of Adelaide under the *Local Government Act 1999 (SA)* (the Act).

AEDA commenced operating on 18 January 2021. The Agency is led by a Board with responsibility to manage the business and other affairs of the subsidiary, ensuring that AEDA acts in accordance with the Act and the AEDA Charter. An Advisory Group was established in 2022 as a mechanism for city businesses, mainstreets, precincts and other stakeholders to provide advice to the AEDA Board.

Working closely with businesses, industry groups, state government agencies and other organisations, AEDA delivers a range of programs designed to stimulate the city's economic growth with a focus on investment attraction, growing our visitor economy, residential growth, marketing the city as a whole and promoting Rundle Mall as Adelaide's premier shopping destination.



The AEDA Charter

The Charter sets out AEDA's Objects and Purpose to:

- Accelerate economic growth in the City of Adelaide by attracting investment, supporting businesses, festivals and events, as well as visitor, student and residential growth.
- Promote the City of Adelaide as a destination and 'magnet city' to increase its visitation and use by residents, workers, visitors and the community in general.
- Position Rundle Mall as the State's premier retail and commercial shopping precinct to sustain retail, business and economic viability and to ensure that the Agency operates within the terms of this Charter and the Council's Strategic Plan.

Its functions include:

- Work collaboratively with the State Government, strategic partners, peak bodies and key stakeholders and avoid duplication of effort in the delivery of its functions and duties.
- Position the City of Adelaide as an attractive investment opportunity for commercial and residential property development.
- Support the growth and development of existing businesses and attract new businesses, industries and entrepreneurs to the City of Adelaide.
- Promote and market the City of Adelaide to local, interstate and international visitors and investors.
- Position and promote the City of Adelaide as Australia's premier festival and event destination, with the aim of increasing visitation and investment.
- Attract and support growth of the visitor economy, including international students, festivals, events, conferences, conventions and exhibitions.
- Activate, promote and market Rundle Mall.
- Promote and develop mainstreet precincts as commercial hubs of economic, cultural and social significance.

The Charter requires AEDA to prepare a strategic plan with an operational period of four years to set out its goals, objectives, strategies, priorities and key performance indicators. The Strategic Plan must be aligned and consistent with the Council's current strategic management plans.



Strategic Alignment

AEDA's Strategic Plan aligns with the following documents:

City of Adelaide

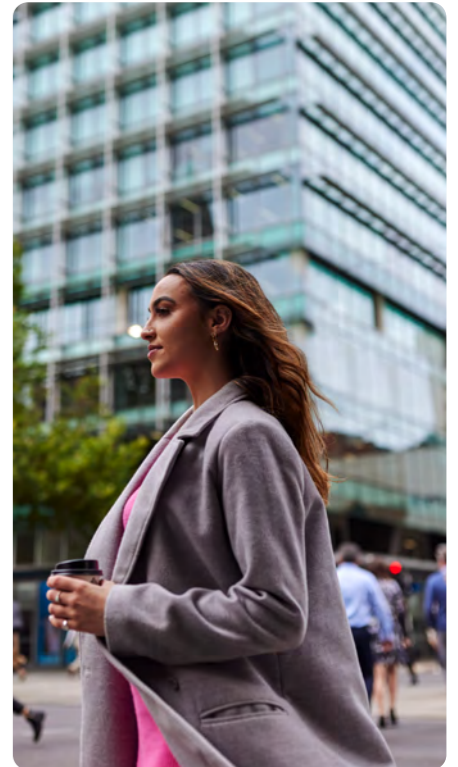
- *City of Adelaide Strategic Plan 2024–2028*
- *Economic Development Strategy*
- *AEDA Charter*

In preparing this Plan, the following South Australian Government documents were reviewed:

State Government

- *South Australian Economic Statement*
- *South Australian Small Business Strategy 2023-2030*
- *30 Year Plan for Greater Adelaide*
- *The South Australian Visitor Economy Sector Plan 2030*
- *South Australian International Tourism Strategy 2025*
- *South Australia's Innovation Model*

Further details on the alignment of the AEDA Strategic Plan, and these directional plans and statements, are available in appendix one of this Plan.



Operating Environment

As an economic development agency, AEDA's mandate is to accelerate growth in the city. Local economic conditions are influenced by macro factors such as global trade, geopolitical instability, pandemics, labour markets, monetary policy and housing affordability. Adding to the complexity of the task, economic outcomes at a local level are notoriously difficult to measure, with outputs (activity) being far easier to track than outcomes (results).

Economic Development Australia is currently undertaking research on measuring local outcomes. Findings from this will be considered for future revisions of the AEDA Strategic Plan. In the absence of this, this Plan adopts the measures and outcomes articulated in Council's Strategic Plan and its Economic Development Strategy. Where those documents are silent on specific Agency responsibilities or where they are of a governance nature, specific proposed performance indicators have been endorsed by the Board. The focus of this strategic plan is therefore to identify initiatives that will make a positive difference to the city economy, using AEDA's available resourcing —both skills and budgets —through direct action, leveraging partnerships and working with State Government on mutual policy imperatives.

Relationship with Council

Operationally, AEDA staff are employed by Council. Council endorses AEDA's annual business plan and budget, sets its budget allocation (except for the Rundle Mall program which is funded through its separately raised levy) and receives quarterly activity and financial reports.

The operations and programs delivered by AEDA and Council complement each other and, where there are areas of close alignment or mutual benefit, a collaborative approach is taken. This includes in functions such as grants and sponsorship, marketing, volunteer management and precinct support.



2023 Reviews

AEDA underwent two significant reviews in 2023:

Review by Deloitte

Council engaged Deloitte to assess the effectiveness of the Agency in relation to its objectives, identify improvements (including consideration of the relationship between the Agency, Council and stakeholders) and make recommendations for its future operations. The Deloitte review delivered recommendations on:

- Role clarity (e.g. Terms of Reference for AEDA/Council business units with similar functions).
- Governance (grant administration, mainstreet engagement and reporting).
- Transparency (evidence-based decisions, stakeholder engagement re events and campaigns, risk management and reporting).
- Quantified metrics (KPIs linked to economic development baselines and outcomes).
- Economic strategy (City of Adelaide's strategic framework).
- Marketing and branding (role clarity with and acknowledgment of Council).

Review by KPMG

KPMG was engaged by the AEDA Board to undertake a review of AEDA's current state, opportunities, challenges, achievements and how the Agency can position itself for growth. This was through stakeholder engagement and comparisons with economically successful cities across the globe. The key findings were:

- Skills, experience and capacity of the Board are of significant value.
- AEDA's staff have a 'willingness-to-deliver' culture that drives business engagement.
- The level of red tape required by Council for decision making and funding approval is a major challenge. The timing of yearly budget approvals by Council in June places significant pressure on the AEDA team to plan and deliver key projects in a limited amount of time.
- To transition from COVID-19 response initiatives to long-term strategic operations, AEDA encounters barriers to advancing future economic development opportunities. Key among these is the lack of a citywide economic development policy that would offer a cohesive vision and direction. However, an economic development strategy is currently in progress. The absence of an AEDA strategic plan and long-term financial plan to provide a clear purpose, objectives, responsibilities for delivery was also raised.

Recommendations from the Deloitte and KPMG reports are reflected in the Strategic Objectives and Action Plan.

Economic Outlook

Overall, Adelaide's economy has performed remarkably well over the past few years, with Gross Regional Product rising by 5.7 percent in 2021-22 to \$23,984 million in 2022-23. This compares to a 3.9 percent rise in Gross State Product.

Reflecting this, the number of jobs in the City is estimated to have increased by 7.28 percent in 2022-23, reaching 169,940. Overall, Adelaide's economy has performed remarkably well over the past few years with Gross Regional Product rising by 5.7 percent.

However, over the life of this plan, the rates of economic growth and jobs growth at state and national levels are forecast to slow. National economic growth is expected to sit within the 2-2.75 percent range, with South Australia's growth about a percentage point lower than that. Employment growth is forecast to moderate, with the Department of Treasury and Finance forecasting jobs growth in South Australia to not exceed 1 percent per annum through to 2027-28.

South Australia has seen a significant decline in household spending over the past year as people have felt the sting of cost-of-living pressures. Despite a likely lowering of interest rates over the next few years, potentially stimulating spending, Deloitte's outlook is that private spending in South Australia will be constrained, in part, by relatively weak prospects for population growth in the state.

Population growth in South Australia has slowed. The state's population increased by 0.4 percent in the September 2023 quarter, or 1.7 percent through the year, compared to 0.6 percent and 2.5 percent growth at the national level. The Australian Bureau of Statistics (ABS) is forecasting South Australia's population to increase by between 1.2 and 0.85 percent, per year, through to 2029. This is a slower rate than that projected for all other states other than Tasmania.

The number of international students in South Australia increased to a record 45,219 in 2024, but the outlook is less certain with the Australian Government considering capping student visa numbers. The creation of Adelaide University is expected to increase the number of enrolments.

Construction activity has been robust, with an additional 126,148sqm of commercial floorspace added to the CBD's office stock over the past two years. Despite strong jobs growth and positive net absorption, the addition of this new office stock has pushed the city's office vacancy rate to 17.7 percent, however global real estate services firm JLL suggest this will gradually decrease to 14 percent over the coming years.

Visitor numbers have consistently trended upwards since the COVID-19 pandemic. The Tourism Research Council has had a positive outlook for growth in international arrivals into Australia over the next five years. However, it is more sanguine about domestic visitor numbers due to increased competition from international outbound travel, as well as cost-of-living pressures leading to reduced discretionary spending. Domestic visitor nights in South Australia are forecast to rise by 2.6 percent on average each year through to 2028. Notwithstanding this, the TiCSA Tourism Barometer Report indicates South Australia's tourism industry is likely to continue to face significant challenges in the near-term.

In summary, whilst there has been a strong recovery in worker numbers, student enrolments, and demand for office space since the depths of COVID-19, record levels are now being tested. Commonwealth migration policy, slowing national economic growth, and continued cost-of-living pressures are expected to place additional strain on economic activity in the City.

However, this broader national and state context provides opportunities for the City. Although the State's jobs growth is expected to slow, the progression of the AUKUS project, continued growth of Lot Fourteen and Biomed City, as well as ongoing demand for healthcare, will contribute to demand for workers. This then flows through to demand for office space and consumer services.

Construction activity is likely to remain strong, headlined by the development of the new Women's and Children's Hospital, Central Market Arcade, the Franklin Street bus station site and further development on Lot Fourteen.

Other mooted developments include Festival Plaza and the Gurner proposal for the former Australia Post mail sorting site. Demand for retail goods and services is expected to lift slightly as interest rates potentially reduce, however, continued investment into centres such as Burnside Village will create competitive pressures for the City and its precincts.

The slowing of forecasts for domestic travel heightens the imperative for Adelaide to be developed and promoted as a distinctive, desirable place to visit. This will be underpinned by investment into new products as well as a compelling program of events. Travel associated with business events and conventions has been strong for the past few years, and this is likely to continue based on confirmed events.

The University of Adelaide and University of South Australia merger provides opportunities to capitalise on commercialisation of the new institution's research and development capabilities. Whilst the outlook for international student numbers nationally remains uncertain, the contribution of international students to the economy, culture and life of the City will remain.



Vision

Our Adelaide. Bold. Aspirational.

Mission

To accelerate economic growth in the city by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing an annual events calendar and marketing the city as a whole including Rundle Mall.

Strategic Objectives

Economic development is not a stand-alone activity. Not only is it affected by macro factors, it has strong interrelationships with built form, community development, events and culture. These are generally delivered by other Council and government portfolios, often in partnership with the private and non profit sectors.

The Plan increases the emphasis AEDA will place on the:

- Increased marketing and promotion of the City to support investment attraction, boost visitor numbers and continue to develop a consistent brand to underpin marketing activities.
- Importance of events, identifying new tourism products and experiences that provide a reason for people to come to Adelaide and extend their stay, as well as increased promotion to intrastate markets.
- Enhancement of Adelaide as a centre for education and collaboration (goal three of Council's Economic Development Strategy), increased investment into programs to support businesses to grow and employ more people, and development of a targeted proactive investment attraction program.
- Development of Rundle Mall's role as South Australia's premier retail destination through new activations, refresh of marketing activity, brand attraction and activating laneways.

Collectively, these interventions, in addition to business as usual activities, will assist Council to progress towards its Strategic Plan aspirations. This includes increasing foot traffic and spend across the city, and promotion strategies to share Adelaide's unique attributes and emerging opportunities. The actions identified are grouped under five strategic objectives, with actions shown in the following section.



1. Activate Rundle Mall and Precincts

Goals

1. Rundle Mall strengthens its reputation as the state's premier shopping precinct and evolving entertainment and dining destination to increase visitation and spend.
2. Rundle Mall evolves and regenerates with new capital investment.
3. AEDA's relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.
4. Adelaide's destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.

2. City Brand and Marketing

Goals

1. The Adelaide brand clearly articulates what makes our City distinctive, and this brand position underpins all of AEDA's marketing activity.
2. City stakeholders actively participate in marketing campaigns.
3. Visitors to Adelaide and residents can easily discover what's on across the City.
4. Knowledge of Adelaide as a place to invest and grow a business is increased.
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.

3. Growing the Visitor Economy

Goals

1. Adelaide is viewed as an increasingly desirable place to visit.
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.
4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.

4. Investment and Business Growth

Goals

1. Growth in industry sectors that build on and extend the City's economic strengths.
2. Street level retail and hospitality activity that contributes to vibrant precincts and mainstreets.
3. Businesses are supported to grow.
4. Data and insights deliver useful information to City businesses and prospective investors.
5. Adelaide's reputation as a centre for health and education is strengthened.

5. AEDA Governance and Operations

Goals

1. Effective and transparent governance, reporting and processes.
2. Establish an approach to funding that supports multi-year forward planning.
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.
4. AEDA is seen as a prime economic development agency that effectively partners with the private sector, government and not-for-profit organisations to grow Adelaide's economy.
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.

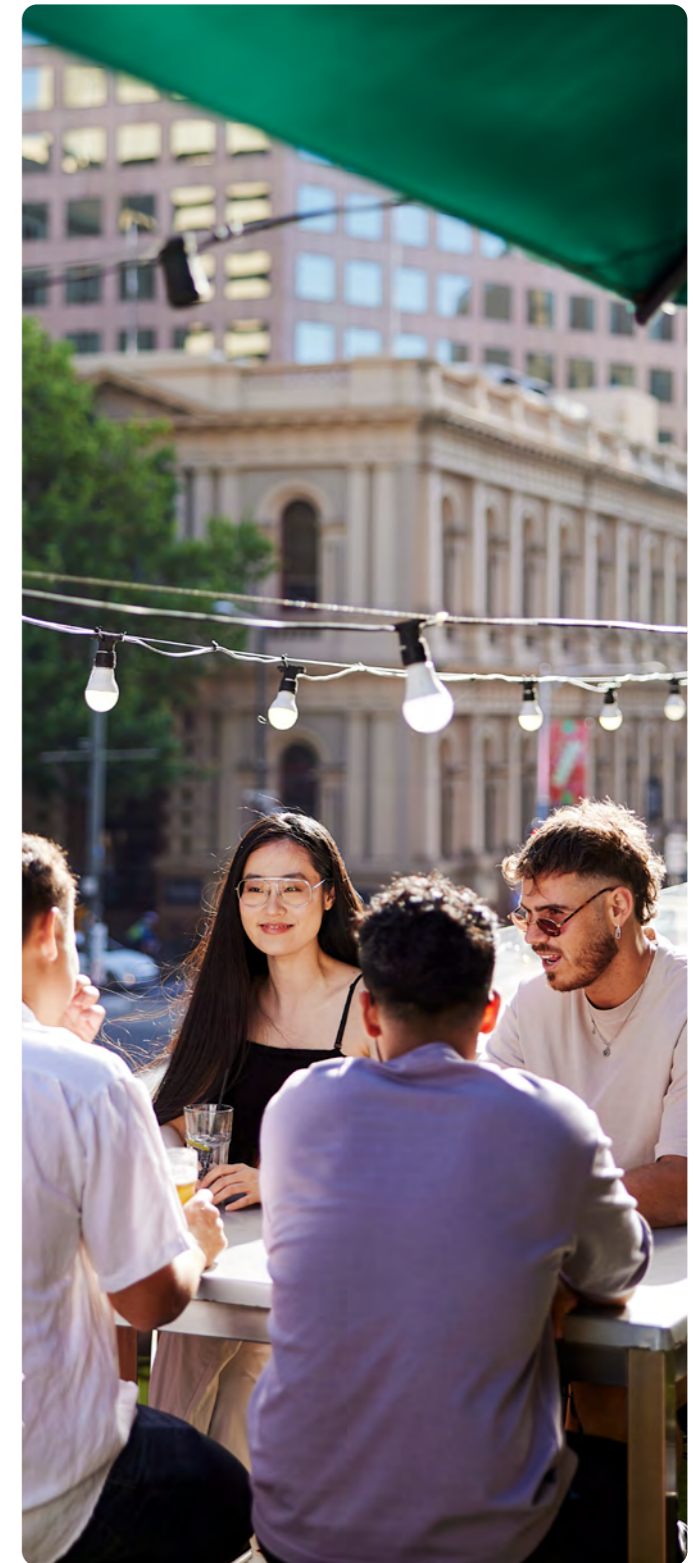
Activate Rundle Mall and Precincts

Goal	Action	Measurement
1. Rundle Mall strengthens its reputation as the state's premier shopping precinct and evolving entertainment and dining destination to increase visitation and spend.	<ul style="list-style-type: none"> a. Enhance Rundle Mall's appeal through a more diverse and experiential offering, including entertainment, music and culture. b. Stretch the body clock of the Mall beyond standard shopping hours, with dining and entertainment products, offers and activations. c. Influence the tenancy mix of the Rundle Mall Precinct through effective brand positioning and brand attraction activities. d. Experiment with expansion of medium scale music, food and wine, artistic and culturally important events, festivals and activations. e. Develop and implement a new Rundle Mall marketing and events strategy. f. Develop and implement a new Rundle Mall Christmas strategy. 	<p>Increase in spending across the city.</p> <p><i>CoA Strategic Plan</i></p>
2. Rundle Mall evolves and regenerates with new capital investment.	<ul style="list-style-type: none"> a. Leverage and grow the appeal of Rundle Mall's outdoor experience with new artistic installations, lighting, thematic entry statements and shading/greening. b. Identify and target barriers to private sector investment in the Rundle Mall Precinct and work with property owners to optimise their assets, including strategically significant heritage facades and buildings. c. Advocate for the City of Adelaide to prioritise and progress completion of its Rundle Mall laneway strategy following the completion of Charles Street. d. Install a new audio and PA system in Rundle Mall to enhance place experience for visitors and improve public safety. e. Investigate potential to establish a new premium, high quality restaurant/food offering in the public realm of Rundle Mall. 	<p>\$150 million of capital investment committed to in the Precinct.</p> <p><i>AEDA KPI</i></p>
3. AEDA's relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.	<ul style="list-style-type: none"> a. Maintain effective engagement with Rundle Mall stakeholders to identify and implement new economic development initiatives. b. Work with stakeholders to improve perceptions of public safety in the Rundle Mall Precinct. c. Be a voice for Rundle Mall levy payers, championing and advocating for the betterment of the precinct. 	<p>Improvement to Rundle Mall Business Sentiment.</p> <p><i>AEDA KPI</i></p>
4. Adelaide's destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.	<ul style="list-style-type: none"> a. Identify and pursue retail experiences that appeal to young people and create a point of difference with Adelaide's suburban offer. b. <Action specific to the outcomes of the CoA Precinct/Placemaking review will be inserted here when finalised>. c. Work with local businesses and interest groups to develop highly desirable precincts as distinct visitor destinations to market and experience. d. Deliver Adelaide Fashion Week. 	<p>Increase foot traffic in key and emerging precinct year on year by 1.5 percent.</p> <p><i>CoA Economic Development Strategy</i></p>



City Branding and Marketing

Goal	Action	Measurement
1. The Adelaide brand clearly articulates what makes our City distinctive and this brand position underpins all AEDA's marketing activity.	<ul style="list-style-type: none"> a. Create a consistent Adelaide brand identity that links all destination marketing and is consistent with the State brand. b. Work with precincts to build on their identity and ways of working to ensure local area marketing and branding initiatives are developed and executed in a way that links to the overall city brand. c. Champion the brand and advocate for its expression through all aspects of the city, including infrastructure; investment and talent attraction, direct interactions with our customers and visitors, city dressing, etc. d. Reinforce the position of Adelaide as the State's Central Business District and amplify Adelaide's reputation as a place to learn, work and start a business. 	<p>Increase in the brand health metric for Adelaide as a destination to visit to 7.5/10.</p> <p>AEDA KPI</p>
2. City stakeholders actively participate in marketing campaigns.	<ul style="list-style-type: none"> a. Regular programmed engagement with stakeholders on latest marketing activity results, and upcoming plans so they can participate and support where relevant. b. Improve small and medium-sized enterprises (SMEs)'s business capability by developing or sharing resources that support owners and marketing teams on industry best practice, including utilisation of emerging technology. c. Develop a mechanism for city businesses to buy into co-operative campaigns to increase reach and awareness of the city, and increase booking revenue (in addition to business-as-usual promotion). 	<p>Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities.</p> <p>CoA Strategic Plan</p>
3. Visitors to Adelaide and residents can easily discover what's on across the City.	<ul style="list-style-type: none"> a. Provide comprehensive information on events and activities occurring in Adelaide. b. Develop marketing campaigns that result in increased visitation by families, children and young adults, reinforcing the City's reputation as a retail, cultural, activity and entertainment centre. c. Partner with businesses and conference organisers to utilise their communications channels and/or venues to communicate with visitors. d. Develop digital tools that enable custom content to be served to visitors based on their interests and behaviour. 	<p>Increase in foot traffic in key and emerging precincts annually in line with the Council's <i>Economic Development Strategy</i>.</p> <p>CoA Strategic Plan</p>
4. Knowledge of Adelaide as a place to invest and grow a business is increased.	<ul style="list-style-type: none"> a. Understand the requirements of the target markets through research and measure the impact of initiatives against annual awareness benchmarking. b. Strategically target prospective investors or firms, across key sectors, to educate them about the strengths of Adelaide as an investment destination. 	<p>An increase in the number of new business and investment into the city.</p> <p>CoA Strategic Plan</p>
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.	<ul style="list-style-type: none"> a. Create a brand identity and communications plan. b. Leverage the skills, networks and independence of the AEDA Board to expand the reach and impact of AEDA. c. Run business events that provide insights into Adelaide's economy, stimulate thinking about opportunities and enable businesses to use the information provided to inform their decision making. 	<p>Improvement to AEDA Brand Sentiment.</p> <p>AEDA KPI</p>



Growing the Visitor Economy

Goal	Action	Measurement
1. Adelaide is viewed as an increasingly desirable place to visit.	<ul style="list-style-type: none"> a. Promote the City so Adelaide is a premier tourism location. b. Provide locals, including young people, with new reasons to explore Adelaide, which will then enhance the trips of friends and relatives. c. Encourage investment in new and expanded tourism products and experiences, providing new reasons to attract a diverse range of national and international visitors. d. Partner with key tourism stakeholders such as the South Australian Tourism Commission to market the City as a distinct destination with a strong presence within the state brand. 	<p>Increase the number of people who visit the city annually to 2.5 million by 2028 through local, interstate and international visitation.</p> <p><i>CoA Economic Development Strategy</i></p>
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.	<ul style="list-style-type: none"> a. Ensure a balance between grants and sponsorship programs to support key City events, as well as activate new and exciting initiatives. b. Work with institutions and operators along North Terrace to develop and market the precinct as a highly desirable visitor experience. c. Continue investment into attracting business events and incentive travel. d. Identify opportunities for investment into premium tourism products and experiences. 	<p>An enhanced year-round event calendar, with experiences found throughout the city.</p> <p>Grow as Australia's Festival Capital.</p> <p>Grow the number and scale of business events hosted each year.</p> <p>Grow the number of 4 and 5-star, and boutique hotel beds, to support international visitors.</p> <p>Increase the number of airport arrivals and demand for city accommodation compared with 2023.</p> <p><i>CoA Economic Development Strategy</i></p>
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.	<ul style="list-style-type: none"> a. Complete the development of a contemporary visitor experience center, supported by technology that enhances pre-trip planning, wayfinding within the City, and connections with local products and experiences. b. Provide comprehensive information on events and activities occurring in Adelaide. c. Broaden the volunteer base within the Visitor Experience Centre. 	<p>Invest in Adelaide Visitor Information Centre tourism assets to increase visitation and improve visitor experience.</p> <p><i>CoA Economic Development Strategy</i></p>
4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.	<ul style="list-style-type: none"> a. Provide up-to-date visitor economy reports that provide insights to tourism operators and potential investors into new products and experiences. b. Facilitate opportunities for tourism businesses to come together to receive information, inform AEDA's directions or participate in collaborative activities. 	<p>Deliver economic data and insights to our business community.</p> <p><i>CoA Strategic Plan</i></p>



Investment and Business Growth

Goal	Action	Measurement
1. Growth in industry sectors that build on and extend the City's economic strengths.	<ul style="list-style-type: none"> a. Focus investment attraction efforts on current and emerging industry sectors that extend the City's economic strengths, reinforce Adelaide's innovation and tech ecosystems, create high value jobs, and support an environment for scaling existing and emerging businesses. b. Proactively build an investment pipeline and support potential investors with connections to property solutions. c. Monitor and pursue opportunities to expand institutional investment in city residential projects including purpose-built student accommodation, vertical retirement living and build to rent. d. Invest in partnerships that accelerate and support economic activity. e. Develop a business attraction program (including consideration of targeted events) to attract founders, new ventures and existing businesses from metro, regional, interstate and international locations. f. Support the City of Adelaide to leverage and grow the City's green economy and green brand. 	<p>Increase city contribution to Gross State Product.</p> <p>Grow the proportion of workers in emerging industry sectors.</p> <p>Increase the number of new businesses and investment in the city.</p> <p><i>CoA Economic Development Strategy</i></p>
2. Street level retail and hospitality activity that contribute to vibrant precincts and mainstreets.	<ul style="list-style-type: none"> a. Work with stakeholders, other parts of Council and partners to activate street level tenancies with a specific focus on longer term vacancies. b. Invest in a program of events and activities that highlight and build upon the attributes of individual parts of the City. c. Undertake a program of engagement with building owners of properties with long term vacancies to understand their intentions and use that to inform approaches to activate longer term street level vacancies. 	<p>Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities.</p> <p><i>CoA Economic Development Strategy</i></p>
3. Businesses are supported to grow.	<ul style="list-style-type: none"> a. Promote business growth and productivity programs by partners, government and industry associations. b. Deliver targeted business networking and education sessions on topics of interest as a way to build business skills, provide information and/or encourage collaborations. c. Enable businesses to grow by piloting projects, research and offering grants that support small and medium enterprises. 	<p>Increase the size and number of city-based medium-sized businesses.</p> <p>Scaling-up of microbusinesses to small and medium enterprises.</p> <p>Growth by upscaling micro, small and medium enterprises into larger businesses.</p> <p><i>CoA Economic Development Strategy</i></p>
4. Data and insights deliver useful information to City businesses and prospective investors.	<ul style="list-style-type: none"> a. Provide current and compelling data through a variety of means, including market briefings that city businesses and potential investors can rely upon to support their decision making. b. Utilise data and insights to assist in positioning the City as a desirable place to operate a business and invest. 	<p>Deliver economic data and insights to our business community.</p> <p><i>CoA Strategic Plan</i></p>
5. Adelaide's reputation as a centre for health and education is strengthened.	<ul style="list-style-type: none"> a. Progress partnership opportunities with entities including Lot Fourteen, Biomed City, the higher education sector and other organisations to enhance the City's capital city and central business district role. b. AEDA actively promotes the unique ecosystem of universities, higher education sector and graduate populations, liveability and ease of doing business. 	<p>A city which leads in innovation and research through our world-class universities and ecosystems of innovation, entrepreneurship, creative and high-technology sectors.</p> <p><i>CoA Economic Development Strategy</i></p>



AEDA Governance and Operations

Goal	Action	Measurement
1. Effective and transparent governance, reporting and processes.	<ul style="list-style-type: none"> a. As per the Deloitte and KPMG recommendations, establish a reporting regime at a level appropriate to an independent subsidiary. b. Provide quality advice and reporting to the AEDA Board and Council so decisions respond not only to short term issues, but also deliver longer term benefits. c. Further develop research and knowledge management capability to provide the AEDA Board and Council with greater intelligence about the city and emerging trends to inform program development and decision making. d. Engage with staff in identifying process inefficiencies, mismatches with Council processes and generating ideas to simplify and streamline processes and systems. e. Ensure the design of programs and incentives seeks to minimise compliance costs for recipients, whilst providing accountability for the expenditure of public funds. 	<p>Opportunities and issues are identified in annual governance review and are addressed.</p> <p>AEDA KPI</p>
2. Establish an approach to funding that supports multi-year forward planning.	<ul style="list-style-type: none"> a. Ensure budgets and expenditure are aligned to Council and Board priorities, and the City of Adelaide Strategic Plan. b. Work with the City of Adelaide to identify, implement and secure multi-year funding mechanisms to enable forward planning and timely and effective responses to emerging economic issues and opportunities. c. Annually review grants and sponsorship programs to make effective use of AEDA resources. d. Explore other forms of funding. 	<p>An approach to funding that supports multi-year planning is applied.</p> <p>AEDA KPI</p>
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.	<ul style="list-style-type: none"> a. Undertake periodic staff succession audits and use that to inform the Agency's workforce strategy. b. Maintain a strong working culture with a dynamic environment. c. Strengthen our relationships with volunteers by continuing to invest in their development and recognise their contribution. 	<p>City of Adelaide Culture Survey Results.</p> <p>Proportion of job vacancies filled on first approach to market.</p> <p>AEDA KPI</p>
4. AEDA is a prime economic development agency that effectively partners with the private sector, government and not for profit organisations to grow Adelaide's economy.	<ul style="list-style-type: none"> a. Work with industry groups and key business leaders to develop programs of activity that deliver mutual benefits. b. Promote AEDA Board and Advisory Committee knowledge and networks to Council to progress shared goals, advocacy and initiatives. c. Keep abreast of the directions and activities of ACMA and Kadaltilla, providing input and collaboration where AEDA can add value. d. Collaborate with the State Government on opportunities to enhance economic growth in the City. 	<p>Delivery of Agency priorities through Strategic Partnerships.</p> <p>AEDA KPI</p>
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.	<ul style="list-style-type: none"> a. Develop improved mechanisms to ensure the needs of all businesses, including small business, are considered in the development and implementation of AEDA's programs. Program design considers the economic environment in which businesses operate. b. Undertake periodic scans of the on-ground business environment, capturing small and large businesses, a spread of industry sectors and government agencies to stay abreast of emerging issues and opportunities. c. Opportunities to deliver environmental, social and cultural outcomes through the delivery of economic development programs will be considered in decision making. 	<p>Regular information on qualitative and quantitative business needs and opportunities are provided to the Board.</p> <p>AEDA KPI</p>



Appendix 1: Strategic Alignment

State Government

South Australian Economic Statement

The South Australian Economic Statement has three missions: Capitalise on the global green transition; Be a partner of choice in an insecure world; and build South Australia's talent. The SA Government will establish an Economic Development Board to advise on enacting the Statement.

South Australian Small Business Strategy 2023–2030

The South Australian Small Business Strategy has four objectives:

1. To increase the skills, capability and capacity of small business owners and their workforces to build sustainability and to take up new business opportunities.
2. To drive jobs growth within small businesses.
3. To provide small businesses with easier access to South Australian Government services, support and programs.
4. To help diversify the sector by supporting regional businesses and specific target groups, including First Nations people, women, business owners living with disability, and culturally and linguistically diverse business owners.

South Australian International Tourism Strategy 2025

SATC's plan for re-engaging with international visitors post-COVID-19 is based on a shift from demographic to psychographic targeting of the 'High Value Travellers' (HVT) segment. They are high spending travellers who are motivated by what Australia has to offer, representing between 35 to 44 percent of the long haul travel market from key markets including the United Kingdom, United States, Singapore and Germany.

Secondary to this segment, the working holiday maker (WHM) is also critical to South Australia as the arrival of these visitors will assist with filling employment gaps and skills shortages in the city and regional areas. The WHM program allows young adults from eligible partner countries, such as the United Kingdom, France and Germany, to work in Australia whilst having an extended holiday. They are a valuable travelling segment as they tend to stay longer, spend more and disperse more widely through the country than other international arrivals. Along with this they also contribute to filling roles in critical Australian industries such as agriculture, tourism and aged care.

Adelaide City forms one of the brand pillars: A boutique capital with a restaurant scene that acts as a gateway to the regions. It also provides a strong presence in the 'Loves a party' brand pillar for its festivals and events.

South Australia's Innovation Model

statedevelopment.sa.gov.au/science-and-research-excellence/innovation-districts

The Innovation Model is a network of dedicated spaces with the physical, digital and social infrastructure required to accelerate new ideas into widespread economic outcome, with the following located in the City of Adelaide:

- Adelaide Biomed City Innovation District is a \$3.8 billion Health and Medical Innovation District in the heart of Adelaide, comprised of leading-edge anchor institutes and companies that cluster and connect with start-ups, business incubators and accelerators. It offers mixed-use infrastructure where researchers, clinicians and students work together with entrepreneurs and leading industry players.
- Lot Fourteen is a vibrant collective of innovators, a gateway for transformative knowledge that attracts new investment and people to South Australia.

30 Year Plan for Greater Adelaide (2017 update and 2020 report card)

Adelaide City is featured in the 30 Year Plan as follows:

- The State Government and Adelaide City Council have committed to making Adelaide City the world's first carbon neutral city. The CBD will become carbon neutral and act as a showcase for the uptake of renewable and clean technologies, building on Adelaide's reputation as a clean, green, prosperous and vibrant city.
- Reinforce and enhance Adelaide's reputation as a liveable, vibrant, sustainable and accessible place, and use it as a key competitive advantage for attracting and retaining talented people and investment. Trams will loop the CBD and link into inner-city suburbs. Pedestrian-friendly streets will support universal access and be safe to walk at any time, both day and night. City squares and laneways will be alive with people of all ages enjoying public art, live music and diverse opportunities for entertainment. Enhancing our Park Lands will support the envisioned increased population and higher density living in the city by providing greater diversity in recreational, cultural and social activities. The Park Lands will also function as a key connection for walking and cycling routes.
- Through revitalisation, the iconic Adelaide Riverbank will become home to world-class facilities and position the precinct as one of Adelaide's premier destinations for recreation, sporting activities, learning, entertainment and culture. The area will be supported by improved pedestrian and cycle connections to better integrate it with the city and its surrounds.

Twelve policies in the 30 Year Plan apply specifically to the City, with policies of direct relevance to AEDA highlighted:

- Policy 13:** Strengthen the primacy of the Adelaide City centre as the cultural, entertainment, tourism and economic focus of Greater Adelaide. Enhance its role as the centre for peak legal, financial and banking services, speciality health and medical services, higher education, the arts, and high-quality speciality retailers.
- Policy 14:** Strengthen the overall built form of the city, which is characterised by a grid pattern of streets and squares, contrasting with the open space of the Park Lands.
- Policy 15:** Deliver an overall city form that expresses taller buildings within the centre, lower buildings towards the southern residential precincts and some additional height along the terraces and around the four city squares.
- Policy 16:** Reinforce key city boulevards, such as King William, Grote and Wakefield streets through taller, contemporary buildings that create a sense of entry and frame these important streets.
- Policy 17:** Reinforce the special character of the main streets of Gouger, Hindley, Rundle and Hutt Streets through contextual design responses that increase activity and vibrancy whilst also preserving the elements that make these places special.
- Policy 18:** Create vibrant and distinctive laneways, each with their own individual character, with small bars, restaurants, shops and cafes that contribute to city vibrancy.
- Policy 19:** Reinforce the inner and outer built form edge of the Park Land terraces by encouraging quality medium to high-rise mixed-use developments that increase the diversity of housing whilst also contributing to, and activating, the public realm.
- Policy 20:** Continue to develop the Riverbank Precinct as a world-renowned health, sporting, educational and biomedical precinct with strong connections to the city centre whilst reinforcing North Terrace as a premier cultural boulevard with a new vibrant public plaza that will be the heart of entertainment and cultural events.
- Policy 21:** Increase the amount and diversity of residential accommodation in the city to support a variety of household types for a wide range of age and income groups, including students, professionals and the ageing.
- Policy 22:** Sustain the heritage, character and scale of valued residential precincts (including North Adelaide and the south-east and south-west corners) with contextually appropriate development that contributes to the needs of our growing population and provides services to the community.
- Policy 23:** Reinforce the role of the Park Lands as a major recreational, sporting, tourism, natural and open-space asset destination for the city and metropolitan Adelaide that connects the city to the suburbs.
- Policy 24:** Enhance the city's street network to support the intensity and complexity of people movement, business and community activity, to provide great 'people places' befitting Adelaide's heart.

The South Australian Visitor Economy Sector Plan 2030

The visitor economy plan has six priorities, with the following strategies relevant to AEDA:

Marketing:

- Facilitate servicing of visitor information.
- Effectively target high-yielding travellers to ensure sustainable growth maximising expenditure outcomes.
- Consider emerging platforms and new methods of communicating and engaging with the consumer.
- Align product promotion with product development, ensuring delivery of the strong marketing promise.
- Base channel selection and messaging on a strong understanding of the consumer, driven by reliable market insights and research.

Experience & supply development:

- Support the development of unique and appealing experiences that are focused on South Australia's strengths.
- Leverage opportunities provided by the State's natural assets on both public and private land and encourage tourism engagement through the development of compelling experiences.
- Develop linkages between experiences to create clusters .
- Upgrade and refresh quality of accommodation to match consumer expectations and create immersive experiential accommodation options.

Collaboration:

- Foster regular and constructive partnering between operators, key industry bodies and government.
- Facilitate cross-government cooperation to create a positive environment for investment in the Visitor Economy.
- Drive growth by optimising the experience of international students and their families in South Australia through partnerships with educational institutions.

Industry capability:

- Ensure Visitor Economy businesses have access to, and engage with, tools and technologies to maximise their professionalism and profitability.
- Ensure continued strong take up of listings on the Australian Tourism Data Warehouse (ATDW) with a focus on commissionable product.
- Drive entrepreneurial skills development and confidence to activate innovative ideas and businesses.
- Utilise accurate, relevant and concise research insights to inform business decisions.

Leisure and business events:

- Further develop South Australian major events, maximising their associated visitor expenditure.
- Attract investment and increased sponsorship into major events.
- Use business and leisure events to smooth seasonality.
- Maximise the opportunities that events and festivals offer to the local region, driving positive legacy impacts in cultural and social factors.
- Maximise the value of existing events through cross-promotion.
- Leverage major events and festivals to promote our state and tell the story of South Australia.

Promoting the value of tourism:

- Educate the community about the breadth of the Visitor Economy and the diversity of businesses that benefit.
 - Encourage locals and visitors to be ambassadors for the State.
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City of Adelaide

The CoA Strategic Plan and The Economic Development Strategy

Two key plans frame AEDA's strategy: The City of Adelaide Strategic Plan and the Economic Development Strategy. Other Council plans, such as the City Plan 2036, Housing Strategy, Strategic Property Plan, Integrated Climate Strategy, inform aspects of AEDA's work, but are not central to its goals and operations. The Rundle Mall Precinct Place Vision and Precinct Roadmap, commissioned by AEDA, provides specific actions that are delivered collaboratively with Council (e.g. for infrastructure, cultural activation and land use planning).

City of Adelaide Strategic Plan 2024–2028

The strategic plan aims for the City of Adelaide to be bold, aspirational and innovative, with all four of the Plan's key areas of focus being relevant to AEDA's Strategic Plan:

A vibrant, connected and inclusive community: In 10 years, Adelaide will be a thriving capital city with an increased number of residents and visitors. Year-round events and quality amenities will support vibrancy, community development and connections, and celebrate our cultural heritage and diversity.

Growing, innovative and responsive economy: In 10 years, Adelaide will have strengthened its role as the economic focal point of the state by attracting investment and talent from around the world. New and diverse industries will complement our existing economic strengths and city businesses will be successful.

Resilient, protected and sustainable environment: In 10 years, Adelaide will be a nation leading green city in a park which showcases the benefits of green infrastructure, increased biodiversity and sustainability, and a community that is adaptive and resilient to climate change.

Interesting, purposeful and safe places: In 10 years, Adelaide will be a diverse collection of unique or distinctive neighbourhoods and precincts. Our streets will be people oriented, safe, lively and accessible.

Rundle Mall Precinct Place Vision and Precinct Roadmap

Rundle Mall Precinct is to be a place that energises Adelaide city life and supports the City's vision to be the most liveable city in the world through six strategic imperatives:

1. Fill the retail mix gaps by attracting key brands and offerings in areas such as wellness, food and beverage, entertainment and experiential. However, retaining and elevating what is unique and leading remains a priority.
 2. Stretch the body-clock of the Mall beyond standard shopping hours with dining, entertainment and community offerings.
 3. Leverage and grow the appeal of the outdoor experience through building on and evolving the public realm experience and character.
 4. Curate destinations within the destination through precinct and laneway activation.
 5. Unlock the heritage and culture opportunity of facades and laneways.
 6. Identify and target investment and planning barriers to progress.
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Economic Development Strategy

The Economic Development Strategy frames the City of Adelaide and its subsidiaries (AEDA, Adelaide Central Market Authority and Kadaltilla/Adelaide Park Lands Authority) and provides direction for the city to partner and collaborate with the business community, non-government and government organisations.

The EDS goals are:

- Goal 1: More than the gateway to South Australia.
- Goal 2: A thriving economy for all.
- Goal 3: A centre for education and collaboration.
- Goal 4: A growing economy for a growing population.
- Goal 5: Australia's festival and creative capital.
- Goal 6: An easy place to do business.

AEDA is a lead agency for many Draft EDS activities, summarised in the table below.

Branding	Arts, culture and music Branding Business central Business events/conferences Creative city Destination Adelaide Entrepreneurship/knowledge Gateway to SA Green credentials Knowledge sectors Supporting innovation
Destination marketing	Destination Adelaide Creative city Direct flights Hubs and growth sectors
Rundle Mall	Business-friendly environment City safety Destination Adelaide Diversified offerings Grants and pilot projects New business attraction Precinct upgrades Relocation to the city Renew Adelaide/vacancies
Advocacy	Business events/conferences Tourism product development Tourism event programming City safety
B2B/Networks	Institutional collaboration Local business collaboration New tourism experiences Precinct activation Tourism product development

Investment Attraction	Circular economy Climate tech Diversified offerings Employment opportunities Gaming industry Green credentials Knowledge sectors Night time economy Partnering with stakeholders Precinct upgrades Promotion to attract hotels Reducing new business barriers Renew Adelaide/vacancies
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Events	Arts, culture and music
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Business Support	Business-friendly environment Grants and pilot projects Innovative startups New business attraction Nighttime economy Partnering Relocation to the city Tourism product
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