

Economically Prosperous City Strategy 2012 – 2016



“High performing businesses need high performing communities in which they operate”

Our Vision:

Adelaide – a Capital City where businesses thrive and the City is a continual scene of vibrancy and activity.

Introduction

This Vision encapsulates the spirit of what the Economically Prosperous City Strategy is seeking to achieve – a “commercially strong City” with a thriving business community, significant employment opportunities and nation-leading economic growth.

High performing businesses need high performing communities in which they operate. The reverse is also true – a powerful virtuous circle.

It is businesses that make the most significant contribution to the economic wellbeing of the City of Adelaide. They are the key drivers behind economic growth, creating employment, providing goods and services and generating funds for investment. In doing this, they contribute significantly to the vibrancy, character and spirit of the City.

While market forces impact on which businesses locate in the City and how well they perform, Council has the potential to play a critical role in supporting businesses. Council has the desire to work alongside key stakeholders, building a strong working relationship with the focus on achieving a common goal-maximising return and creating an efficient and effective environment in which to conduct business.

Numerous Council activities contribute to the infrastructure, environment and vitality of the City that are critical in enabling businesses to prosper. Council has also invested in a specialist economic development function to develop, manage and refine its support for business over the next five years in order to accelerate the growth of the City’s economy. Council will focus on four priority industry sectors and will direct its resources towards accelerating the growth of these sectors. In addition, based on comprehensive engagement with the private sector, Council has identified four key outcomes that it believes will support the continued economic development and the growth of the City of Adelaide.

This Economically Prosperous City Strategy outlines what Council intends to do to achieve its vision of Adelaide as an Economically Prosperous Capital City. As the foundation document of Council’s Economic Development Program, it focuses on key actions that promote and support economic growth, employment and investment in the City.

Adelaide: an economic hub

Adelaide City Council acknowledges that there are numerous industry sectors that contribute to the health and vibrancy of the City’s economy. For example, Adelaide has not traditionally been known as a resource-based City but major mining projects are poised to change that situation through the impact of major projects such as the expansion of Olympic Dam, one of the largest mining projects in the world. Other industry sectors such as defence are also experiencing fast growth in Adelaide through securing major projects such as the \$8 billion Air Warfare Destroyer contract, the multi-billion dollar 25-year through-life support contract for the Collins Class submarines, and the \$1 billion AP-3C Orion aircraft maintenance and upgrade contract. These projects provide exciting market opportunities for businesses located in the City. These projects and other city-based major projects such as the New Royal Adelaide Hospital, the South Australian Health and Medical Research Institute, the Adelaide Oval Re-development, the Riverbank Development, Victoria Square and Victoria Park, will have a significant effect on the City’s economy. Together they underline the importance of the City as the State’s economic hub.



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The Four Priority Sectors:

This Economically Prosperous City Strategy aims to target the growth of the identified priority sectors that contribute the most to the City’s economy and that Council can most influence. The accelerated growth of these sectors will have a beneficial impact on the City’s economy, including rates revenue, as well as workforce numbers and ultimately City vibrancy. The Council has identified the following as its initial priority sectors:

Retail | Tourism | Education and Research | Professional Services

The rationale for focusing on the four chosen priority sectors is as follows:

Retail:

A core ingredient in the creation of a great City. Retail underpins vibrancy and character and has provided the foundation for many of the great cities around the world. For cities such as Melbourne, London and Barcelona, retail helps to underpin their vibrancy and character. Being labour-intensive, Retail is a strong contributor to the City’s economy. The City’s retail offer is a key factor in the quality of life for the people of Adelaide, as well as the City’s employers, investors and visitors.

Tourism:

A sector that holds enormous opportunity for growth of market share, particularly with regard to international and interstate visitation. A prosperous city-based tourism industry puts Adelaide on the national and international stage, diversifies our economy, brings vibrancy to our City and provides important growth opportunities for other economic City sectors such as retail and accommodation.

Education and Research:

A major industry sector and driver of economic growth in South Australia and the City of Adelaide.

The growth experienced in this sector has positively changed the life, culture and vitality of the City while also contributing significantly to the growth of other industry sectors. Education is a sector that uniquely positions Adelaide in a global context as a quality brand proposition and study destination in the competitive international education marketplace. Science, research and innovation are key drivers of economic growth and the many world class research centres existing and developing in Adelaide, together with the talented researchers operating in them, constitute the ultimate knowledge industry.

Professional Services:

Over the past two decades, the professional services sector has provided the majority of the economic growth, jobs and productivity improvements that have supported Adelaide’s high standard of living.

The sector also provides essential services that benefit the rest of the economy such as mining, agriculture, tourism and retail. A healthy professional service sector is therefore of vital importance to the overall health of our City economy. Rising incomes in foreign markets, substantial construction projects in our State and an ever increasing demand for technologies and services are opportunities that this Council will leverage to ensure that the sector continues to contribute to our City’s economic growth.

The following are examples of professional services:

- Legal, accounting, marketing and communications, logistics, financial and insurance services
- Architectural, engineering, scientific and technical services
- Management and consulting services
- Commercial property services
- Health care commercialisation services
- Information, media and telecommunications services
- Specialist support services to other industries.



The Outcomes:

This Strategy is outcomes-based. It is clear about what it intends to achieve and how it will attain its vision. The Outcomes of this Strategy originate from understanding and promoting the City's existing strengths, as well as attracting new and emerging opportunities for economic growth, opportunities that are knowledge intensive and known for being the world's best.

Four Outcomes have been identified as opportunities for Council to focus on, in order to achieve an Economically Prosperous City of Adelaide:

Outcome 01:

A City with a clear competitive offering – identifying and promoting the advantages that make Adelaide a prime business location.

Outcome 02:

A City where business thrives – a commercially vibrant City that is conducive to business growth.

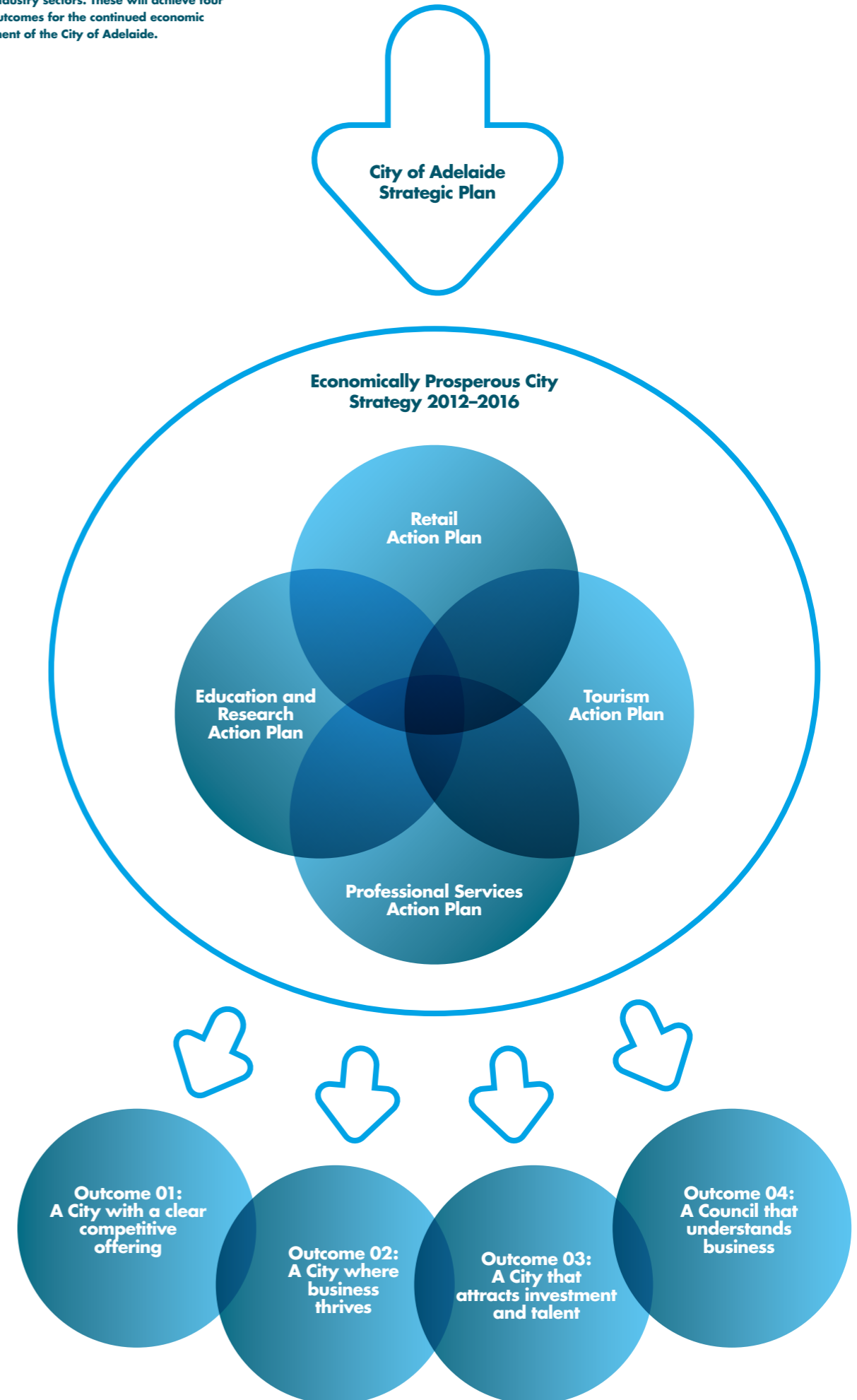
Outcome 03:

A City that attracts investment and talent – the preferred destination for the best and brightest entrepreneurs and organisations.

Outcome 04:

A Council that understands business – a Council known to be easy to do business with.

The 'City of Adelaide Strategic Plan' drives the 'Economically Prosperous City Strategy 2012-2016', which focuses on overlapping action plans for four priority industry sectors. These will achieve four distinct outcomes for the continued economic development of the City of Adelaide.



**“Every leading City
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A City with a clear competitive offering

Every leading City has a clear competitive offering that can be leveraged by business. Adelaide is often promoted as a liveable City that provides a great lifestyle. Whilst important to some, Council understands that this alone does not clearly define why Adelaide is a great place for business. Council firmly believes that if we successfully identify and communicate a clear competitive offering it will provide businesses an opportunity to leverage it and take a more strategic approach that will positively influence the economic prosperity of the City. A clearly articulated competitive offering is fundamental to emphasize the benefits for businesses looking to operate in Adelaide.

Key Strategies

Key Actions

01: Identify the City's competitive offering

Benchmark Adelaide against other comparative regional economies resulting in a report that will be a catalyst to facilitate business and investment growth.

Develop a competitiveness report that identifies the strengths that make Adelaide a City of choice for business investment.

Undertake a business perceptions audit that identifies how businesses see Adelaide as a City in which to do business.

Promote the City as a great place to do business.

02: Establish a compelling case for doing business in Adelaide

Provide businesses with pertinent information that confirms and promotes why they should establish or expand in, or relocate their business to Adelaide.

Establish a compelling case for doing business in Adelaide that substantiates the advantages for businesses to establish in, expand in or relocate to Adelaide.

Establish a single point of contact for dealing with business enquiries to Council about doing business in Adelaide.

03: Facilitate collaboration and partnerships.

Foster relationships between Federal, State, local governments, business support bodies and private enterprise to enhance business competitiveness.

Increase collaboration and partnerships with other metropolitan Adelaide Councils, with State and Federal government agencies and other organisations supporting business to grow the greater Adelaide economy.

Work in collaboration with industry associations and business associations in order to enable businesses to develop specialised goods and services and compete globally.



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A City where business thrives

To foster ongoing growth and economic development in the City, Council has identified three key areas on which to focus:

- The creation of new businesses in the City.
- The expansion of existing City businesses.
- The relocation of existing businesses to the City.

We understand that, in order to successfully achieve this growth, a key role of Council is to undertake a range of activities designed to assist the development of business, in particular: start-up preparation, business management education and training, and general business advisory services.

We will also continue to offer the support activities that Council has always offered, such as specific advice on particular aspects of business, and the facilitation of networks with other City businesses.

Key Strategies	Key Actions
<p>01: Establish a one-stop-shop within Council for businesses. Council understands that time is important to businesses. Council will provide a seamless integrated service for current or potential businesses at all stages of their life cycle, through giving them access to a single contact in Council.</p>	<p>Promote the economic development team as the first point of contact in the City for businesses seeking business advice and solutions.</p> <p>Establish a niche program of seminars, workshops, training and networking that meets the needs of City businesses.</p> <p>Establish an effective enquiry management system within Council for City businesses.</p>
<p>02: Build connections and networks between businesses. Networking provides opportunity for business to make connections and pursue new business opportunities. Council acknowledges its role in developing new networks, using existing networks and supply chains to promote opportunities for new business to connect and grow.</p>	<p>Promote and facilitate the development of business networks and connections to improve businesses' access to global supply chains.</p> <p>Facilitate collaboration and partnerships between businesses to enable them to develop specialised goods and services and compete globally.</p> <p>Work with the State Government to facilitate linkages for City businesses to participate in emerging major projects.</p>
<p>03: Establish a local area activation program. Council has identified opportunities regarding unutilised and underutilised spaces and places in the City. A local area activation program will seek to create vibrancy and activity in those areas and provide opportunity for new businesses to establish there.</p>	<p>Promote and grow our local areas by identifying specific needs and supporting business establishment, expansion or relocation.</p> <p>Make more effective use of unutilised and underutilised places and spaces within the City.</p>
<p>04: Implement priority sector action plans. Council has identified four priority sectors on which to focus its resources to build these sectors and support the growth of the businesses in them.</p>	<p>Implement action plans in the following priority sectors, to accelerate their growth: retail, tourism, education and research, and professional services.</p>

**“Business activity
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A City that attracts investment and talent

New business activity in the City means enhanced economic growth and more jobs. Council understands that fundamental to this is attracting the right type of businesses to the City. Council has an opportunity to strategically target businesses that are part of the City's priority sectors, which will bring to the City industry-specific excellence and innovation. Council will target best practice, leading edge technologies, skills, experience, knowledge, brands and individuals, aimed at stimulating investment in the City and provide enhanced opportunities for City businesses.

The members of Council's economic development team have a thorough working knowledge of the priority industry sectors and their relationships enable them to attract investment and talent in their sectors.

Key Strategies	Key Actions
<p>01: Identify and promote business trends. Understanding and communicating information about the economic drivers and changing trends that affect business and employment growth are key competencies that can assist, support and promote growth in the City.</p>	<p>Gather and analyse economic and commercial intelligence to identify new business trends to provide targeted support to the City's businesses.</p> <p>Build a deep knowledge base on, and harness the opportunities arising from, new and emerging business models, business processes, skill sets and technologies.</p>
<p>02: Develop and implement a consolidated package to attract investment and talent. The attraction of business investment to the City to establish, expand or locate businesses there should be supported by a suite of support and assistance measures that streamline, expedite and inform decision-making whilst also targeting excellence, quality and competitive advantage.</p>	<p>Work with Federal and State government agencies to develop and implement an "investment and talent attraction" program to entice appropriate businesses to establish in, expand in or relocate to the City.</p> <p>Provide targeted support to accelerate start-up businesses, based on their express needs.</p> <p>Promote the investment and talent attraction package to ensure potential new City businesses are familiar with it.</p>
<p>03: Actively target and attract investment and talent. A key element of this Strategy is the attraction of those businesses and institutions and people that elevate the standing and competitive offering of the City of Adelaide as a prime destination for the best and the brightest of talents, industries and technologies. It is these that bring quality and unique employment and educational opportunities to the City.</p>	<p>Establish a case management-based program to systematically and efficiently identify and bring to the City businesses that are the best and brightest.</p> <p>Work with the business community to target, attract and help settle people from interstate and overseas with appropriate skills and experience that enhance the global competitiveness of the City's businesses.</p> <p>In partnership with the City's thought leaders, develop and implement an effective business after-care program that includes introducing them to the City's networks. This applies to businesses that Council has helped to establish, expand or relocate to the City, to ensure they continue to help grow the City's economy.</p>

“There is an opportunity for Council to demonstrate and promote what it does for the City’s business community”



A Council that understands and supports business

The majority of businesses operating in the City want the public sector to let them get on with business development in an unfettered way by removing barriers that hinder business activities and development unnecessarily. Council understands that regulations and the costs associated with complying with those regulations are a major influence on competitiveness and should be reduced where practicable. Council can best assist the growth of these businesses by advocating for a regulatory environment that encourages business growth and looks to reduce business costs. Council needs to become more focused on business and business needs. That means understanding businesses, how they operate and what they need. There is an opportunity for Council to demonstrate and promote what it does to support the City's business community. Council is implementing a range of initiatives that will improve the customer experience for new and existing businesses when dealing with Council.

Key Strategies

Key Actions

01: Ensure Council is recognised as the premier contact point for businesses in the City.

Council understands that time is important to business, and that businesses require a central contact point to address their needs. To successfully meet these needs, Council will offer an effective in-house solution, delivered in a timely manner.

Make it easy to do business with Council by providing and promoting a single point of contact to facilitate engagement with other relevant units within Council.

02: Position Council as a credible provider of useful business information.

Council has access to information that can help businesses make decisions about whether to set up, expand or relocate to the City. Council is committed to making this information more widely accessible to new and existing businesses.

Identify key Council information, data and research currently collected that may assist City businesses in their decision-making.

Create a single online portal that provides City businesses with ready access to this information.

03: Create within Council a better understanding of business culture.

To better assist businesses, the Administration needs to ensure it understands their needs. Council aims to provide the necessary skills and expertise that businesses in the City can leverage.

Assist Council staff to understand business and the impacts of Council decisions on the business community.

Improve the quality, timeliness and outcomes of interactions between businesses and Council.

Build internal engagement opportunities with Council staff beyond the Economic Development Program to improve outcomes for City businesses.

04: Facilitate and advocate for a supportive business environment addressing the needs of business and issues that impact upon them.

Provide thought leadership in advocating for legislative and regulatory changes that support and facilitate growth of the City's businesses.

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