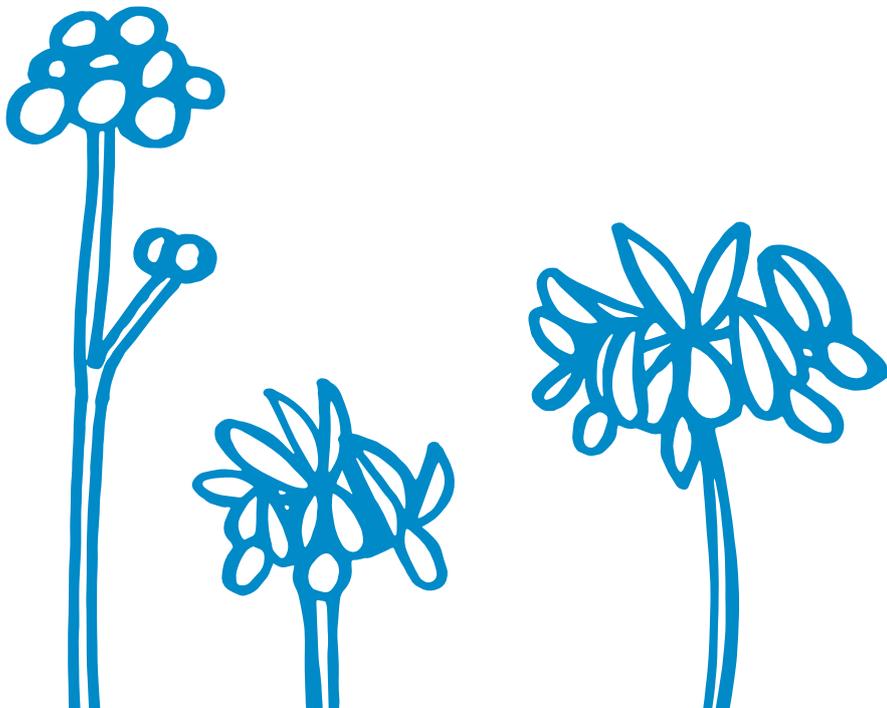




ECONOMIC ACTIVATION PLAN SUMMARY

2018-2023



Welcome

ACTING MAYOR'S MESSAGE

As Adelaide's premier seaside destination, we are uniquely placed to grow our economic footprint through a number of initiatives that will both boost our profile and economic returns for the Council and its ratepayers.

As a Council, we are consistently striving to provide the best services possible to our community and to provide activities and build partnerships that bring external investment into the region, in turn boosting the economy, providing local jobs and earning income that can be re-invested into community programs, services and events.

Council has formed strong partnerships with state and federal government and have implemented a number of initiatives including entering into a Memorandum of Understanding (MOU) with the South Australian Small Business Commissioner. The MOU, signed in December 2017 demonstrates a collaborative approach in meeting the needs of business through the delivery of training, forums and networking events, reduction of red tape, commitment to local procurement wherever possible and regularly liaising with businesses for shared economic outcomes.

I endorse this Economic Activation Plan as a significant step in achieving Council's economic goals in the short to medium term, whilst working towards our longer term strategy outlined in the 'Our Place 2030' Strategic Plan.



Amanda Wilson

Acting Mayor
City of Holdfast Bay

CEO MESSAGE

You have heard the politicians say time and again it's all about jobs. Jobs. Jobs. Jobs. Our local economic activity is at the heart of this. Employment is the fundamental building block for individuals to provide for themselves and their families. It provides them with choices about where they live and what their standard of living will be. In other words it provides dignity, a means to a sound economic future and the self-fulfillment of one's destiny.

As an enabler, Council plays a vital role in facilitating, promoting and influencing economic development through its partnership approach with businesses, the community, state and federal government, key stakeholders and representative bodies.

There are also many deep social reasons why Council should be involved in promoting work for people and the economic drivers within our local communities. It's a responsibility we share with other tiers of government. Our shops, our trades, our tourist outlets, our eating places, our retail outlets, our manufacturing, our entertainment, education and health businesses all create a network of prosperity for people. They define our identity and that of our neighbourhood and where we choose to recreate or realise our ambitions.

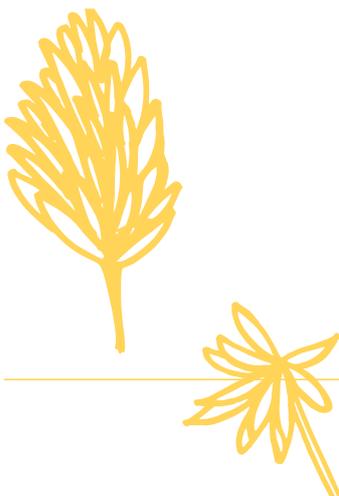
A recent start up business owner in Somerton Park imagined a new mobile cold-coffee experience for his customers. He has designed every aspect to promote his concept and engaged other local businesses. It's a dream he has for his customers that drives him and that adds to the fabric of our community. Collectively, all these individually in our City define important pieces of who we are and why we like to live here.

I hope you enjoy the plan we have created in the following pages and the reason why we are driven to provide for it as part of 'Our Place 2030'. I trust our work on these strategies will enhance our community now and into the future.



Justin Lynch

Chief Executive Officer
City of Holdfast Bay



OUR COMMITMENT

The City of Holdfast Bay Economic Activation Plan (EAP) 2018-2023 is a key strategic document that sets a five year plan to deliver achievable and measurable actions through five key economic strategic areas.

The EAP is underpinned by the City of Holdfast Bay's Council Plan and long term vision 'Our Place 2030' Strategic Plan.

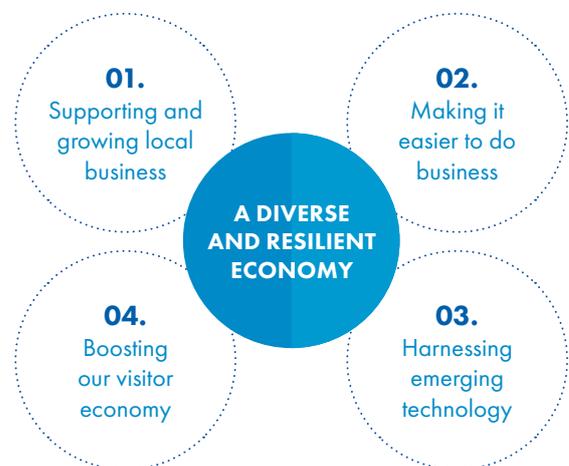
The purpose of this summary document is to highlight key elements of the EAP and demonstrate a whole of city approach to economic development, encompassing the broader alignment with regional and state objectives. The EAP supports prioritisation of projects and programs through the five key strategic action areas that will enhance and cement our competitive advantage into the future.

OUR ECONOMIC VISION

The City of Holdfast Bay 'Our Place 2030' Strategic Plan sets out five key Pillars to map our direction and provides objectives for maintaining, processing and celebrating our City into the future.

The Economy Pillar provides us with a framework for delivering key strategic economic outcomes that will build economic prosperity, create a thriving business environment, offer employment choice, support and grow a vibrant community and provide an attractive location for visitors.

Our focus will be on supporting the following four goals by having a diverse and resilient local economy.



OUR PLACE

The City of Holdfast Bay is one of the most celebrated places to live, work, visit and invest in South Australia. With an ideal location, just 20 minutes from Adelaide's central business district (CBD) and five minutes from Adelaide International Airport, Holdfast Bay encompasses some of Adelaide's most historic and iconic seaside suburbs. Our Place:

- › South Australia's most sought after destination and home to 35,360 residents, with all suburbs within 2.5 kilometres from the beach
- › Extensive public transport system linked to the heart of the Adelaide CBD
- › Easy access to community services, superior education and health options
- › Quality retail precincts, recreation facilities, rich heritage and beautiful natural environment

STRENGTHENING THE LOCAL COMPETITIVE ENVIRONMENT

The City of Holdfast Bay takes an active role by enabling economic development to occur through:

- › Creating an attractive coastal destination to live and do business, with a range of lifestyle choices and retail, commercial and industrial opportunities
- › Major capital projects planned or proposed totalling and estimated \$500 million
- › Fostering employment and training opportunities through high quality education facilities

The Economic Climate Council is creating through its commitment to economic development provides the ability to influence industry investment, stimulate economic growth and adapt and respond to future declining or growth sectors.

STRATEGIC DIRECTION ACTIONS

The City of Holdfast Bay has defined five key economic strategic focus areas that ensure a diverse and resilient local economy. As an enabler Council plays a vital role in facilitating, promoting and influencing economic development through a partnership approach with businesses, the community, state and federal government, industry bodies and other key stakeholders and representative bodies.

The success of the proposed initiatives will require commitment by all stakeholders by measuring and monitoring the outcomes and having a commitment to funding projects and programs to 2023.



STRATEGY 1. BUSINESS CAPACITY BUILDING

Objective:

Implement and support a range of programs designed to equip local businesses with the knowledge and capacity to achieve business sustainability, manage business expansion and prepare for export opportunities.

ACTION

- | | |
|------|--|
| 1.1 | Host forums, networking and training and support for new and existing businesses |
| 1.2 | Shop Local Campaign |
| 1.3 | Investigate central co-ordination of business precincts |
| 1.4 | Red-tape reduction program |
| 1.5 | Maintain a single point of contact for businesses through a Business Concierge service |
| 1.6 | Education and workforce development |
| 1.7 | Small Business Grants for new and existing businesses |
| 1.8 | Shopfront Grant |
| 1.9 | Strengthen the Buy Local Procurement Policy |
| 1.10 | Increase the amount of green infrastructure within the City |
| 1.11 | Landfill diversion program |
| 1.12 | Situation Analysis audit for Circular Economy opportunities |
| 1.13 | Circular economy shared services |
| 1.14 | Bulk purchase of collective resources (energy, insurance, solar etc) |
| 1.15 | Customer Relationship Management system (CRMS) |
| 1.16 | Clean Energy Strategy for Council |



STRATEGY 2. INVESTMENT ATTRACTION AND GROWTH

Objective:

Explore and develop opportunities in collaboration with state and federal government and the private sector that maximises new investment and economic growth prospects in Holdfast Bay.

ACTION

- | | |
|------|--|
| 2.1 | Establish an advocacy and lobbyist role with state and federal Govt |
| 2.2 | Provide access to economic data to prospective new investment |
| 2.3 | Develop new and diverse income streams |
| 2.4 | Revise and align Holdfast Bay Investment Strategy |
| 2.5 | Seek new opportunities for Glenelg Jetty project |
| 2.6 | Foster creative business hubs and shared facilities |
| 2.7 | Undertake a review of zoning and other legislative restrictions to business growth |
| 2.8 | Identify investment sectors for Somerton Park Industrial Precinct |
| 2.9 | Transport study for whole of city |
| 2.10 | Jetty Road Masterplan |
| 2.11 | Brighton Road Masterplan |
| 2.12 | Community Centres study |
| 2.13 | Open Space Public Realm Strategy |
| 2.14 | Sporting Grounds study |
| 2.15 | Visual and Brand development for business precincts |
| 2.16 | Export ready programs |





STRATEGY 3. INNOVATION AND DIGITAL EVOLUTION

Objective:

Create opportunities that develop the competencies, skills and capacity of local businesses that instils a digital culture and leads to innovation and sustainable outcomes for a vibrant and connected community.

ACTION

- 3.1 Utilise digital technology for business online transactions
- 3.2 Investigate establishing a Digital Hub/s
- 3.3 Investigate provision of infrastructure for electric vehicles
- 3.4 Investigate fast broadband to Industrial Precinct
- 3.5 Promote access to NBN to all businesses and residents for connection to digital services
- 3.6 Explore opportunities to integrate Adelaide Smart Cities Program to Holdfast Bay
- 3.7 Citywide free Wifi
- 3.8 Seminars and training on Industry 4.0



STRATEGY 4. REGIONAL COLLABORATION

Objective:

Incorporate collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust Holdfast Bay economy.

ACTION

- 4.1 University and Secondary School linkage programs
- 4.2 Create an alliance with the City of Adelaide for the development of tourism, infrastructure, digital connectivity and wayfinding
- 4.3 Develop a Western Alliance economic development strategy
- 4.4 Free business advisory through the Southern Adelaide Small Business Advisory Service
- 4.5 Southern Economic Development Board strategic alignment
- 4.6 Western Business Leaders Group business network program
- 4.7 Identify key regional projects by industry sector



STRATEGY 5. ADELAIDE'S PREMIER SEASIDE DESTINATION

Objective:

A city that provides a balance between the needs of the local community and visitor expectations through sustainable tourism and protection of amenity and the natural environment.

ACTION

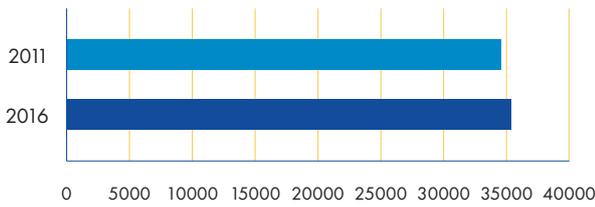
- 5.1 Implement actions outlined in the Holdfast Bay Tourism Plan 2020
 - 5.1.1 Driving Demand (Strategies 1-7)
 - 5.1.2 Visitor Experience (Strategies 1-7)
 - 5.1.3 Tourism innovation and sustainability (Strategies 1-7)
 - 5.1.4 Consultation and partnerships (Strategies 1-8)
- 5.2 Jetty Road Retail Strategy
- 5.3 Develop a Tourism Strategy 2021-2030

OUR COMMUNITY

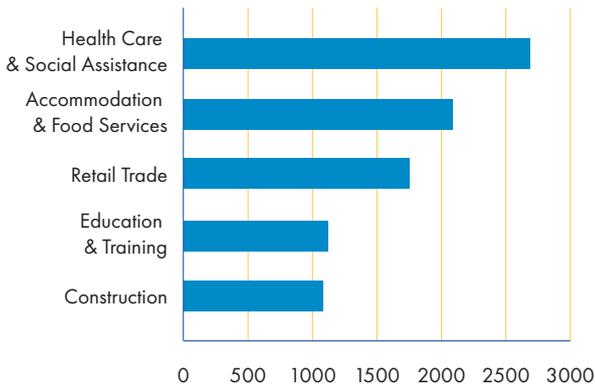
Population and population growth is important economically as it drives demand for local goods and services.

The total population of the City of Holdfast Bay at the 2016 Census was 35,360 people. The South Australian population is expected to grow by over 7.7% from 1.67 million today to over 1.8 million in the next twenty years. The City of Holdfast Bay is also expected to increase around 10% over this period.

Census Population: 2011, 2016



Jobs: Census 2016



The total number of Holdfast Bay residents employed at the 2016 Census was 16,172 compared to 12,959 jobs that were available in the council area. Since 2011, the jobs available in Holdfast Bay have increased by 16% whereas the number of working residents has fallen by 3.8%. Over the last five years to 2016, the largest increase in jobs has been experienced by the construction sector growing by 59% with education & training increasing by 28%.

Number of Businesses: 3,271

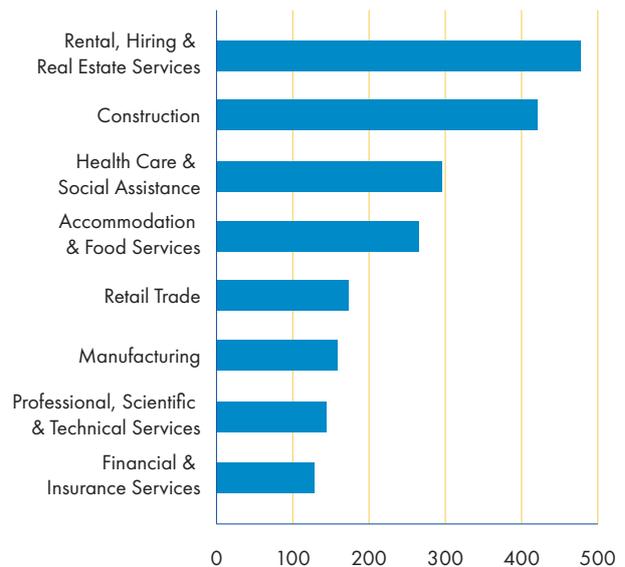
The latest business count data from the ABS estimates that at 30 June 2017 there were 3,271 actively trading businesses registered in Holdfast Bay. 75% of these were in 7 sectors.

Number of businesses by sector, June 2017



The annual output (total sales) generated by businesses and organisations in Holdfast Bay is estimated at \$2.67 billion. Over 75% of this revenue is generated by eight sectors.

Output (\$M)



INFORMING OUR STRATEGIC PRIORITIES

Businesses have a key role to play in shaping the future of employment, access to goods and services, co-location and clustering of businesses and expand the range of amenities and vibrancy of a retail precincts.

The City of Holdfast Bay takes an active role in identifying the future needs and aspirations of businesses located in the City.

Market Research was conducted in 2017 amongst 330 businesses in Holdfast Bay to understanding their short, medium and long term goals. The survey revealed:

- › Energy consumption is impacting businesses
- › Visitors are seen as very important to our local retail economy
- › Businesses are not keeping pace with the digital economy
- › Only a quarter of businesses saying they are transacting online
- › Businesses would like more access to training and networking opportunities

SUMMARY OF THE BUSINESS CONFIDENCE SURVEY 2017:

Who did we survey?



34%

RETAIL WORKERS



22%

ACCOMMODATION & FOOD SERVICES



89%

SMALL BUSINESS

50%

<\$500K

AVERAGE TIME IN BUSINESS **15 YEARS**

What did they tell us?



4%

CONNECTED TO NBN



25% TRANSACT ONLINE

44% INVESTING IN DIGITAL PLATFORMS



IMPORTANCE OF VISITORS

INTRASTATE **7.5/10**

INTERSTATE **5.2/10**

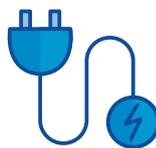
INTERNATIONAL **3.7/10**

Retail Sector Profitability



75%

THINK THERE IS A DECLINE IN RETAIL PROFITABILITY



POWER COSTS

IS THE MOST PROMINENT FACTOR AFFECTING PROFITABILITY FOLLOWED BY COST OF LABOUR, COST OF RENT, LACK OF SALES AND LOW MARGINS



HOLDING STOCK

15%

MORE

64%

SAME

21%

LESS

MAIN REASON - SUMMER & CHRISTMAS

REASON FOR LESS IS CASH FLOW, ECONOMY OR REDUCED WORKLOADS

OUR CHALLENGES AND OPPORTUNITIES

Nestled between southern and western Adelaide and only 20 minutes from Adelaide central business district, Holdfast Bay has access to South Australia’s best education and training facilities, International airport and major arterial road infrastructure.

STRENGTHS OF HOLDFAST BAY

Tourism is a key economic driver for Holdfast Bay that has significant positive flow-on effects for the local community. In 2017, tourism contributed \$253 million to the local economy, providing an estimated 1,643 full time equivalent jobs.

CHALLENGES FOR HOLDFAST BAY

Our challenge will be to ensure the city is able to adapt to the shift in focus of traditional economic drivers and not rely on current sectors to maintain our quality of life. How we do business in the future will depend on how well equipped we are now and invest in knowledge intensive industries, services for an ageing population and acclimatise to demands on space, zoning considerations, commuter trends and global warming particular as a coastal city.

“Our experiences represent the key unique selling points of the region and under-pin the tourism industry of Holdfast Bay”

| CHALLENGES | CITY OPPORTUNITIES |
|--|--|
| Rapid pace of technological change and digitisation of the economy | <ul style="list-style-type: none"> › Embrace Smart City thinking › Strengthen competitive advantage › Support education and training in new employment areas |
| Globalisation | <ul style="list-style-type: none"> › Access to a world markets › Develop workforce skills base |
| Economic disruption | <ul style="list-style-type: none"> › Access to global trading › Prepare businesses to be resilient and adaptable to change › Develop and support entrepreneurship |
| Parking availability (actual and perceived) | <ul style="list-style-type: none"> › Embrace latest technology › Invest in smart car technology › Shared vehicle initiatives across the city |
| Zoning restrictions | <ul style="list-style-type: none"> › Embrace emerging industries › Assess mix land use as home-based businesses increase |
| Access to high speed internet | <ul style="list-style-type: none"> › Invest in infrastructure › Advocate for reliable access to high speed internet › Installation of wi-fi across the city |
| Land availability | <ul style="list-style-type: none"> › Adopt a housing strategy that reflects future living trends › Educate businesses on the circular economy and cluster benefits |
| Seasonality of demand | <ul style="list-style-type: none"> › Adoption of technology › Diversify workforce skills to tap into new markets › Create an off-peak brand for the city |
| Reducing the impact of rising energy prices and climate action | <ul style="list-style-type: none"> › Establishing a leadership position on climate change › Improve energy efficiency and adopt new initiatives › Explore Blockchain initiatives across supply chains |

 **STAY INFORMED AT YOURVIEW.COM/EAP**

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