



Draft Prosperous Economy Strategy and Economic Development Plan 2025-29

Table of Contents

Mayor’s Message	3
Kaurna Acknowledgement.....	3
City Vision 2024–34	4
Strategic Management Framework.....	5
Draft Prosperous Economy Strategy.....	6
Draft Economic Development Plan.....	7
The PAE Economy.....	8
Commitments	10
Glossary.....	15



Mayor's Message

To be added following consultation.

Claire Boan
Mayor, City of PAE

A handwritten signature of Claire Boan in black ink, written on a light grey rectangular background.



Kurna Acknowledgment

We would like to acknowledge and pay respect to the Traditional Owners of the land on which we stand, the Kurna People of the Adelaide Plains. It is upon their ancestral lands that the Port Adelaide Enfield Council meets. It is also The Place of the Kardi, the Emu, whose story travels from the coast inland. We pay respect to Elders past and present. We respect their spiritual beliefs and connections to land which are of continuing importance to the living Kurna people of today. We further acknowledge the contributions and important role that Aboriginal people continue to play within our shared community.

A welcoming, liveable City: *made by people.*

Vision

Guiding Principles

- Equity and belonging** • Building a better future for all
- Participation** • Listening to the community and involving them in our decision making
- Sustainability** • Managing our environment responsibly and sustainably
- Integrity** • Making informed decisions honestly, transparently and accountably
- Transformative** • Showing courage, foresight and innovation

Goals

Thriving Community

A city where people have the opportunity to connect and flourish

Prosperous Economy

A city with a thriving economy that enriches its local community

Clean And Green City

A city that values its natural environment

Places For People

An accessible city where people love to be

Objectives

We promote community capacity, connection and participation in civic life

We encourage cultural expression and recognise people's history, stories and connection to place

We support and encourage people to live healthy and active lives

We participate in the economy with the community in mind

We support local businesses, big and small, to grow, innovate and succeed

We invest in our local economy to benefit current and future generations

We reduce the city's adverse environmental impact and participate in a circular economy

We shape the City to tackle the challenges of a changing climate

We protect and enhance the City's natural environment

We walk together on Kaurna country

We shape the city to be attractive and liveable and care for our cultural and built heritage

We bring places to life through community events, culture, design and the arts

Enablers

Organisational Capability

- Our diverse workforce is resourced to deliver meaningful outcomes
- Our systems, processes and tools are contemporary and reflect leading practice
- Our assets and finances are managed with good stewardship



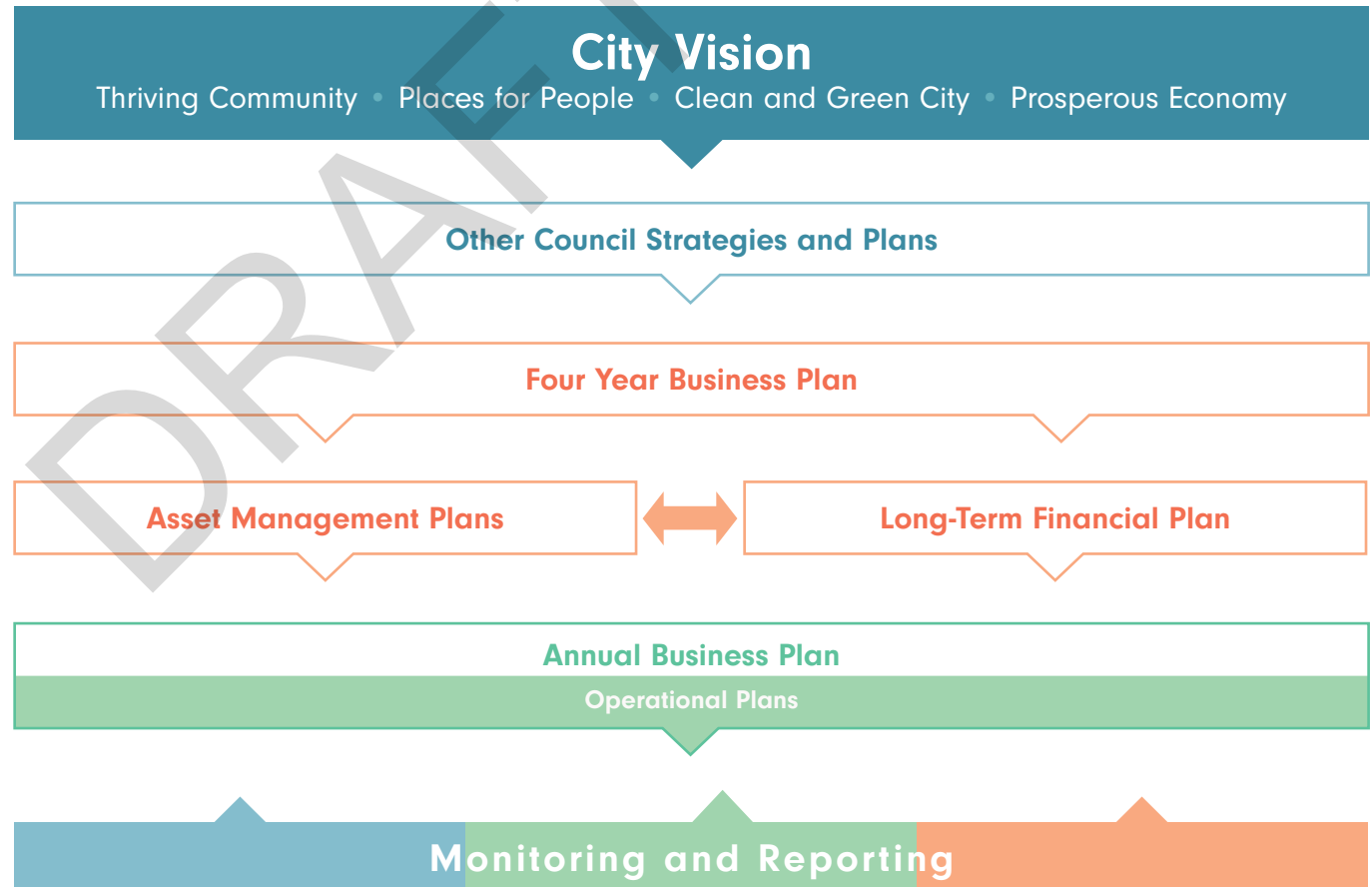
Strategic Management Framework

Our Strategic Management Framework

Our Strategic Management Framework shows how our strategies and plans support our long-term City Vision.

The City Vision outlines our strategic direction for the next 10 years, identifying key goals and objectives. It guides our detailed strategies and plans. Our Four Year Business Plan explains how we aim to achieve these goals in the medium term.

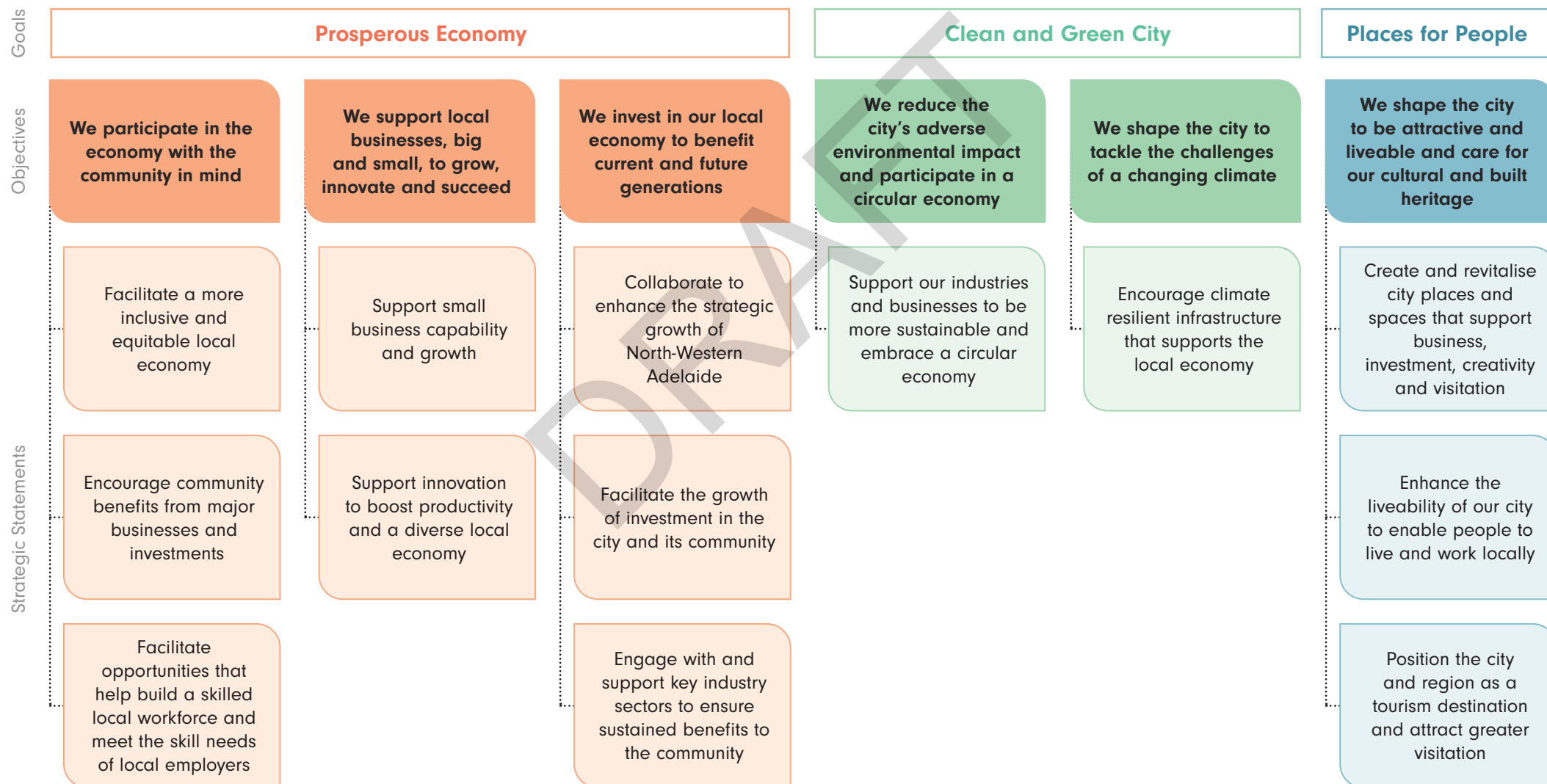
We detail how we will fund our strategies and plans through our financial planning. Each year, we set priorities, activities and budgets to show how your rates fund community services and programs. Regular monitoring and reporting ensure that we meet our commitments and stay accountable to you.



Draft Prosperous Economy Strategy

A city with a thriving economy that enriches its local community.

The Draft Prosperous Economy Strategy 2025–29 will guide PAE's role as a key driver for South Australia over the next four years. This strategy takes a holistic approach to economic development that supports social, environmental and community goals. It includes 13 strategic statements that outline how we will achieve the key objectives of the City Vision related to creating a prosperous economy.





Draft Economic Development Plan

Highlights of our plan include our commitments to:

- Deliver capacity-building programs for social enterprise business models
- Explore our role and opportunities in Community Wealth Building for PAE
- Advocate for benefits to the PAE community from business and investment at the Osborne Naval Shipyard
- Facilitate and advocate for a skilled workforce aligned to current and future needs of local businesses
- Deliver a targeted small business grant program
- Deliver improved information, communications and engagement with local businesses
- Develop a preferred model for the delivery of our business support and advisory and/or mentor program to support local business
- Partner to deliver an annual program of business events to build local business capability and capacity
- Deliver an Investment Attraction Plan for the city
- Advocate and partner with stakeholders on the Lefevre Peninsula Master Plan
- Partner to increase the capability and support for tourism providers to start and grow their own business
- Partner in the Building Western Adelaide Alliance to maintain a co-ordinated approach to regional economic development activities

PAE Economy

Home to the Kaurna people, PAE is now a culturally diverse community experiencing steady population growth. This growth is expected to continue as state-owned land is developed into higher-density housing, and a new resident base brings highly skilled new talent to the area. In the past five years, the local economy has grown, with an annual growth rate of 2.1% and a strong recovery from the Covid-19 pandemic.

Port Adelaide, one of Australia's last inner-city working ports, is a key gateway for imports and exports, boosting the state's supply chain efficiency and economic activity. The Port River, beaches and natural surroundings make PAE a desirable place to live and visit, with tourism growing faster than the Greater Adelaide average.

The local economy is driven by manufacturing, transport, warehousing and construction, which are well-positioned to benefit from a shift to a low-carbon economy. PAE's role in the national defence agenda, particularly with the construction of SSN-AUKUS submarines at the Osborne Naval Shipyard, will create new job opportunities, enhance local supply chains, attract investment and facilitate workforce training. To implement the Prosperous Economy Strategy and Economic Development Plan, we will collaborate with other councils, government levels, industry and local business communities central to our economy.



138,585 residents (63,073 employed)

- 36% born overseas
- 25% aged between 25-39
- 26% have a bachelor's degree or higher (40% have no qualification)
- 12% live and work locally
- 69% travel outside of PAE to work

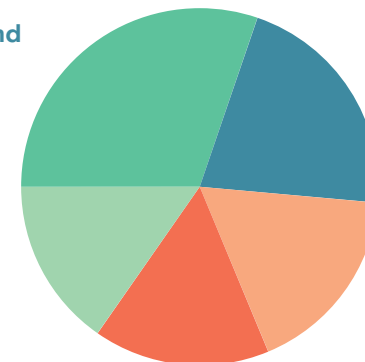
11,463 local businesses (85,525 local jobs)

- 65.4% businesses are non-employing
- 32% employ between 1-19 employees
- \$11.19 billion Gross Regional Product
- 8.33% of Gross State Product
- \$2.698 billion annual visitor spend

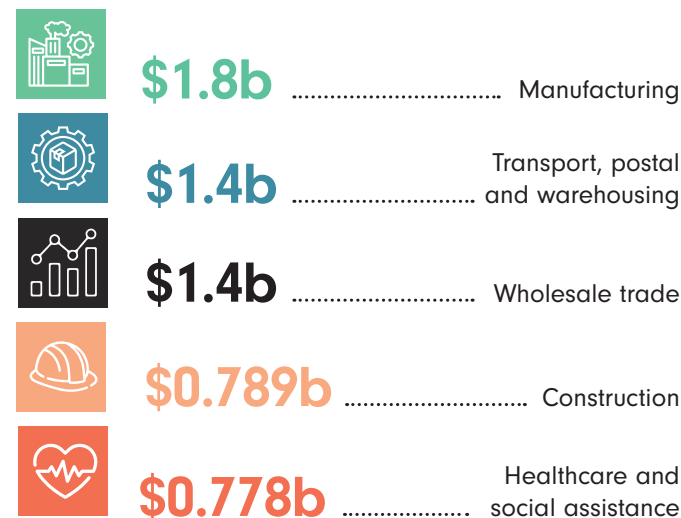
At a Glance...

Top five industries (by employment)

- 1. Manufacturing**
18% (15,424 jobs)
- 2. Transport, postal and warehousing**
12.6% (10,797 jobs)
- 3. Construction**
10.3% (8,798 jobs)
- 4. Healthcare and social assistance**
9.5% (8,147 jobs)
- 5. Retail**
9.1% (7,747 jobs)



Top five industries (by contribution to economy by value added)





Feedback from the Business Community

The Economic Development Plan is based on research and input from the local business community. It aligns with national, state and regional efforts, helping us work with various partners and stakeholders. As the economy changes, our plan is flexible to take advantage of new opportunities and reduce risks.



Infrastructure, planning and transport to support business growth



Making it easy to do business/being business-friendly



Events, programs and activities in the community



Business support, training and advisory services



Circular economy initiatives



Investment attraction

Taking Action: Our Next Steps

The following pages outline the objectives, strategic statements and commitments of the Economic Development Plan. These objectives address the priorities highlighted by our business community, ensuring that we build a prosperous and resilient PAE economy together.

Objectives:

Prosperous Economy

1. We participate in the economy with the community in mind
2. We support local businesses, big and small, to grow, innovate and succeed
3. We invest in our local economy to benefit current and future generations

Clean and Green City

4. We reduce the city's adverse environmental impact and participate in a circular economy
5. We shape the city to tackle the challenges of a changing climate

Places for People

6. We shape the city to be attractive and liveable and care for our cultural and built heritage

1.

We participate in the economy with the community in mind



Performance Measures

Measures will be determined following consultation and feedback from the community.

1.1 Facilitate a more inclusive and equitable local economy

Building a more inclusive local economy will strengthen our sense of community. By embracing our diverse population and reducing barriers to economic participation, we can foster innovation and ensure that everyone shares PAE's prosperity.

Our commitments:

- Explore our role and opportunities in Community Wealth Building for PAE
- Deliver capacity-building programs for social enterprise business models
- Facilitate the provision of accessible and inclusive employment opportunities, services and experiences
- Facilitate employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples and businesses
- Deliver/facilitate/advocate for more accessible transport infrastructure and tourism assets that increase or improve accessibility and inclusivity
- Deliver/Facilitate education, training and employment programs for new arrivals, multicultural and migrant communities
- Deliver reduced costs to business to facilitate Disability Discrimination Act (DDA) compliance outcomes

1.2 Encourage community benefits from major businesses and investments

By working with businesses and industries, we can foster opportunities that create jobs, activate spaces and improve the quality of life for people in our community. Advocating for community benefits from local investments will help ensure long-term positive outcomes for everyone.

Our commitments:

- Advocate for local economic development outcomes in new urban developments occurring in the city
- Advocate for benefits to the PAE community from business and investment at the Osborne Naval Shipyard
- Facilitate opportunities for business and industry to engage/connect with, and contribute to, the local community

1.3 Facilitate opportunities that help build a skilled local workforce and meet the skill needs of local employers

A skilled workforce is key to economic growth and future opportunities. By helping to align skills with local employer needs, we can support residents to access jobs now and in the future.

Our commitments:

- Facilitate and advocate for a skilled workforce aligned to current and future needs of local business
- Facilitate connections between job seekers and local employment opportunities and future employment pathways, including delivering work experience and traineeship programs at PAE
- Partner on/deliver initiatives that reduce barriers to workforce participation by the local community
- Partner with schools and education and training providers to support youth employment and pathways into emerging and future industries
- Facilitate non-employing businesses to grow and attract talent through connections to employment and apprenticeship providers

2.

We support local businesses, big and small, to grow, innovate and succeed



Performance Measures

Measures will be determined following consultation and feedback from the community.

2.1

Support small business capability and growth

Small businesses are vital to our local economy, contributing to job creation and development. PAE can support them at every stage and help foster a diverse, resilient and vibrant economy that benefits all.

Our commitments:

- Develop a preferred model for the delivery of our business support and advisory and/or mentor program to support local business
- Deliver a targeted small business grant program
- Deliver business-friendly council services including an integrated small business concierge service
- Partner to deliver an annual program of business events to build local business capability and capacity
- Facilitate activities that align with our strategic goals by supporting local industry groups and associations
- Deliver improved information, communications and engagement with local businesses
- Deliver ways to promote and recognise the success of local businesses and their stories

2.2

Support innovation to boost productivity and a diverse local economy

Innovation drives business growth and productivity. By fostering a culture of creativity, we can encourage investment and build a dynamic, resilient economy that benefits everyone in PAE.

Our commitments:

- Facilitate linkages between local businesses and the South Australian innovation and entrepreneurial ecosystem
- Deliver local spaces and facilities that foster innovation and support business growth
- Facilitate development of the creative industries through the provision of spaces and facilities
- Facilitate the uptake and application of new technology by local businesses

3.

We invest in our local economy to benefit current and future generations



Performance Measures

Measures will be determined following consultation and feedback from the community.

3.1 Collaborate to enhance the strategic growth of North-Western Adelaide

Growing North-Western Adelaide requires collaboration with partners to engage businesses, advocate on regional issues and promote the region. By collaborating in shared initiatives, we can boost investment, expand centres of commerce and improve quality of life.

Our commitments:

- Lead the identification and promotion of economic development and tourism opportunities that can be leveraged from major regional connectivity routes and gateways into the city
- Partner in the Building Western Adelaide Alliance to maintain a co-ordinated approach to regional economic development activities
- Advocate and partner on development and delivery of the Greater Adelaide Regional Plan (GARP)
- Advocate and partner with stakeholders on the Lefevre Peninsula Master Plan
- Partner and collaborate with new regional partners in nearby major centres of commerce

3.2 Facilitate the growth of investment in the city and its community

Facilitating the growth of local investment involves leveraging our economic strengths and positioning the city for future opportunities. By offering targeted support and making PAE welcoming and attractive to investors, we can boost confidence and accelerate development of the local economy.

Our commitments:

- Deliver an Investment Attraction Plan for the city
- Facilitate/advocate/partner in the attraction, establishment, relocation and expansion of businesses into PAE
- Advocate for strategic State and Federal government investment in PAE and partner on infrastructure upgrades
- Provide Council-owned assets/buildings with favourable commercial conditions

3.3 Engage with and support key industry sectors to ensure sustained benefits to the community

Supporting key industry sectors is crucial for economic development, focusing resources where growth potential is highest. We will build on PAE's strengths in defence, food and advanced manufacturing, while also boosting creative industries, tourism and service industries to enhance the city's vibrancy and liveability.

Our commitments:

- Advocate to State government and industry groups to modernise the local Food and Advanced Manufacturing sector through opportunities to mature complexity, transition to Net Zero and increase productivity
- Advocate/partner on/facilitate opportunities for local businesses and community for construction, supply chain, training and employment pathways in the defence industry
- Partner to increase the capability and support for tourism providers to start and grow their own business
- Facilitate the growth of creative industries
- Advocate for local practitioners' and business needs in the development of new State and Federal industry policies

4.

We reduce the city's adverse environmental impact and participate in a circular economy



Performance Measures

Measures will be determined following consultation and feedback from the community.

4.1

Support our industries and businesses to be more sustainable and embrace a circular economy

Sustainability and a circular economy drive economic development by optimising resource use, reducing waste, and creating new business opportunities. We will support local businesses with initiatives, education, and leadership to adopt sustainable practices and foster circular economy opportunities.

Our commitments:

- Lead/Facilitate community, business and government partnership opportunities that grow the local circular economy
- Facilitate/Deliver/Partner in initiatives that support businesses in their sustainability journey and the growth of the circular economy
- Provide information about mitigation and adaptation strategies to assist businesses to be more climate resilient
- Facilitate opportunities for local businesses with CAWRA
- Lead in the process and re-use of materials
- Advocate for new developments to exhibit green initiatives and circular economy outcomes

5.

We shape the city to tackle the challenges of a changing climate



Performance Measures

Measures will be determined following consultation and feedback from the community.

5.1

Encourage climate resilient infrastructure that supports the local economy

Climate-resilient infrastructure supports economic stability by preventing damage, reducing downtime, and promoting sustainability. By ensuring the infrastructure is designed and built to meet challenges of a changing climate, we will strengthen our city's economic resilience.

Our commitments:

- Advocate/Partner/Deliver in regional planning and the provision of climate resilient infrastructure that supports supply chain continuity and protects employment lands, assets and transport systems
- Deliver stormwater management to mitigate flood risk that disrupts economic activity
- Deliver 'green infrastructure' in the built environment to support local economic activity and resilience
- Advocate for the provision of climate resilient infrastructure in urban planning
- Lead the delivery of Net Zero outcomes
- Partner with State and Federal government, research institutions and the private sector to reduce the current and future socio-economic risks of coastal inundation in the Port River and Barker Inlet system

6.

We shape the city to be attractive and liveable and care for our cultural and built heritage



Performance Measures

Measures will be determined following consultation and feedback from the community.

6.1

Create and revitalise city places and spaces that support business, investment, creativity and visitation

Revitalising city places and spaces is key to making PAE attractive and vibrant for businesses, investment and tourism. Well-designed spaces with high quality streetscapes and effective public – private interfaces enhance community interaction and contribute to economic success and wellbeing.

Our commitments:

- Deliver/facilitate/advocate for the rejuvenation of key activity precincts and inactive areas of the city
- Deliver the Port Precinct Plan
- Partner on/deliver diverse placemaking initiatives that include activations and infrastructure that strengthen local business activity and the growth of both the day and night-time economy
- Deliver public realm enhancements and use Council land and properties in strategic locations as a catalyst for private investment in the local economy
- Deliver and maximise opportunities to enhance the visitor experience from capital projects in key tourism locations
- Deliver a targeted program/plan for our city's main streets, both emerging and established

6.2

Enhance the liveability of our city to enable people to live and work locally

Lifestyle and liveability boost regional competitiveness. Investing in our urban environment will attract and retain residents and workers. Supporting local service industries and efficient land use for residential, business and employment activities will aid PAE's ongoing transformation and growth.

Our commitments:

- Lead support for local businesses and the local supply chain through Council procurement
- Promote the city as an ideal place to live, visit and do business
- Advocate for high-quality mixed use urban developments
- Deliver attractive and high-quality amenity in residential, commercial and industrial areas to enhance desirability and street appeal
- Provide information/facilitate the growth of service industries essential for community wellbeing and liveability
- Advocate to protect the supply of employment land in urban planning policy to meet current and future needs
- Deliver/advocate for improvements to strategic transport networks that enhance transport and logistics opportunities, commuting options and economic growth

6.3

Position the city and region as a tourism destination and attract greater visitation

Positioning PAE and the region as a top tourism destination involves partnering with local stakeholders to offer unique products and experiences. Supporting infrastructure and information services will highlight our natural, historical and locational advantages. Our marketing efforts will attract new and returning visitors for leisure, business and employment.

Our commitments:

- Deliver a destination marketing campaign raising the profile of PAE and our region
- Deliver the findings from the Visitor Information Services Transformation Project
- Explore the attraction of high-profile major events and festivals that align with brand, attract visitors and generate brand awareness
- Advocate/deliver/partner to deliver a compelling visitor offering including the increased capability and collaboration of tourism businesses
- Promote/deliver tourism information, services, products and experiences that showcase the city's authentic offerings, raise the profile of the city and enhance the visitor experience
- Deliver an annual PAE flagship and community events program that supports local economic opportunities and outcomes for business
- Deliver a sponsorship program that provides economic benefit to local businesses, attracts visitors and increases the vibrancy of the city
- Advocate for the development of tourism infrastructure

Glossary: Our Roles

The draft Economic Development Plan outlines our roles using specific language. The table to the right provides a glossary for these roles:

Roles	Action	Definition
Advocate	Advocate	Lobbying and advocating for the community, particularly with other spheres of government, to ensure that the needs and aspirations of the community are being met (for issues outside of PAE's control)
Delivery Partner	Partner	Where appropriate, working in collaboration and partnership with others to provide and/or fund services, facilities or programs, to achieve the best outcomes for the community
Facilitator	Facilitate	Connecting others to meet the needs of the community by providing opportunities or removing barriers which may prevent needs being met
Information Resource	Provide information	Providing a resource for the community and other stakeholders seeking information about the local community and as a referral point to other services
Leader	Lead	Identifying, setting direction, planning and advocating for the needs and aspirations of the community and/or in the development of actions, by itself or with others, to address the needs and aspirations (for issues within PAE's control)
Not yet determined	Explore	Where our potential role is unclear, exploring, investigating or testing the feasibility of a potential role or roles
Service Provider	Deliver	Directly providing social/community development opportunities through our facilities, services, programs and opportunities

DRAFT

