

Economic Development Plan

2020 - 2025



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Kaurna Acknowledgement

The City of West Torrens acknowledges that the Kaurna people and their descendants are still and will always be the first peoples of the land. The City of West Torrens commits to valuing and supporting the Kaurna people's inherent relationship to the land.

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Document history

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1.0	September 2019	Draft for internal review
2.0	March 2020	Draft for review and adoption by Elected Council
3.0	November 2020	Final report for Elected Council information
	December 2020	Report out for public consultation
	March 2021	Final report for Council adoption

Mayor's Message

Located between the city and the sea, West Torrens is a major economic contributor to our State with more than 5,000 individual businesses located within our city, including the highly significant Airport Business District at Adelaide International Airport.

Currently, West Torrens has an employment base in excess of 50,000. Our major employment hub, the Airport Business District, is situated right in the heart of our city and is home to around 8,000 employees that are further supported by an additional workforce of 22,000 off-site.

Further, our multicultural city (with residents originating from more than 90 countries around the world) offers a tasteful blend of heritage and modern architecture providing impressive lifestyle choices that, together with outstanding business attributes, makes West Torrens an unparalleled place to live, work, visit and invest.

As a city, we are focused on sustainable growth and development, diversifying our economy, strengthening our partnering relationships and fostering strong and vibrant communities.

We are very proud of our economic and cultural contribution to the State economy and as export markets continue to expand, we expect our economic development footprint to grow accordingly.

This Economic Development Plan was approved for public consultation by the Council on 17 March 2020, however within days of the resolution the COVID-19 pandemic had begun to impose itself as a key global threat.

The restrictions imposed by this pandemic have changed many aspects of our way of life; as individuals, as a workforce and as a society; this includes the delay in public consultation of this Plan.

The COVID-19 pandemic has highlighted the importance of a strong economy and the need for local diversification in order to build resilience.



Economic diversification reduces the reliance on a small number of sectors and increases the local economy's ability to withstand challenges and recover faster. It has also highlighted the fact that this Plan is a guide and, as such, should be reviewed on an annual basis, or earlier if the need arises. It is imperative that we have an accurate framework to provide clear direction for our economic sector, as well as our general community and stakeholders.

As a community, we look forward to building on our existing relationships and supporting new partnerships as we strive to deliver the best positive outcomes for West Torrens.

Michael S. Coxon, Mayor

The City of West Torrens Council aims to enable city prosperity and encourage a thriving business environment which leads to a vibrant city. Strong leadership and a broad objective vision is required by Council to provide stewardship during this complex period in economic history.

West Torrens presents a highly desirable location for business and employment due to its close proximity to the Adelaide CBD and high level of road, rail and air transport accessibility.

The largest employee base in West Torrens, and indeed in South Australia, is Adelaide Airport, employing approximately 8,000 people. Adelaide Airport and surrounds provide considerable retail and commercial activity and West Torrens is served by shopping centres both within and outside of its boundaries.

West Torrens has more jobs within its boundaries than residents in the labour force, meaning there is a net inflow of people coming into the area each day to work.

Our mission is to build an economy that is diverse, adaptable, built on innovation and provides our communities employment opportunities.

This Economic Development Plan is framed by the City of West Torrens Community Plan and State Government strategies, such as South Australia's Strategic Plan and the 30 Year Plan for Greater Adelaide.

The City of West Torrens Economic Development Plan (EDP) 2025 is a key strategic document that sets a five year plan to deliver achievable and measurable actions through the following five key economic strategic areas:

- Strategy 1. A thriving business environment.
- Strategy 2. A vibrant city.
- Strategy 3. Innovation and digital evolution.
- Strategy 4. Regional collaboration.
- Strategy 5. Adelaide Airport Aerotropolis.

This EDP provides leadership and direction that facilitates new investment and fosters employment growth within West Torrens.

It will be used by the City of West Torrens to outline the socio-economic outcomes we seek to achieve over coming years and the strategies Council will implement to achieve these.

This Plan also acknowledges the ongoing global changes on the Australian economy, due to the impact of the COVID-19 pandemic. It also portrays the City of West Torrens' economy as in transition, as it highlights the challenges and opportunities that this presents.

The Council recognises that while it cannot directly deliver business outcomes, it can help facilitate and promote economic development within the context of its strategic management plan 'The City of West Torrens Community Plan' and support its business sector to ensure its sustainability and longevity.

The Council also recognises that it will play multiple roles in delivering the strategy. As a leader, partner, facilitator and regulator, the Council will work towards delivering the Plan's key economic outcomes. This will be undertaken in conjunction with State Government, local partners, small businesses and the community. Council will play a critical role in the success of this Plan and promoting West Torrens as a great place to live, work and invest.

Demographics and economic profile

About West Torrens

Figure 1.1 West Torrens (C) Local Government Area

Location: West of Adelaide CBD

Area: 37.04 square kilometres

Population: 60,105 residents (2018 Australian Bureau of Statistics (ABS))

Population average annual growth rate 2007-2017: 0.9 per cent.

Census population density (residents / ha): 16.23 per hectare
gross regional product: \$180,884 million
per capita gross regional product: \$115,720

Per worker gross regional product: \$146,723

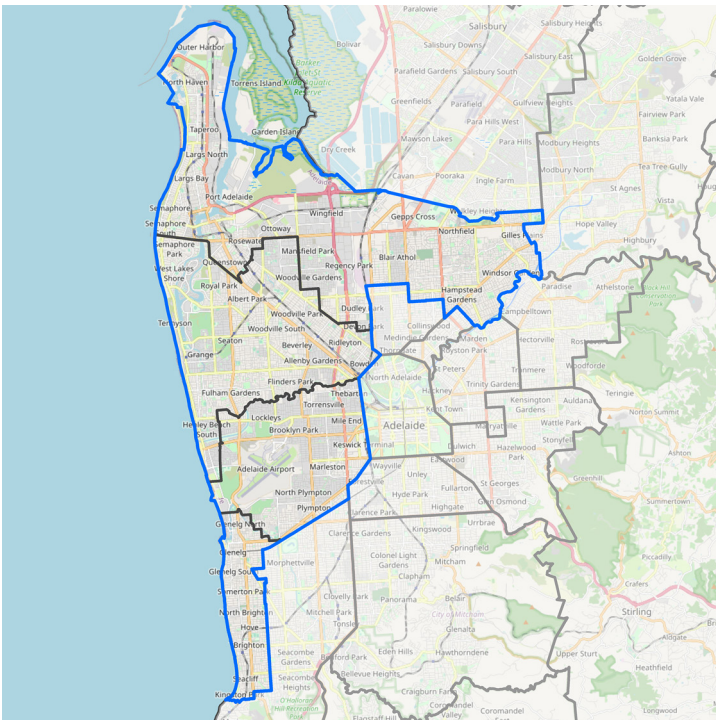
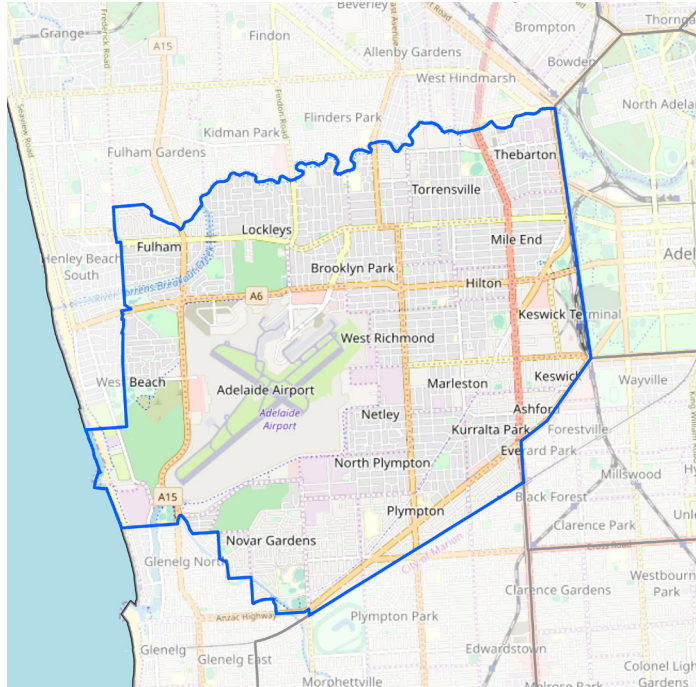


Figure 1.2 Western Adelaide

West Torrens will be compared against the following benchmark regions:

Western Adelaide is defined by the combined boundaries of the following local government areas: Charles Sturt (C), Holdfast Bay (C), Port Adelaide Enfield (C) and West Torrens (C).

Estimated resident population

The estimated resident population for West Torrens in 2018 was 60,105 residents.

Between 2007 and 2018, the population of West Torrens increased by 5,042 people or 9.3 per cent while the annual average increase is estimated at 0.9 per cent per annum.

By comparison, Western Adelaide and South Australia increased by 12 per cent and 9.7 per cent respectively between 2007 and 2017.

Population projections

Population projections for South Australian Local Government Areas are provided by the SA Department of Planning, Transport and Infrastructure and were last updated in 2016 and provide five-year projections for 2011 through to 2031.

By 2031, the population of West Torrens is projected to reach 68,025 residents.

Between 2011 and 2031, the population is expected to increase on average by 0.9 per cent per annum.

Compared to Western Adelaide and South Australia, West Torrens is anticipated to grow at a faster rate than is typical for a metropolitan

area but slower than growth in the West Adelaide area where growth is to be led by Charles Sturt and Port Adelaide Enfield.

The City of West Torrens has attracted much commercial interest in recent years. For example, World Park 01 at Richmond Road and the bulky goods centre at Mile End both originated from market demand for commercial space. In addition, development, such as the industry and factory direct outlets at Adelaide Airport and the Highway Inn proposal at the corner of ANZAC Highway and Marion Road is occurring outside of local government planning processes. This has resulted in the need for the City of West Torrens to acknowledge market trends and provide an appropriate framework within which to accommodate large employment generating developments of this nature. In recognition of the direct association between demand for commercial and industrial land and transport infrastructure, the State Government has also consulted with planning, transport industries and interest groups to draft the State's first Integrated Transport and Land Use Plan.



Economic development and West Torrens

Governments, trends and a regional approach

Local, regional and state role in economic development.

The City of West Torrens plays an integral role in facilitating economic growth and sustainability by partnering with community, business, State and Federal Governments.

Having a collaborative approach advocates for a cohesive and robust economy where shared outcomes can be achieved.

The 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.

Through the development of a well-planned economic strategy, Council's aim is not to work in isolation, but to harness the networks and partnerships actively involved in industry development both locally and regionally.

International Federal/State/Local Government trends

During the past 10 years there has been a significant amount of global economic uncertainty as recovery from the 2008 Global Financial Crisis (GFC) has been inconsistent. While Australia weathered the GFC somewhat better than most western economies, mounting government debt problems in the USA and Europe were still causing global concern.

The Economic Development Plan 2025 is the Council's blueprint to guide the growth of our city's economy for the next five years.

The Plan sits within the Council's decision making framework and has been developed to align with other key strategic and policy documents. The Economic Development Plan 2025 will operate alongside other relevant local, regional and state strategies and plans.

The key strategies that have been used to inform this document are summarised below.

Growth State

The South Australian Government has set a target to achieve three per cent annual growth in the State economy. To achieve this, nine priority sectors have been identified as focus areas because of their strong potential to meet increasing interstate and global demand, attract investors and leverage comparative advantages.

The nine priority sectors are:

1. Tourism
2. International Education
3. Defence Industry
4. Food
5. Wine and Agribusiness
6. Hi-Tech
7. Health and Medical Industries
8. Energy and Mining
9. Space Industry and Creative Industries.

The 30-Year Plan for Greater Adelaide

The 30-Year Plan for Greater Adelaide, which was launched in 2010 and most recently updated in 2017 to respond to new challenges and opportunities, is the State Government's strategic land use plan that will guide the long-term growth of Greater Adelaide during the next 30 years.

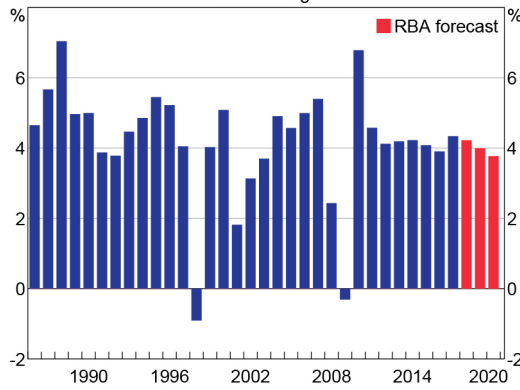
It outlines the Government's vision on how Adelaide should grow to become a more liveable, competitive and sustainable city. The 30-Year Plan is centred around 14 policy themes and their associated initiatives, including a strategic vision for the economy and jobs.

The 30 Year Plan for Greater Adelaide recognises the integral role that the planning system plays in the planning and investment decisions of the private sector in relation to commercial, retail and industrial development and how it can influence economic outcomes and employment growth.

Although growth has slowed in some economies, it remains above trend in the world's major advanced economies and most importantly for Australia's major trading partners.

However, trade tensions between the US and China that have emerged during 2019/20 represent a risk to the global economic outlook. This is reflected in the Reserve Bank of Australia's growth forecasts for Australia's trading partners as shown in the following graph.

Australia's Trading Partner Growth*
Year-average

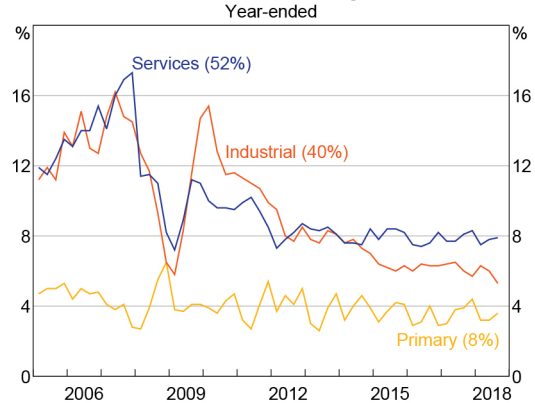


* Aggregated using total export shares
Sources: ABS; CEIC Data; RBA; Thomson Reuters

Source: Reserve Bank of Australia – Statement on Monetary Policy 2018 (Aug)

As shown in the following two graphs, Australia's major trading partner, China, has experienced a slowing of Gross Domestic Product (GDP) growth in recent years due mainly to diminishing government infrastructure spending and its impact on the industrial sector. Following these findings, the City of West Torrens has chosen to not participate further in State Government Trade Missions to China.

China – GDP Growth by Sector*

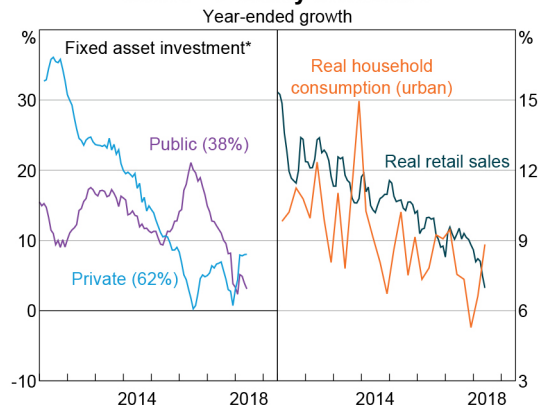


* Numbers in parentheses show 2017 shares of GDP; services and industrial sector GDP estimates correspond to the official 'Tertiary' and 'Secondary' categories

Sources: CEIC Data; RBA

Source: Reserve Bank of Australia – Statement on Monetary Policy 2018 (Nov)

China – Activity Indicators



* Seasonally adjusted by RBA; three-month moving average; share of 2017 total FAI in parentheses

Sources: CEIC Data; RBA

Source: Reserve Bank of Australia – Statement on Monetary Policy 2018 (Aug)

Economic development and West Torrens

National trends

In view of the above global trends, there will be potential impacts on Australia's economy in terms of:

- export demand
- commodity prices
- exchange rates
- costs of funding.

However, in recent years Australia's economic conditions have been improving, supported by low interest rates, low inflation, low wages growth and a strong global economy.

A strong global economy has seen Australia's Terms of Trade remain strong in recent years, but are expected to see a gradual decline in coming years as import prices rise alongside global inflation and as commodity prices moderate on the back of slower global demand for Australia's resources.

In summary, domestic economic conditions have improved in recent years and continue to be supported by low interest rates and a strong global economy. There are, however, some key international and domestic issues that are expected to see subdued economic growth associated with inflationary and interest rate pressures during Council's EDP time-frame.

State trends

South Australia's economic growth rate historically lags, and is generally lower than, the Australian average. South Australia's Gross State Product (GSP), estimated to grow by 2.25 per cent, grew by 2 per cent in 2017-18, compared with 2.8 per cent growth in Australia's GDP.

These forecasts are consistent with the preceding national economy assessment forecasting subdued economic growth associated with inflationary and interest rate pressures.

The following key issues, opportunities and challenges are expected during next five years of Council's EDP:

- Continuing slow population growth associated with an ageing population and continued interstate migration.
- Continued pressure on the State's manufacturing sector and associated jobs associated with the demise of the State's automotive assembly industry.
- New opportunities arising in the defence sector and downstream supply chain industries associated with new shipbuilding projects including frigates and submarines.
- Continued State Government investment in health, transport and energy infrastructure contributing some underlying growth in a subdued economy.
- With China's growth slowing, there may be slower growth in South Australia's tourism and international student attraction.

Against this background, the State Government in its 2018-19 Budget (4 September 2018) announced initiatives for businesses operating in South Australia designed to stimulate investment and growth including for example:

- Raising the payment threshold for state payroll tax to \$1.5 million in payroll from 1 January 2019.
- Introducing 'phased relief' in payroll tax for South Australian businesses with national annual taxable wage bills of between \$1.5 and \$1.7 million.
- Increasing the tax-free threshold applying to land tax from the current level of \$369,000 to \$450,000 from 1 July 2020. The top marginal tax rate for land tax will be reduced from 3.7per cent to 2.9per cent for properties valued between \$1.2 million and \$5 million.

Regional approach

Western Alliance – Building Western Adelaide

In November 2015, the Western Alliance was formed between the Cities of West Torrens, Charles Sturt, Holdfast Bay and Port Adelaide Enfield.

The Chief Executive Officers and key staff from each Council participated in developing the 'Building Western Adelaide Strategy' and subsequently endorsed the strategy with a Memorandum of Understanding for regional collaboration.

The Strategy identified a number of objectives which seek to facilitate local employment opportunities and economic development outcomes for the Western Region.

The Western Alliance seeks to formally engage with State and Federal Governments, Western Business Leaders Group and other key stakeholders to further develop the strategy to implement and support many of the initiatives identified.

The population of the Western Region is just over 335,000 (2016), representing about a quarter of the total Greater Adelaide population.

Western Adelaide regional economy represents 22 per cent of the State's jobs (167,000) and 25 per cent of the State's economic output (\$51 billion).

Adelaide Business Hub

As South Australia's inaugural business advisory service, the Adelaide Business Hub provides three key services for small businesses across Adelaide focusing on northern and western Adelaide:

- Business Incubator: innovation, growth and jobs.
- One-on-one consulting for business solutions.
- Partnerships with Local, State and Federal Governments to deliver projects that benefit businesses.

The one stop Hub is supported by a team of business professionals who are clear thinking, well connected proactive people there to support and assist South Australian businesses.



Economic development and West Torrens

What is economic development?

Economic development can be defined through the standard of living and creation of jobs, attracting and maintaining business activity and the support of innovation by involving a multifaceted approach often with Federal, State and Local Governments and industry bodies.

Much of this can be defined through job creation, investment in a region, quality of life through access to education systems, transport networks, improved infrastructure and social and environmental sustainability.

This EDP has been guided by the consideration of three key questions:

1. What should Council's role be in supporting economic development?
2. In considering Council's role, are there any particular sectors within the local economy which we should have a more strategic focus on, and if so, why?
3. In considering Council's role and our current service levels, are there any areas in which we are under/over servicing, or do we have any strategic gaps in our service delivery?

The four key outcomes for the service of economic development are:

1. Facilitate strong and resilient business growth.
2. Increase the diversification of West Torrens' industries and job profiles.
3. Facilitate and support the creation of local jobs for West Torrens' residents.
4. Encourage workforce participation and employment for West Torrens' residents.

Recommended future direction

The future direction for the economic development service of Council is:

- A strategic refocus of existing resources achieving more targeted outcomes to support job growth in West Torrens.
- The continuation of regionalisation of economic development across Western Adelaide to achieve improved efficiency and reach of services.
- A strategic focus on the value of Adelaide Airport to West Torrens as an area.



Economic development and West Torrens

COVID-19 (Novel Coronavirus)

In 2020, the world was presented with one of its biggest health and economic challenges, the COVID-19 pandemic. The unexpected presence of this virus has now drastically changed the normality and functionality of everyday life, as well as the economic conditions of all of society.

The COVID-19 pandemic has created an unprecedented situation which has thrown local, country and global livelihoods and economies into incomprehensible scenarios. What started as a global health emergency has resulted in a worldwide crisis that has economic and social ramifications. If nothing else, the pandemic has highlighted the importance of local, state and federal governments being prepared for a crisis and the need to have a strong local economy.

While Australia has had a relatively low number of cases as a proportion of the country's population, the actions taken to curb the spread of the virus and reduce the stress on medical resources have resulted in significant economic and social impacts.

As a result of the Federal and State/Territory Government's mandatory closures and restrictions, a number of businesses were forced to close their premises and/or alter their business model to adapt to the situation.

During the peak of the pandemic, some businesses were forced to stand down or reduce staff, transfer their businesses online, as well as reduce opening hours to lower running costs. Businesses implemented these measures to ensure their survival through this difficult time and the uncertainty as to whether or not there will be a 'second wave'.

Substantial Federal and State Government financial support has been provided to reduce the economic impact and, in many instances, local government has also provided financial support and economic stimulus for their local communities.

JobKeeper, JobSeeker and JobMaker have all been designed to help stimulate the economy and secure jobs for Australia's future.

COVID-19 is a disrupter event unseen before and its effects will be felt for years to come, with the full impact unlikely to be fully understood in the near future. It is estimated that at the very least

the Federal and State Government deficits will be felt for the next five years. As countries and cities emerge from the immediate health crisis and restart their economies, changing work practices, attitudes towards travelling, commuting and consumption of goods and services will change employment prospects.

For many businesses, both locally and globally, the short-term goal is to survive and make it through to the other end. The Council's Economic Development Plan 2025 will play a significant role in the recovering ability of the business community for a long period of time. The strategy has been designed to help businesses recover and rebuild from the COVID-19 pandemic and plan for sustainability and growth for when the economy reaches some level of normality.

The Plan is a reflection of our Council's commitment to help businesses recover as quickly as possible and then maintain a sustainable economy.

As a result of COVID-19, we will need to ensure that our Plan is flexible to situations that will arise post pandemic and beyond.

The most affected elements of the economy are business finances, employment, consumer confidence and image. Consumer confidence and the image of shopping in a brick and mortar store will take some time to restore, but will ultimately be a high priority action that Council will pursue.

Business survival will require an ability to adapt to the situation, minimise expenses, take advantage of government packages and have clear and effective communication (with tenants, landlords, employees and the community, which includes the Council).

Our Council will support the business community through and post pandemic. The Plan is the catalyst for Council's ability to provide this support and, given the substantial unknown associated with COVID-19, flexibility will provide the Council with the ability to adapt its response to suit the needs of the businesses in the West Torrens' area.

City of West Torrens Economic Development Plan (EDP)

It is important we recognise the positive attributes of West Torrens and the unique opportunities that exist. While predominantly residential, the city is supported by strong industrial precincts, together with retail and commercial centres.

As mentioned earlier, Council has identified five key economic strategic focus areas that ensure a diverse and resilient local economy.

Strategy 1. A thriving business environment.

Strategy 2. A vibrant city.

Strategy 3. Innovation and digital evolution.

Strategy 4. Regional collaboration.

Strategy 5. Adelaide Airport Aerotropolis.



Economic development and West Torrens

Strategy 1: A thriving business environment

Objective: Encourage economic growth and productivity.

Long-term strategy: Sustain economic growth and productivity.

Short-term strategies:

- Develop partnership arrangements and networking opportunities with economic development agencies and key business sectors in the city.
- Support the development and growth of local business and jobs, including tourism and export opportunities.
- Investigate opportunities for Council to support local businesses.
- Invest in more socially, economically and environmentally sustainable technologies, facilities and services.

Key initiatives:

- Host or facilitate forums, networking and training and support for new and existing businesses.
- Investigate grants and other funding options to assist local businesses.
- Explore procurement opportunities which will benefit local businesses.
- Investigate 'circular economy' opportunities.

No. 1
A thriving
business
environment



Circular economy

A big part of environmental sustainability is the move from a linear economy to a circular economy. A circular business model is fast becoming the preferred, and expected, option given its emphasis on designing out waste and ensuring the use of materials and resources that can easily be reused and recycled. Promotion of a circular economy and the integration of circular principles to evolve business models will help ensure that materials and resources stay in use for as long as possible and that the amount of virgin materials entering the system and the amount of waste being created is reduced.

Buy local

Buy local is not a new concept to the Adelaide consumer, but the importance of supporting local business during COVID-19 and the months following the pandemic has never felt more crucial. If nothing else, the COVID-19 pandemic has demonstrated to Australia the need to support the local supply chain instead of relying so heavily on global supply chains for manufacturing. COVID-19 has given businesses the opportunity to experiment in value adding. In many cases, it has forced businesses to adapt and be agile in order to meet local demand.

Supporting local means nurturing locally owned and run businesses which use local resources and employ local workers; to serve the local community. Small businesses are the largest employers nationally and it is vital that the Federal, State and Local Governments provide financial support to reduce the economic impacts, as well as offer services and information to assist businesses to recover and rebuild.

Business SA launched a 'Buy Local to Save Local' campaign in May 2020 to encourage South Australians to take a proactive approach to buying and purchasing from local businesses as much as possible. This campaign, along with strong business backing, has resulted in conscious consumer spending and greater consideration when buying products from overseas.

This Plan will take this concept one step further and encourage residents and workers to 'Be Local' in their communities. That is, to create a whole connection with the local business sector that adds to community well-being, while contributing to economic resilience.

The strategies and actions set out in this Plan emphasise the importance of supporting and buying local where possible which will, in-turn, support jobs, generate income and raise the overall level of economic activity in our city.

Economic development and West Torrens

Strategy 2: A vibrant city

Objective: City growth, vibrancy and culture comes when everyone participates in city life.

Long-term strategy: Foster a vibrant and inviting city.

Short-term strategies:

- Embrace emerging technology to meet the evolving needs of our residential and business communities.
- Identify and promote the distinct identity of West Torrens.
- Create vibrant suburban precincts.
- Develop and enrich the visitor experience.
- Investigate increasing our cultural activities and events offering to build community well-being and economic viability.

Key initiatives:

- Maintain an advocacy and lobbyist role with State and Federal Governments.
- Ensure Council plans and projects consider economic development opportunities.
- Joint project initiatives - identified and pursued.
- Develop new and diverse income streams.
- Increase the amount of green infrastructure within the city.
- Investigate 'main street' opportunities in the city.
- Identify and cultivate investment sectors for the old Adelaide University Site, the Coca Cola Amatil and West End Brewery sites at Thebarton.
- Update the transport study for whole of city.
- Explore golf tourism based on the two highly rated courses in the Council area, Kooyonga and Glenelg.
- Investigate export ready programs.

No. 2
A vibrant
city



Retail - export ready

Small businesses across the retail sector have felt the pressure of COVID-19 with many traditional bricks and mortar retail stores having closed their doors due to a lack of consumer demand and government imposed restrictions, which have reduced trading activity.

While some retailers, such as supermarkets, have experienced a spike in demand, many retailers of luxury items and discretionary spend items have struggled.

Looking ahead, the clothing retail industry is expected to decrease by 28.3 per cent in 2019/2020, with the number of establishments expected to fall by more than 10 per cent and a number of unprofitable shops expected to cease trading altogether.

Through the COVID-19 period, many retailers have had to increase their online capabilities very quickly in an attempt to maintain their business cash-flow. In 2019, online represented approximately nine per cent of clothing retail sales, however this has risen dramatically over the period of COVID-19. While online sales are expected to fall again post COVID-19,

it is expected that the trend towards online shopping will stabilise at approximately 12 per cent, which will have a sustained impact on bricks and mortar sales in Australia.

The challenge for retailers will be to recognise the significant change in consumer spending and behaviour and to remain responsive to these post COVID-19, regardless of whether those behaviours revert to former patterns or have been changed forever.

Hospitality

Food and beverage hospitality businesses have been significantly impacted by COVID-19, with the Federal Government enforcing closures on 23 March 2020. This saw many cafés, restaurants and hotels offer takeaway services through their own means, or through services such as UberEats.

Many hospitality businesses are expected to have experienced a significant decline in revenue over this time. The revenue of cafés and coffee shops is predicted to decline by 18.7 per cent in 2019-2020, with levels of employment also expected to decline.

Statistics: IBIS World, Australia 2020-21 Economic Outlook

Economic development and West Torrens

Strategy 3: Innovation and digital evolution

Objective: Ensuring the City of West Torrens Council embraces innovation and digital evolution for the betterment of the community.

Long-term strategy: Create opportunities that develop the competencies, skills and capacity of businesses and organisations that instils a digital culture and leads to innovation and sustainable outcomes for a vibrant and connected community.

Short-term strategies:

- Encourage new businesses to relocate to West Torrens.
- Complement government and private sector infrastructure to bring the internet to city users in public spaces.
- Use smart technologies to activate the public realm.
- Facilitate growth of the 'new' digital economy across the business, cultural, artistic, recreational and educational sectors.
- Build alliances across different sectors, community and industry groups using digital technologies.
- Use online and social media to engage with services and projects with the community.

Key initiatives:

- Investigate establishing Smart Cities precinct.
- Investigate establishing a digital hub/s.
- Investigate provision of infrastructure for electric vehicles.
- Investigate fast broadband to industrial precincts.
- Promote access to NBN to all businesses and residents for connection to digital services.



Working smarter, not harder

The transformational impact of digital technology is creating exciting opportunities, which have the potential to enhance all industry sectors within the West Torrens' economy. The importance of digital technology and its impacts on facilitating economic growth, improving productivity and connectedness and remaining competitive, are increasingly recognised as contributing to a vibrant economy and city.

Ensuring that our city's environment is conducive to supporting digital technology, that is fast and reliable, is essential for the longevity and sustainability of all businesses and professions that rely on it.

Encouragement and support from the Council is vital to embracing and harnessing the capabilities that digital technology creates. Access to education and learning opportunities will prove to be the most beneficial in trying to demonstrate a responsive and innovative approach to incorporating the benefits of digital technology into business operations. With the successful implementation of digital technology, efficiency and outputs will improve in the local economy.

The continued roll-out of the National Broadband Network (NBN) and the growth of Lot Fourteen in the Adelaide CBD will both play a role in enhancing the digital opportunities within West Torrens, given our close proximity to the CBD.

Changing nature of work environments

COVID-19 has influenced the nation's sentiment, behaviour and lifestyle, from how we shop to how we work, educate and engage in community and events. The impacts of the virus have been significant and will continue to be felt long after the virus is under control.

Statistics: Australian Communities 'COVID-19. How the global pandemic is shaping the sentiment, behaviour and outlook of Australians.

Australians are positive about a shift towards online learning in the education sector and the workplace. In fact, more than half of Australians are positive about an increased use of online learning in vocational training (57 per cent) university (57 per cent), workplaces (54 per cent) and in schools (52 per cent).

More than two in five Australians agree that working from home will become the new normal (45 per cent) and would stay longer with their employer if they were offered remote working and flexible working options (46 per cent). This has significant implications on the demand and supply of commercial spaces throughout West Torrens.

A similar proportion agree that their home is well equipped for them to work from home (44 per cent) and would be willing to spend more time working from home (43 per cent). Australians don't expect their productivity to decrease either, with 42 per cent strongly/somewhat agreeing that they are just as productive at home, if not more. Studies have shown that remote employees work 1.4 more days per month than their office-based counterparts, resulting in more than three additional weeks of work per year.

Aside from the ability, flexibility and productivity of working from home, people felt that they were able to create a better work-life balance and were less stressed as a result of commuting to and from work. With advantages, there is always disadvantages, and this includes, professional and social isolation, household running costs and access to necessary resources.

Economic development and West Torrens

Strategy 4: Regional collaboration

Objective: To form and maintain cooperative relationships among local governments and stakeholders to collaborate on complex challenges.

Long-term strategy: Incorporate collaborative regional approaches where shared outcomes can be achieved for a cohesive and robust West Torrens economy.

Short-term strategies:

- Participate in economic development activities in collaboration with other Local and State Government organisations, including regional alliances.
- Continue collaborating on current regional and Western Business Leaders Group projects.
- Identify what is needed locally to deliver long-term development that meet local needs.
- Investigate innovative solutions to procurement or shared service delivery that will improve the social, economic and environmental sustainability of western region councils.
- Develop partnership arrangements and networking opportunities with education and training providers.

Key initiatives:

- Develop University and Secondary School linkage programs.
- Build upon the alliance with the City of Adelaide for the development of tourism and infrastructure.
- Develop opportunities for digital connectivity and way-finding.
- Develop a Western Alliance economic development strategy.
- Provide free business advisory referrals through Adelaide Business Hub Advisory Service.
- Promote Western Business Leaders Group business network program.
- Identify key regional projects by industry sector.

No. 4 Regional collaboration



Government support

During March and April 2020, the Federal Government released \$320 billion worth of stimulus packages to support small businesses. The packages focused on key policy areas including:

- a JobKeeper wage subsidy payment
- Code of Conduct for commercial tenancies
- cash flow support
- financial relief for distressed businesses
- the SME (Small and Medium Enterprises) Guarantee Credit Scheme
- increase of asset write-off threshold
- other sector specific forms of assistance.

Council also introduced COVID-19 financial support measures for local residents, businesses, sporting and community organisations. These included:

- The waiving of fees, charges and outgoings associated with the leasing of Council buildings by sporting, arts and community organisations for a nine month period.
- Not imposing quarterly fines and monthly interest penalties on overdue rates for a nine month period.
- Suspension of debt recovery action on unpaid rates for nine months.
- Not taking action to sell any properties in the area for non-payment of rates under Section 184 of the *Local Government Act 1999*.
- A review of Council's Rate Rebates, Remission and Postponement Policy, especially provisions involving hardship, in order to ensure a robust, efficient and effective process is in place to manage ratepayer applications for Council support.
- Suspension of inspection fees and charges associated with food businesses for a nine month period.
- Suspension of parking permit fees for local residents and businesses for a nine month period.
- \$200,000 in COVID-19 Small Business Resilience Grants for those severely affected by the pandemic.
- A \$100,000 'Think, buy, be LOCAL' campaign for small businesses that were forced to close during the initial stages of the COVID-19 pandemic.
- A \$50,000 COVID-19 Arts and Culture Grants program to help the local arts industry get back on its feet.

Economic development and West Torrens

Strategy 5: Adelaide Airport Aerotropolis

Objective: By leveraging the economic benefits of the Adelaide Airport upgrade and expansion, the Airport will become an integrated city equal to the successful aerotropolises around the world.

Long-term strategy: To focus on the growth around Adelaide Airport and the delivery of visitor servicing across West Torrens to increase visitor stay and spend.

Short-term strategies:

- Leveraging against growth at Adelaide Airport while increasing awareness for residents, intrastate, interstate and international visitors of West Torrens as a quality visitor destination.
- Explore opportunities with the Adelaide City Council on way finding and consistent city signage.
- Investigate the clustering of additional complementary businesses.
- Investigate opportunities for visitors to stay and spend in West Torrens at either end of their visit.

Key initiatives:

- Complementing Adelaide Airport's Masterplan.
- Promoting the benefits of the Airport's services to local businesses.
- Enhancing the visitor experience by assisting in facilitating job growth in the visitor economy to diversify the visitor experience.
- Develop tourism innovation and sustainability partnership opportunities.
- Facilitate opportunities for consultation and partnerships.
- Support opportunity for Export and Trade.
- Support opportunity for transportation links to and from Adelaide Airport.
- Tourism.

No. 5 Adelaide Airport Aerotropolis



Tourism

Tourism contributes more than \$8 billion to the South Australian economy annually and employs almost 40,000 people. The sector is considered one of the hardest hit by the COVID-19 pandemic as it has experienced a rapid and sharp drop in demand and a surge in job losses, putting many businesses at risk. Travel restrictions, coupled with significant declines in demand, added to the pressures many faced earlier in the year 2020, following the devastating bushfires.

At the end of 2019, tourism in South Australia was worth \$8.1 billion. Now, amid the COVID-19 pandemic, forecasts suggest the tourism industry is losing almost \$430 million a month.

The root causes and new realities imposed by the pandemic have caused fundamental changes to the way people think, live, work and play which, in turn, are transforming the nature of tourism demand and supply alike. Some of these changes may be temporary, but others are here to stay and will redefine the way people experience tourism for years to come. COVID-19 has led to profound changes in the behaviour and expectations of travellers, as well as on tourism businesses, which are predicted to have long-lasting impacts.

The pandemic is anticipated to have a longer lasting effect on international tourism, however opportunities are expected to increase for local travel. To leverage this opportunity, the South Australian Tourism Council has redirected all international marketing activity to focus on the domestic market to promote South Australia.

While South Australians can travel regionally, innovation and creativity will be critical for all tourism businesses, with those that embrace technology expected to come out ahead of the competition.

The March Quarter 2020 Business SA – William Buck Survey of Business Expectations has shown a catastrophic decline in business confidence, with 36 per cent casting doubt over whether they could survive another three months of restrictions. In the accommodation, hospitality and retail sectors, this was even higher with 52 per cent saying it was unlikely they would survive another three months of compromised trading.

It is predicted that recovery in the Australian aviation sector will be slow and prolonged given the second wave of infections, government actions, consumer behaviour and a weakened economic outlook. (S&P Global; July 2020; Australia and New Zealand Airports)

S&P Global forecast that domestic travel in Australia/New Zealand could recover by 2022/2023 and international by 2024/2025. Specifically for Adelaide Airport, air traffic should recover to approximately 90 per cent of pre-COVID numbers by 2023.

There are a number of extraneous risks to the forecast recovery numbers including:

- Second wave - extent of fallout from potential second wave could derail recovery.
- Government actions - unknown quarantine measures in different countries, restrictions on destinations and flights, response to second wave, countries at varying control levels of COVID-19.
- Global geopolitical and economic factors - global economic weakness, geopolitical tensions, poor business-related travel demands.
- Airline health to dedicate available capacity - potential reduction in airline capacity into Australia, demise of low-cost airlines, slow return of some airline services due to poor demand.
- Passenger behaviours - low propensity to travel amid health concerns, discretionary spending reduced due to weak economic conditions.

In general, the aviation/airport sector outlook is negative and forecasts will likely be reviewed multiple times due to the evolving COVID situation. Until COVID-19 is under control in major countries, a return to pre-pandemic levels of international travel remains hard to predict. Changes to sovereign policies on border closure is also a variable factor to predicting recovery of international travel.

While airports around Australia/New Zealand have cut costs, improved liquidity and protected against covenant breaches, 2020/2021 will tell if this is sufficient or more actions are needed to maintain sustainability and ultimately, profitability.

Economic development and West Torrens

Gross Regional Product

Gross Regional Product is the total value of final goods and services produced in the region during the period of one year.

West Torrens

The Gross Regional Product for West Torrens (C) for 2017 is estimated at \$6.7 billion. This represents 29.3 per cent of Western Adelaide's Gross Regional Product, 8.2 per cent of Greater Adelaide (GCCSA)'s gross product and 6.5 per cent of South Australia's gross product.

Output

The output generated by the West Torrens' economy is estimated at \$15.162 billion.

Manufacturing accounts for \$3.221 billion followed by transport, postal and warehousing (\$2.219 billion) and construction (\$1.668 billion).

At a detailed sector view, West Torrens has a diversified portfolio of manufacturing sectors led by aircraft manufacturing (\$337.246 million), paper product manufacturing (\$274.197 million), polymer product manufacturing (\$210.841 million) and human pharmaceutical product manufacturing (\$200.281 million).

Due to the presence of Adelaide Airport, the Air and Space Transport industry contributes \$1.166 billion directly to West Torrens Transport, Postal and Warehousing sector.

Adelaide Airport

The Adelaide Airport, which represents a significant share of the West Torrens' economy, contributes \$2.463 billion to local output (16.2 per cent of total output).

The majority of the output value supported by the Airport is associated with the Transport, Postal and Warehousing industry at a value of \$1.435 million, or 58.2 per cent, of total output produced at the Airport as well as 64.7 per cent of total Transport, Postal and Warehousing output produced in West Torrens.

Five year change

During the past five years, the output in West Torrens as declined from \$15.853 billion to \$15.162 billion. This is equal to a 4.4 per cent decrease in output.

The hardest hit sector was manufacturing, which lost \$1.066 billion in output. However, the loss suffered by manufacturing was softened by growth in other sectors.

These included:

- Construction (+\$278.557 million).
- Transport, postal and warehousing (+\$155.108 million).
- Health care and social assistance (+\$129.261 million).
- Rental and hiring (+\$107.836 million).

The hardest hit manufacturing sub-sectors in Western Torrens were:

- Specialised and other machinery and equipment manufacturing (-\$193.177 million).
- Structural metal product manufacturing (-\$130.979 million).
- Basic chemical manufacturing (-\$129.943 million).
- Soft drinks, cordials and syrup manufacturing (-\$99.930 million).

Despite the overall decline in manufacturing, some manufacturing sub-sectors grew over the five past years:

- Paper product manufacturing (+\$138.855 million).
- Beer manufacturing (+\$70.778 million).
- Cleaning compounds and toiletry preparation manufacturing. (+\$21.335 million).

Regional exports

Regional exports data represents the value of goods and services exported outside of the region that have been generated by industry sectors within the region.

West Torrens

The total regional export estimate for West Torrens is \$6.704 billion.

The manufacturing sector has the highest level of regional exports at \$1.980 billion, followed by transport, postal and warehousing (\$1.647 billion) and electricity, gas, water and waste services (\$778.524 million). These top three sectors are responsible for 65.7 per cent of West Torrens' exports.

Adelaide Airport

Adelaide Airport contributes \$1.726 billion in exports to West Torrens; this is again driven by transport, postal and warehousing sector activity which contributes 69.6 per cent of Airport exports and 72.9 per cent of total transport, postal and warehousing sector exports in West Torrens.

Five year change

During the past five years, exports from West Torrens has declined by \$545.522 million from \$7.249 billion to \$6.704 billion. This is equal to a 7.5 per cent decrease in exports.

Decline in manufacturing led to most of the decline in exports in West Torrens with \$549.227 million less goods and services exported by the sector between five years ago and now. However, the loss suffered by manufacturing was softened by growth in other sectors.

These included:

- Transport, postal and warehousing (+\$74.744 million).
- Other services (+\$40.284 million).
- Health care and social assistance (+\$36.222 million).



Economic development and West Torrens

Local expenditure

Local expenditure data represents the value of intermediate goods and services purchased by local industry sectors within the region.

A high level of local expenditure on intermediate goods and services proportionate to total output is indicative of well-developed local supply chains and also that any expansion in this sector would typically deliver broad based benefits for the region's economy.

West Torrens

The total local expenditure estimate for West Torrens is \$4.885 billion. The construction sector has the highest level of local expenditure, purchasing \$917.580 million on locally sourced goods and services followed by electricity, gas, water and waste services (\$736.398 million) and manufacturing (\$733.312 million).

Adelaide Airport

The economic activity at the Adelaide Airport purchases \$687.983 million from goods and services sourced from elsewhere in West Torrens. Transport, postal and warehousing purchases the majority of goods and services from elsewhere in the city.

Five year change

The profile of local expenditure by industry in West Torrens has seen \$121.453 million (2.4 per cent) less being spent locally than five years ago. Reduction in manufacturing led to most of the decline, however, a higher level of construction activity saw a massive boost of local expenditure by the construction industry.

The top increases in local expenditure included:

- Transport, postal and warehousing (+\$74.744 million).
- Other services (+\$40.284 million).
- Health care and social assistance (+\$36.222 million).



Regional imports

Regional imports data represents the value of goods and services imported from outside of the region.

West Torrens

The total regional import estimate for West Torrens is \$3.858 billion. The manufacturing sector represents 47.1 per cent of total imports with a value of \$1.817 billion.

Within the manufacturing sector, the transport equipment and parts manufacturing sector imports \$345.462 million (9 per cent of total region imports) followed by technical equipment and appliance manufacturing at \$320.180 million (8.3 per cent of total region imports).

Imports reflect demand in the area's economy for goods and services not supplied locally and therefore represent 'gaps' in local supply chains. Imports from the rest of Australia have the potential to reflect opportunities for import replacement, increased value-adding and supply chain development.

Approximately, \$1.958 billion of West Torrens' imports are from elsewhere in Australia, while the remaining \$1.9 billion is imported from overseas.

Adelaide Airport

Adelaide Airport imports \$944.044 million into West Torrens; this is again driven by transport, postal and warehousing sector activity which contributes 59 per cent of airport imports and 79.8 per cent of total transport, postal and warehousing sector exports in West Torrens.

Five year change

During the past five years, imports to West Torrens declined by \$488.460 million (11.2 per cent) reflective of the shrinking manufacturing sector requiring less inputs into production. Reduction in manufacturing led to the majority of this decline with \$420.125 million less goods and services imported by the sector.

Economic development and West Torrens

Value-added

Value-added is a key economic metric which estimates the marginal economic value-added by an industry in a defined region.

West Torrens

The total value-added by the West Torrens economy is estimated at \$6.419 billion. Transport, postal and warehousing contributes the highest value-added (\$797.901 million), followed by manufacturing (\$669.969 million) and electricity, gas, waste and waste services (\$647.377 million).

Adelaide Airport

The Adelaide Airport contributes \$830.932 million (12.9 per cent) in value-add of the city's total value-add. Approximately 52.9 per cent is supported by activity in the transport, postal and warehousing sector.

Five year change

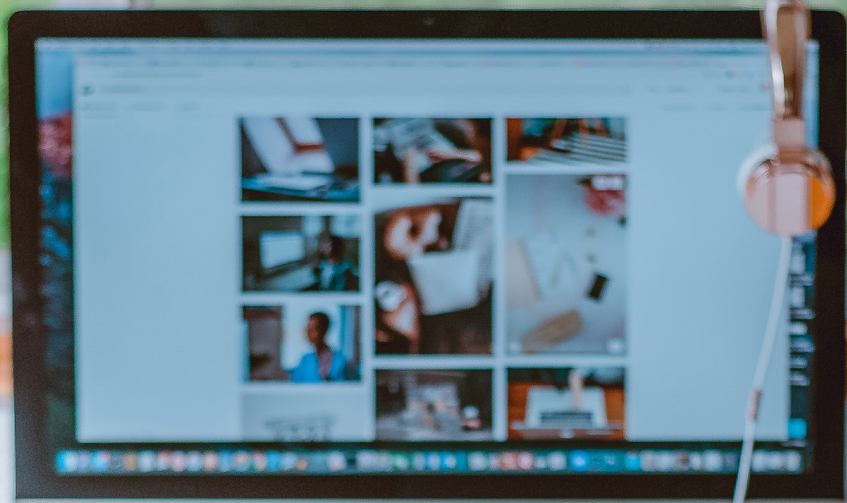
The value contribution of West Torrens has also shrunk during the past five years alongside the contraction in manufacturing but less impacted than other economic indicators with a 1.3 per cent decline in value-add over the past five years.

Decline in manufacturing led the majority of the slump to value-add in West Torrens with a loss of \$266.147 million but this was softened by increases in value-add in health care and social assistance (+100.563 million) and rental, hiring and real estate services (+\$89.926 million).



STAY
HOME
STAY
SAFE

2020



Economic development and West Torrens

Employment

Employment data represents the number of people employed by businesses / organisations in each of the industry sectors in a defined region.

West Torrens

The total employment estimate for West Torrens in 2016 was 45,664 jobs. The top three largest employing sectors were:

- Transport, postal and warehousing (5,695 jobs).
- Health care and social assistance (5,530 jobs).
- Manufacturing (4,966 jobs).

Adelaide Airport

The Adelaide Airport contributes 6,154 jobs (13.5 per cent) to West Torrens of total jobs in West Torrens. Approximately 45.2 per cent of the jobs supported by the Airport are associated with the transport, postal and warehousing and contribute towards as 48.9 per cent of total transport, postal and warehousing employment produced in West Torrens.

Five year change

During the past five years, there were 16 jobs lost to the region. Despite this, there was a significant economic restructuring away from industrial employment to service-based employment.

The airport also provided a significant source of employment growth for the region. The largest increase in jobs between 2011 and 2016, were in the industries of:

- Health care and social assistance (+1,034 jobs).
- Transport, postal and warehousing (+561 jobs).
- Construction (+533 jobs).

The largest declines in employment occurred in the following sectors:

- Manufacturing (-1,569 jobs).
- Wholesale trade (-702 jobs).
- Financial and insurance services (+542 jobs).

Of the 45,664 persons who work in West Torrens, 6,479 persons (14.2 per cent) also live in the city while 39,185 persons live elsewhere (85.8 per cent).

Table 4.1 - Local workforce, West Torrens, 2016

Source: REMPLAN Economy

	Persons	Share of total
Work and live in region (self-sufficiency)	6,479	14.2 per cent
Work in region, live elsewhere (import of skills)	39,185	85.8 per cent
Work in region	45,664	100 per cent

Table 4.2 - Employed Residents, West Torrens, 2016

Source: REMPLAN Economy

	Persons	Share of total
Work and live in region (self-containment)	6,479	24.2 per cent
Live in region, work elsewhere (export of skills)	20,329	75.8 per cent
Live in region	26,808	100 per cent

Given the highly integrated municipalities in Adelaide, West Torrens has a self-containment rate of 14.2 per cent. This indicates the proportion of the local workforce is sourced from within the region itself (see table 4.1).

The most common local government area of usual residence for workers in West Torrens is Onkaparinga Council, where 6,556 workers commute to the city on a typical work day.

This is followed by West Torrens itself where 6,479 residents work within the city, trailed by Charles Sturt Council where 6,268 workers commute to the city on a typical work day.

Graph 4.1 - West Torrens Workforce by LGA of Usual Residence, 2016 - shows the top places of usual residence for West Torrens workers.

An estimated 26,808 residents of West Torrens are employed. Of these, 6,479 (24.2 per cent) both work and live in the region, while 20,329

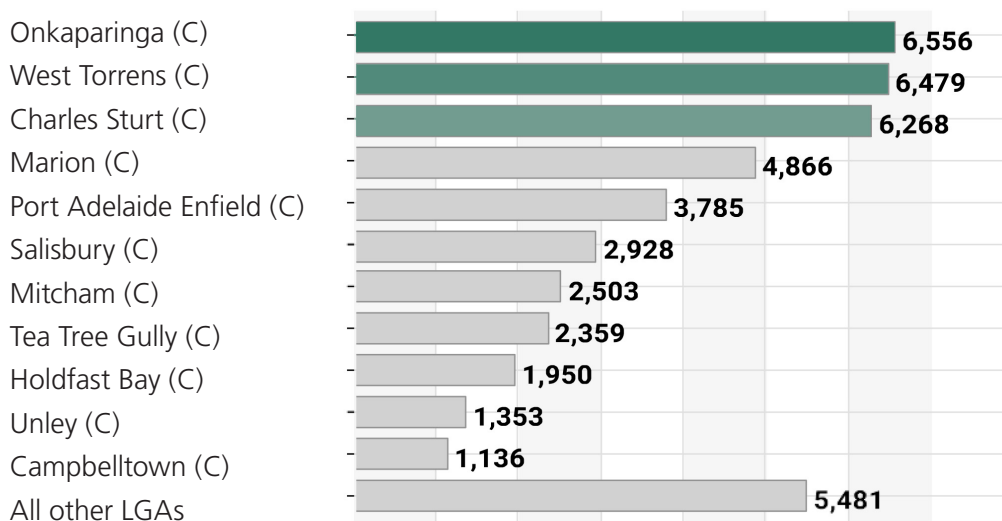
(75.8 per cent) live in the region but work elsewhere. With a self-containment rate of 24.2 per cent, under a quarter of employed residents work within West Torrens (Table 4.2).

The most common local government area that West Torrens residents work in is the City of Adelaide, where 7,649 residents commute for employment on a typical work day. West Torrens is the second highest place of employment for residents of the city.

More workers commute to West Torrens than West Torrens residents work elsewhere.

The City of Onkaparinga City provides a net movement of 6,196 workers into West Torrens, followed by the City of Marion which provides 3,803 workers, while Charles Sturt City provides 3,444.

Graph 4.1 - West Torrens Workforce by LGA of Usual Residence, 2016



Workforce (no) 1,000 2,000 3,000 4,000 5,000 6,000 7,000 8,000

Economic development and West Torrens

Movement of workforce

Movement of workforce by industry

Of the 45,664 persons who work in West Torrens, the majority of workers live outside the region. However, there are industries of employment that are more or less likely to attract commuter employment than other industries which attract local residents. This can be caused by the availability or deficit of skills and other population characteristics from local residents.

In West Torrens, industries where workers are more likely to reside inside the city are:

- Accommodation and food services.
- Professional, scientific and technical services.
- Retail trade.
- Health care and social assistance.

Industries where workers are more likely to commute to West Torrens include:

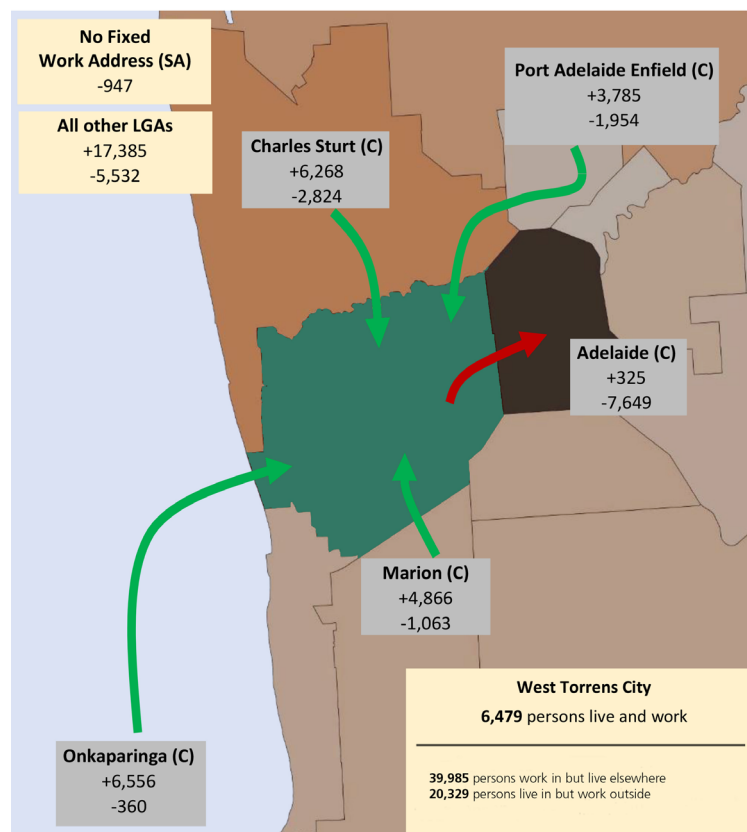
- Manufacturing.
- Transport, postal and warehousing.
- Public administration and safety.
- Electricity, gas, water and waste services.

Movement of workforce by occupation

In West Torrens, more traditionally less skilled and manual occupations are likely to live and work in West Torrens; these include:

- Labourers.
- Community and personal workers.
- Sales workers.

Figure 4.3 Key Movement of Workers



On the other hand, workforce associated with the following occupations are more likely to live elsewhere:

- Clerical and administrative workers.
- Managers.
- Machinery operators and drivers.

Movement of employed residents by industry

Of the 26,808 employed persons who live in West Torrens, more than two thirds of workers are employed outside of West Torrens. However, there are specific industries of employment that are more likely to attract resident employment than other industries which attract local residents.

In West Torrens, industries where employed residents are more likely to work inside the city are:

- Transport, postal and warehousing.
- Retail trade.
- Manufacturing.

Industries where workers are more likely to commute to West Torrens include:

- Public administration and safety.
- Education and training.
- Health care and social assistance.

Movement of employed residents by occupation

Various workers are more or less likely to work in West Torrens based on their occupation. In West Torrens, more traditionally low less skilled and manual occupations are likely to live and work in West Torrens; these are:

- Sales workers.
- Technicians and trades workers.

On the other hand, employed residents associated with the following occupations are more likely to work elsewhere.

- Professionals.
- Community and personal service workers.

Economic development and West Torrens

Employment benchmarks

The following section benchmarks the workforce of West Torrens against Western Adelaide and Greater Adelaide (GCCSA). Change in the workforce profile between 2011 and 2016 has also been analysed.

Workers by age

The median age for workers in West Torrens is 42 years compared to 42 years and 41 years for Western Adelaide and Greater Adelaide (GCCSA) respectively. Overall, the age profile of workers in West Torrens is similar to both Western Adelaide and Greater Adelaide (GCCSA) but has a slightly higher representation of persons aged between 25 and 54 years.

Workers by occupation

The most common occupation in West Torrens is clerical and personal service workers at 16.98 per cent of the workforce. This contrasts with Western Adelaide and Greater Adelaide where technicians and trade workers and professionals are dominant respectively.

Workers by qualifications

West Torrens workers are more educated than Western Adelaide's workers with 62.2 per cent of workers with formal qualifications compared to 60.3 per cent for Western Adelaide.

Employed residents by age

The median age for employed residents in West Torrens is 39 years compared to 40 years and 41 years for Western Adelaide and Greater Adelaide (GCCSA) respectively.


There is a noticeable over-representation of persons aged 25-34 years resident in West Torrens compared to both Western Adelaide and Greater Adelaide (GCCSA) and has a slightly lower representation of persons aged over 44 years.

Employed residents by qualifications

West Torrens residents are more likely to hold university and equivalent qualifications than vocational qualifications than Western Adelaide and Greater Adelaide workers.

This is reflected in the high proportion of residents whose occupation is classified as professional.



A black Eames-style chair is positioned in the center of the frame. A white rectangular sign is placed on the seat of the chair. The sign contains the text 'THINK OUTSIDE THE BOX' in a bold, blue, sans-serif font, arranged in three lines. The background is a light-colored wall with soft shadows cast by the chair and the sign. The overall lighting is soft and even, highlighting the textures of the chair and the sign.

**THINK
OUTSIDE
THE BOX**

Economic development and West Torrens

Informing our strategic priorities

The City of West Torrens takes an active role in identifying the future needs and aspirations of business located in the region.

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 expanding the range of amenities and vibrancy of a retail precinct.

Phil Hudson from Hudson Howells Consulting was engaged to conduct a business confidence survey across all industry sectors in West Torrens during November 2018. They are a consultancy with extensive experience in the design and implementation of research projects and have worked closely with the City of West Torrens.

Consultation

Thirty five corporates/organisations were contacted and offered the opportunity to participate in the industry consultation. This industry consultation tells us that our businesses believe that our economic strengths are:

- Strong retail offering.
- Beneficial industrial zoning.
- Thebarton Biotech Hub and incubator precinct.
- Access to retail and convenience shopping – improves work/life balance.
- Diverse economy.
- Western region approach to economic development.
- Coastal access.
- Council's proximity to a range of tourism, recreation and sport attractions.

- Access to Adelaide Airport including proximity to businesses for interstate and international business visitors.
- Adelaide Airport – a major employment generator.
- Access to business accommodation including Adelaide City and the Airport.
- Good access to Port Adelaide for shipping services.
- Excellent sporting facilities.
- Access to southern and northern suburbs.
- Access to Council via the North South Express-way.
- West Thebarton Road upgrade.
- Phillips Street (Queen Street to Port Road) upgrade.

Key challenges for West Torrens according to our businesses:

- Improving employment access for residents.
- Recognising the importance of Adelaide Airport as an employment generator and hub for associated business investment.
- Improving provisions and access to training and skills development for residents.
- Recognising the need to encourage generation of new job opportunities to meet the needs of a growing population and that stimulate greater employment sustainability in the region and improved access of local jobs.

Businesses consulted have identified that the business and economic weaknesses are:

- High council rates.
- Adelaide Airport curfew
- Road infrastructure and access to Adelaide Airport.
- Road access to some businesses including Railway Terrace and back roads.
- Lack of engagement with Council on economic development.
- Lack of rate incentives/reductions for businesses.
- The decline of some key local industries (e.g. sport – golf, bowls, etc).
- Ongoing South Road congestion.
- Car parking in community areas.
- Torrens River/Brickworks Markets gardening and overgrown vegetation.
- No activation or plan for the old market kiln.
- Traffic access to Brickworks Markets.
- Disruptive road works, especially West Thebarton Road.
- Loss of Tech in SA from Thebarton.

Major issues and trends for business development are:

- Ageing population.
- Commercial opportunity for external signage facing South Road.
- Taking advantage of export opportunities.
- Council region competitive advantages.
- Proximity to Adelaide Airport.
- Proximity to business and tourist accommodation.
- Proximity to the CBD.
- Location between the city and coast.
- The heritage nature and historical iconic relevance of the Brickworks kiln is very significant.



Economic development and West Torrens

Informing our strategic priorities

Drivers of future economic development in the West Torrens region:

- Defence (companies seeking head offices).
- Federal Government defence spending triggering private sector investment.
- Advanced manufacturing.
- Aerospace.
- Cyber security.
- Artificial intelligence.
- Digital disruption.
- Tourism.
- Sport/events.
- Health.
- Seniors living and services.
- Creative industries.
- Education.
- Renewables.
- The decline of manufacturing.
- Residential development.
- Construction sector.
- Industry and business development opportunities.
- Aviation business development.
- Golf tourism based on the two highly rated courses in the Council region.
- Better use of regional facilities for business conferences, meetings etc. (e.g. Golf Clubs).
- Attraction of major events to the region taking advantage of the excellent sporting facilities.
- Working regionally through the Western Region alliance, stronger together.
- Working collaboratively to avoid duplication, assist with strengths and promoting Western Adelaide as a great place to do business.
- Supporting residential communities.
- Increased densities can have noise impacts on the community.
- Planning policies should include the National Airports Safeguarding Framework.
- Airports should be protected to ensure that development does not compromise aircraft safety in operational airspace, avoids increasing risk to public safety in public zones and that development mitigates adverse impacts of aircraft noise and is compatible with forecast levels of aircraft noise.
- Golf course noise and its impact on contiguous residential zones, especially early morning golf course preparation.
- Additional residential growth within the area would benefit our sales growth. Higher density housing would also see greater population growth within the area.
- Increased residential densities have been increasing foot traffic and sales.
- Greater residential development has led to better services for local businesses.
- Increase in residential density can help to support the provision of public transport along strategic routes which will help to strengthen the appeal of living in Western Adelaide and draw more residents to the area.
- An increase in residential density provides a variety of housing stock which assists in meeting the needs of the community. It also helps to support the growth of small business through the provision of services and construction jobs.

Challenges and opportunities for Council

Economic development is not widely understood by the community at large and as reported earlier can be defined through the standard of living and creation of jobs, attracting and maintaining business activity and the support of innovation.

The research and consultation undertaken indicate some important trends and considerations for Council's EDP.

While global, national and state socio-economic trends and forecasts indicate steady economic conditions but with potentially subdued growth prospects in coming years, industry, land use and infrastructure are changing in West Torrens as reflected in the industry consultation.

This presents both opportunities and challenges for Council including, for example:

- Improving road infrastructure delivering better access and business efficiencies, but causing disruption during construction.

- Transition to higher density housing increasing demand, business opportunities and a better work/life balance, but having associated noise concerns for local businesses and residents.

These infrastructure and residential changes are being accompanied by changes in industry structure and land uses, with a move towards higher value added manufacturing and higher value land use (e.g. technology precincts and higher density residential).

Key future growth industries recommended for consideration in Council's economic development strategy include:

- Defence, tourism, sports and events and advanced manufacturing and technologies.
- Health, seniors living and aged care services.



Economic development and West Torrens

Informing our strategic priorities

Development and growth of these industries will also be driven by Council's key economic strengths for investment and business attraction including:

- Access to Adelaide Airport including proximity to businesses for interstate and international business visitors.
- Adelaide Airport – A major employment generator with strong regional multiplier and supply chain effects.
- An improving lifestyle with access to retail and convenience shopping improving work/life balance.
- Quick and easy access to business accommodation including Adelaide City and the Airport.
- Good access to Port Adelaide for shipping services.
- Improving road infrastructure.

Given the above, and the preceding economic analysis, there are many other important issues that will need to be considered alongside the external economic analysis in Council's economic strategy formulation.

It is recommended that Council give consideration to the following in its economic development strategy:

- The potential for industry clusters and cluster development within West Torrens and potentially in collaboration with adjoining

councils. For example, defence, tourism, advanced manufacturing and technologies, health, aged care and seniors living.

- Council place-making in support of the above clusters.
- International business, export market development and investment initiatives in support of these clusters, potentially in collaboration with the State Government and neighbouring councils.
- Economic and urban development initiatives that support a younger demographic profile including, for example, the attraction of education institutions, provision of student accommodation and associated entertainment precincts. Tourism initiatives that take advantage of the city's tourism assets – tours, festivals, events, signage.
- Strengthen strategic transport freight links such as the North South Corridor

Finally, and implicit in many of the above initiatives, a strong correlation between the city's economic and urban development strategies is essential. It will be important, for example, for future planning to reflect economic development priorities and clusters to achieve long-term economic growth in West Torrens.

Conclusion

The City of West Torrens Economic Development Plan 2025 (EDP) is a key strategic document that sets a five year plan to deliver achievable and measurable actions through five key economic strategic areas.

The EDP supports prioritisation of projects and programs through the five key strategic action areas that will enhance and cement our competitive advantage into the future, by looking to help build prosperity and encourage economic development.

Further, it looks to encourage a thriving business environment to promote economic growth and sustain economic development.

This Plan strongly recognises the importance of community involvement as it is the cornerstone to city growth, vibrancy and culture and how community involvement is the crucial element in fostering an exciting and inviting city. With the focus on embracing innovation and digital evolution for the betterment of the community, regional collaboration and by leveraging the economic benefits of the Adelaide Airport upgrade, this plan seeks to create opportunities that develop skills and capacity of businesses for a connected vibrant community.

Resources

REMPLAN Modelling and Analysis System, developed by REMPLAN utilises the following sources:

2016 ABS Census Journey to Work Employment Data (Scaled); 2015 / 2016 ABS National Input Output Tables;

June 2017 ABS Gross State Product;

Area specific data for West Torrens, Western Adelaide, Greater Adelaide (GCCSA) and South Australia.

Population Projections:

South Australia Government Department of Planning, Transport and Infrastructure, Population Projections for South Australian Local Government Areas, 2011-31, 2016 Release

Population Data:

ABS Catalogue number 3218.0 "Population Estimated by Local Government, 2007 to 2017".

Workforce and Employed Resident Overview:

2011 and 2016 Scaled Census Data for the West Torrens, Western Adelaide, Greater Adelaide (GCCSA) and South Australia.

Employment data by: Industry, Occupation, Age, Level of Education.



City of
West Torrens

Between the City and the Sea

165 Sir Donald Bradman Drive, Hilton

P: (08) 8416 6333

E: csu@wtcc.sa.gov.au

W: westtorrens.sa.gov.au