

Economic Development Plan



Adopted by Campbelltown City Council on 16 February 2021

Providing a quality lifestyle



Economic Development Plan 2024 for Campbelltown City Council

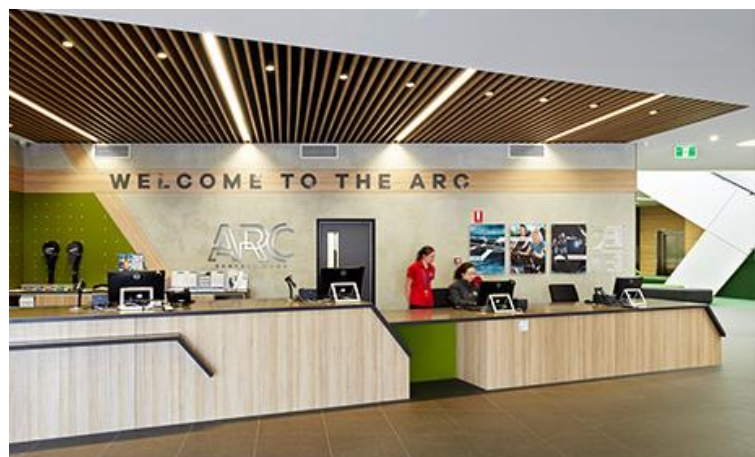
The **Economic Development Plan 2024** builds on the research, considerations and actions contained within Council's Economic Development Plan 2020 which was developed in cooperation between Campbelltown City Council and The South Australian Centre for Economic Studies at The University of Adelaide. The development of the 2024 Plan has involved a thorough review of the economic development initiatives undertaken by Council since the 2020 Plan was adopted in April 2018, and a re-evaluation of the economic development priorities for the coming four years.

As a key Strategic Plan identified in Council's overarching Strategic Plan, the **Economic Development Plan 2024** has been developed as a four-year plan to allow for alignment with Council's other Strategic Plans and longer-term planning, rather than the previous two-year plan adopted in 2018 which aligned with the end of Council's Strategic Plan 2010-2020. A key objective of the **Economic Development Plan 2024** is to help drive the objectives of Council's new Strategic Plan 2024 which is being developed concurrently.

Council acknowledges Associate Professor Michael O'Neil (Executive Director of SACES) and his team for all of their early analyses undertaken during the development of the 2020 Plan. The new 2024 Plan has been developed by Council's Economic Development Staff who acknowledge the support from Council Staff throughout the organisation as well as the input from local businesses and Community members.



Support Local Business bus shelter campaign



Campbelltown Aquatic and Recreation Centre (The ARC)

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1. Introduction

Campbelltown City Council's Economic Development Plan 2024 (ED Plan 2024) is one of the strategic management plans aligned to Council's Strategic Plan 2024.

The ED Plan identifies the strengths, opportunities and gaps within the Council area that influence people's quality of life by improving liveability in the area through an economic improvement lens.

Development of the ED Plan involved:

Phase 1: Reviewing the Economic Development Plan 2020

The Economic Development Plan 2020 (ED Plan 2020) identified a number of economic development initiatives and actions for consideration. From the time of the adoption of the ED Plan 2020 in April 2018, work on these actions commenced and as they progressed, Staff continually monitored and reviewed the associated Action Plan 2020.

Economic research was also reviewed with key indicators for economic development updated for inclusion in the 2024 ED Plan including:

- population and demographic data;
- current activities and key events that contribute to economic development;
- key business sectors;
- current and recent proposals and approvals for residential, commercial and industrial development;
- issues such as transport, aged accommodation, under-utilised assets and services; and
- State and regional proposals with potential implications for Campbelltown City Council.

Phase 2: Developing the Economic Development Plan 2024

Community, Staff and Elected Member feedback provided during consultation on Council's Draft Strategic Plan 2024 was reviewed to incorporate the economic development implications into the new ED Plan. 116 local residents contributed to this consultation, offering over 400 suggestions for Council to consider going forward.

The new ED Plan 2024 thus provides a strategic direction and sets priority actions for the coming four years. Local businesses and Community members are invited to provide feedback on the Draft before the Final plan is adopted.

The ED Plan 2024 will be accompanied by a new Action Plan to 2024 for Council Staff to review and update annually. The Action Plan will identify the next priority areas of action for Council going forward.

2. Process of Local Economic Development

Local and regional economic growth is driven from endogenous capital, i.e. assets from within the region such as new investment to upgrade facilities, undertake renovations or redevelop precincts. New theories of growth emphasise the particular role of endogenous human capital (i.e. local actors) as critically important. Better (i.e. skilled) local actors who are capable of using local assets more efficiently in response to market opportunities leads to innovation and ultimately drives growth within the region.

Primary economic drivers include:

- skilled people and high levels of human capital;
- entrepreneurship;
- innovation (both technological and non-technological);
- equipment embodying technology; and
- quality of other inputs/intermediate goods.

Supporting socio-economic factors include:

- education and training, vocational skills;
- family and community services;
- health services;
- housing;
- recreation, sport, arts, culture, facilities and events;
- environment; and
- land-use planning.

Supporting infrastructure includes:

- transport (road, rail, shipping);
- communications such as broadband access; and
- energy and water supply.

Consistent with this approach is the understanding that existing businesses form the backbone of regional and local economies and shape the strength and resilience of the economies in which they operate. Further, on average, some two-thirds of additional business investment in local and regional economies over time comes from existing local businesses and new start-ups by local people. Local start-ups reflect entrepreneurial spirit, bringing new lifeblood to local and regional economies and adding to the vibrancy of local communities. Supporting established businesses and creating a culture that encourages entrepreneurship (one of the primary economic drivers) are clearly central to an effective economic development strategy. Individual councils as well as regional alliances such as the ERA (Eastern Region Alliance, comprising the Cities of Burnside, Campbelltown, Norwood Payneham and St Peters, Prospect, Unley and the Town of Walkerville) can offer a range of support for economic development.

3. Our Economic Environment

Latest estimates of population growth indicate that Campbelltown's estimated resident population was 52,192 persons in 2019. The Council area has the largest population among the ERA councils, accounting for almost one quarter of ERA's population of 203,792 persons. With 21.4 persons per hectare, Campbelltown – along with the other councils within the ERA – has one of the highest population densities among South Australian LGAs. Within Campbelltown, the suburbs of Magill, Hectorville and Tranmere have the highest population densities.



Residential housing in Campbelltown, located between the city and the hills of Adelaide

As a middle-sized council with already one of the highest population densities and the lowest general rates in the state, population forecasts suggest that Campbelltown will experience strong population growth out to 2031 at an average annual growth rate of 1.5%.

The City's residents are relatively older compared to the metropolitan average. While the median age of Campbelltown's population was not

statistically different from the rest of the State (41 years in 2016 compared to 39 years for Greater Adelaide), persons aged 65 years and over comprised 21% of the population in 2016, compared to 17% for Greater Adelaide. If people choose to age in place coupled with combinations of incentive-based public policies and higher land and house prices, then there will be both higher demand for lifestyle-based aged care units and further opportunities for block subdivisions and infill development.

In terms of employment generation in the City, the health care and social assistance industry creates the largest proportion of jobs (19%) of total employment. Also generating high levels of employment are the retail trade industry, including food, motor vehicle, fuel, and other store-based retailing (16%) and the education and training industry (15%). Light manufacturing and construction industries respectively account for about 9% of employment.

The top three occupations are professionals (who tend to hold a Bachelor degree or higher; 1,852 people; 21%), community and personal service workers (e.g. providers of support in health, aged care, child care, policing, hospitality, sport; 1,315 people; 15%) and clerical and

Note: Demographic data obtained from 2016 Census of Population and Housing (Australian Bureau of Statistics), with forecasts and analyses by .idCommunity and REMPLAN Economy.

administrative workers (who tend to provide support to managers or professionals; 1,184 people; 13%).

Small Area Labour Markets data published by the Department of Employment in 2017 suggests that unemployment for Campbelltown has historically remained below the state average. The 'smoothed' unemployment rate for Campbelltown in the decade to 2017 was estimated at 6.0%, marginally lower than the corresponding state figure of 6.1%. The unemployment rate in Campbelltown in the quarter to December 2019 was 5.6%, with each of the quarters from March 2018 to December 2019 ranging from 4.9% to 5.6%.

The equivalised household income adjusts household income by household's size and composition. After adjusting for household size and composition, Campbelltown's median equivalised household incomes were not statistically different compared to other areas.

The City has experienced strong growth in the value of building approvals, with growth double the state average in recent years. ABS Building Approvals data shows Campbelltown building approvals were valued at \$220.5 million in 2018/19, of which residential approvals were valued at \$204.9 million and non-residential at \$15.6 million. In the five years to 2018/19, the value of building approvals increased by 96% (up more than \$100 million), a much larger growth compared to South Australia during that time (19%).



Aerial view of Campbelltown Library and residential housing

The overwhelming majority of development applications lodged and approved over the past decade are of a residential nature. Substantial residential infill development has occurred, particularly within the last five years since the introduction of new planning zones to promote diversity of housing (Residential Regeneration Policy Area 3). However, only a few substantial commercial or industrial proposals occurred over that period. Non-residential approvals have contracted on average since 2009/10 (with non-residential including commercial and industrial buildings such as retail, offices, factories; and educational, health, aged care, entertainment and recreation facilities). Of the development approvals in the commercial/industrial category (new and fit-out), only 11 applications had an estimated value of more than \$1 million, and only three of these were valued at \$2 million or more. Notable recent development applications have included a new discount supermarket chain in 2017, the redevelopment of two sports and community facilities in 2018 and 2020, and a new child care centre and new aged care accommodation in 2020.

More than 14,600 ABNs are registered in the City¹. As many of these are trusts and investment funds, the estimated business count in the City is approximately 3,800–4,200. A large portion of these are non-employing businesses so the estimated number of businesses employing 1 or more staff in the City is 1,036.

Council data shows that Campbelltown Council is home to some 742 commercial properties. Approximately 30% refer to landowners operating a commercial/industrial business from a self-owned property, with some 70% being commercial/industrial tenants operating businesses on leased land within the City. There are also 642 parcels of vacant land within the City.

Additionally there were 820 residents who worked from home in home-based businesses in the City in 2016, representing 3.6% of the population (compared to 2.8% in 2011). This compares to 4.2% for the ERA area and 3.6% for Greater Adelaide.

Data suggests a high proportion of existing local businesses fall into the following sectors: food industry (27%), retail (18%), general services (e.g. hairdressing, financial, cleaning services; 18%), and trades (e.g. plumbing, electrical, mechanical; 17%).



Magill Village signage

There are three main education precincts in the City namely the University Precinct at Magill, the High School Precinct at Paradise (Charles Campbell College, with Saint Ignatius' College some 2km to the east in Athelstone) and the High School Precinct at Rostrevor (Norwood Morialta High School Middle Campus and Rostrevor College which is just outside the Council area). These precincts are supported by local Primary Schools and Pre-Schools throughout the City.

There are also several large retail precincts. These include Newton Village Shopping Centre, Newton Central Shopping Centre (formerly Newton Centro) and the adjacent Jan Street precinct, Campbelltown Shopping Centre and Stocks Corner, Magill Village, Romeo's Foodland and Zanatta Court at Hectorville, and Athelstone Shopping Centre. Additionally there is a key health precinct located at Lower North East Road Campbelltown and several residential aged care facilities in the City.

¹ Note this figure includes registered ABNs for trusts, investments, rental properties, superannuation funds, religious institutions, charities, arms of government as well as businesses.

Council hosts and supports a wide range of events and programs for local residents and visitors including for example the Moonlight Markets, Pizza Festival, Flavours of Campbelltown Food Trail, Library events, Tasting Australia events, Campbelltown Art Show, Christmas Parade, and on several occasions a Tour Down Under Stage Finish.

The redeveloped Council-owned Campbelltown Aquatic and Recreation Centre, known as The ARC Campbelltown, reopened with an indoor pool, gym, basketball and squash courts among other facilities in 2016, following the redevelopment of the Campbelltown Function Centre in 2014 and the Campbelltown Library in 2011.

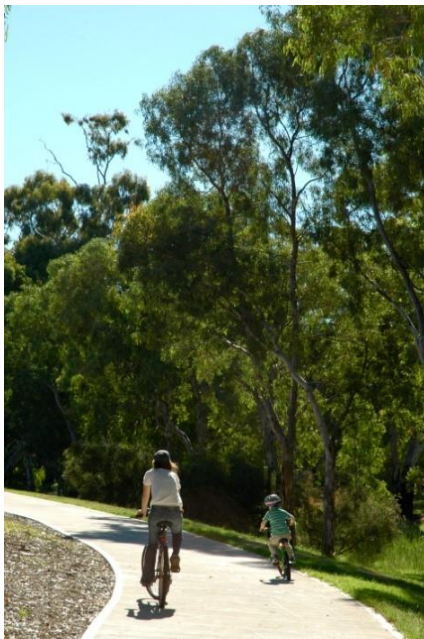


Campbelltown Moonlight Markets

Combined with the many natural and built features of the City (e.g. Thorndon Park, River Torrens Linear Park, Fourth Creek Trail), these attractions provide a range of opportunities for both leisure and economic benefit to the City of Campbelltown.



Tour Down Under Stage Finish, Foxfield Oval 2017



Cycling the Linear Park trail



Local food industry business

4. Current Conditions (COVID-19)

This Plan has been developed during the global coronavirus disease 2019 (COVID-19) pandemic which has indeed had a notable impact on people and the economy, with research from the SA Centre for Economic Studies (SACES) reporting that it will take years for the national and South Australian economies to return to full output and employment following the COVID-19 pandemic.

Highlights from this research suggest that unemployment in South Australia will rise to 10% by June 2021 and remain high into 2022; Economic output will not recover for a year or more; High household debt will hold back consumption; and Small businesses have depleted their financial reserves.

We are yet to know how the COVID-19 pandemic will play out in the long term at the local level, but economic analysis conducted by REMPLAN economic and demographic specialists estimate the following immediate impacts within the City of Campbelltown:

MEASURE	PRE-COVID-19	JUL 2020	FALL	COMMENT
Employment (total jobs in the City)	10,043	9,789	2.5 %	Greatest decrease in numbers was in the Retail Trade sector
Output (monthly)	\$203.51 m	\$193.83 m	4.8 %	Greatest decrease was in Rental, Hiring & Real Estate Services
Wages & Salaries (monthly expenditure)	\$56.57 m	\$55.11 m	2.6 %	Greatest decrease was in the Education & Training sector

To date Council's response to the pandemic has included a range of measures dealing with the short term consequences of COVID-19, and Council will continue to review the situation to provide services to help recover and rebuild the local economy. Examples of measures undertaken so far include:

- Rate Relief measures for ratepayers (e.g. delayed due dates, no interest payments)
- Fast-tracking the payment of invoices to local businesses to improve their cash flow
- Provision of services e.g. at the Library and The ARC Campbelltown as suitable within Guidelines
- Investment in a "Shop Local" campaign and promotion of the national Go Local First campaign to support local businesses
- Creation of a Business Support web page on Council's website to help businesses find specific business information relating to COVID-19 support
- Creation of additional web pages including:

- Local shopping precincts map and information
- Support Local Business (focus on food and beverages)
- Be Kind Campbelltown (to bring the Community together to shop local and support wellbeing)
- In collaboration with Propel SA, the three partnering Propel SA Councils have been supporting small businesses directly:
 - Free 12-month Propel SA membership offer
 - Free COVID-19 support packs
 - Co-hosting of webinars

The COVID-19 pandemic reinforces the importance of a strong economy and the Economic Development Plan 2024 provides scope throughout each of the themes to accommodate the possibility of long term structural economic impacts. Council recognises it can assist by supporting and serving the needs of local business people and providing a range of value-adding services through the implementation of a Plan built on strong foundations of good governance, leadership, collaboration and partnerships.

What is already happening:

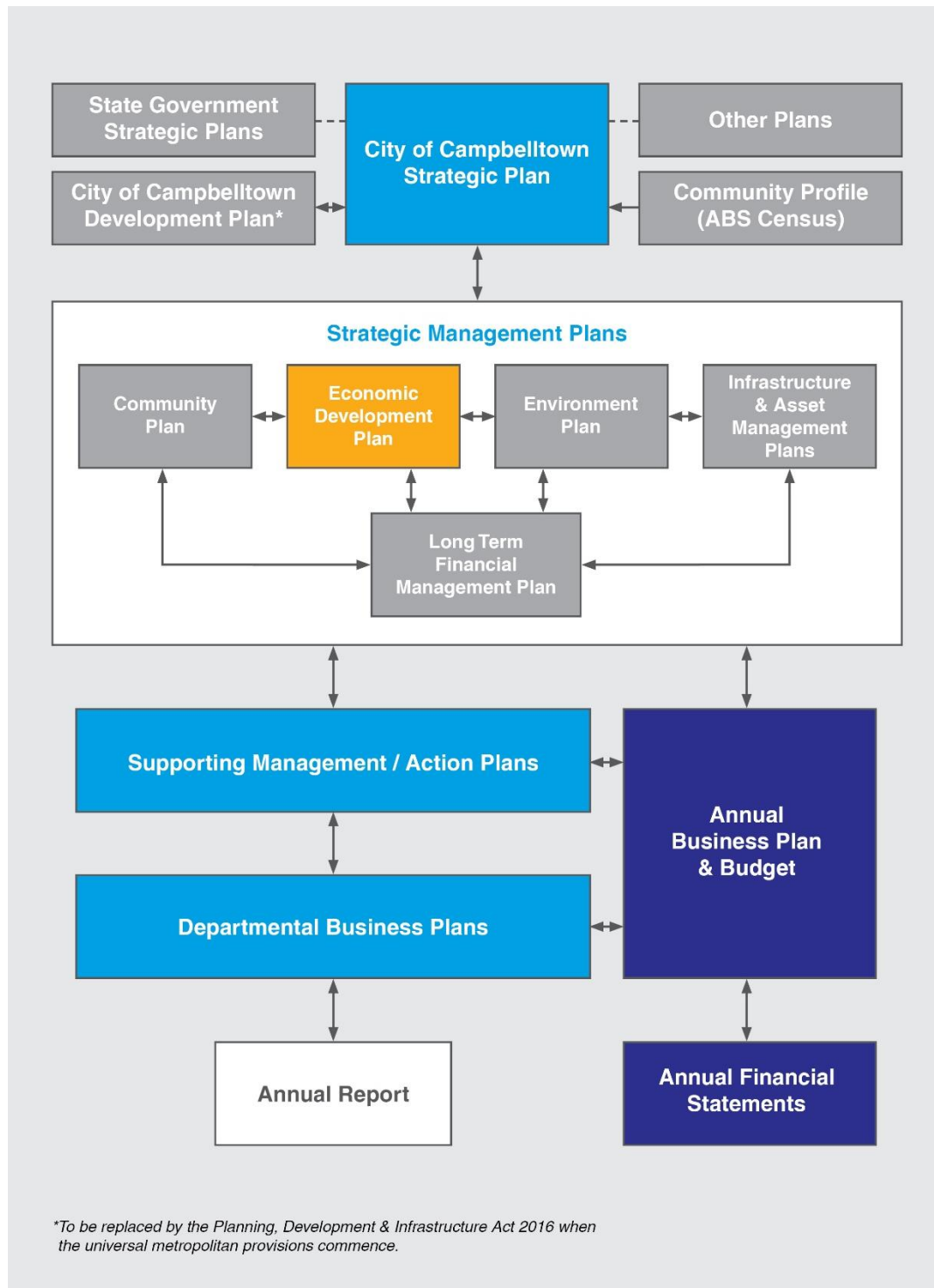
- Monitoring and managing the restrictions and responsibilities when providing services to the community
- Rate Relief measures for ratepayers
- Fast-tracking the payment of invoices to local businesses
- Securing of State Government Economic Stimulus Funding
- Applying for additional State Government funding (e.g. Open Space Grants)
- Working with Propel SA to support local businesses
- Providing information and new services to support local businesses and the community to recover and rebuild from COVID-19 (see previous page for specific examples)
- Reviewing the impacts of COVID-19 including the impact on local Employment, Output and Wages and Salaries

What Council will consider:

- Research in more depth how the pandemic impacts the following at the local level:
 - work patterns including working from home patterns, transport preferences (travel to work), and impact on local spending patterns
 - distribution of growth (which areas have been advantaged and disadvantaged)
 - use of public and private transport
 - migration into and out of the City including how border closures impact growth in Campbelltown City Council
 - education in the City including international student numbers, impacts on school viability and development of skills in the region
 - housing demand including new development and impact on urban planning and car parking
 - demand for new technology and internet data (and associated infrastructure)
 - social impacts including mental health
- Develop new initiatives in response to the above-mentioned research findings
- Research and apply for new grants as they arise (where suitable)

5. Campbelltown City Council's Strategic Planning Framework

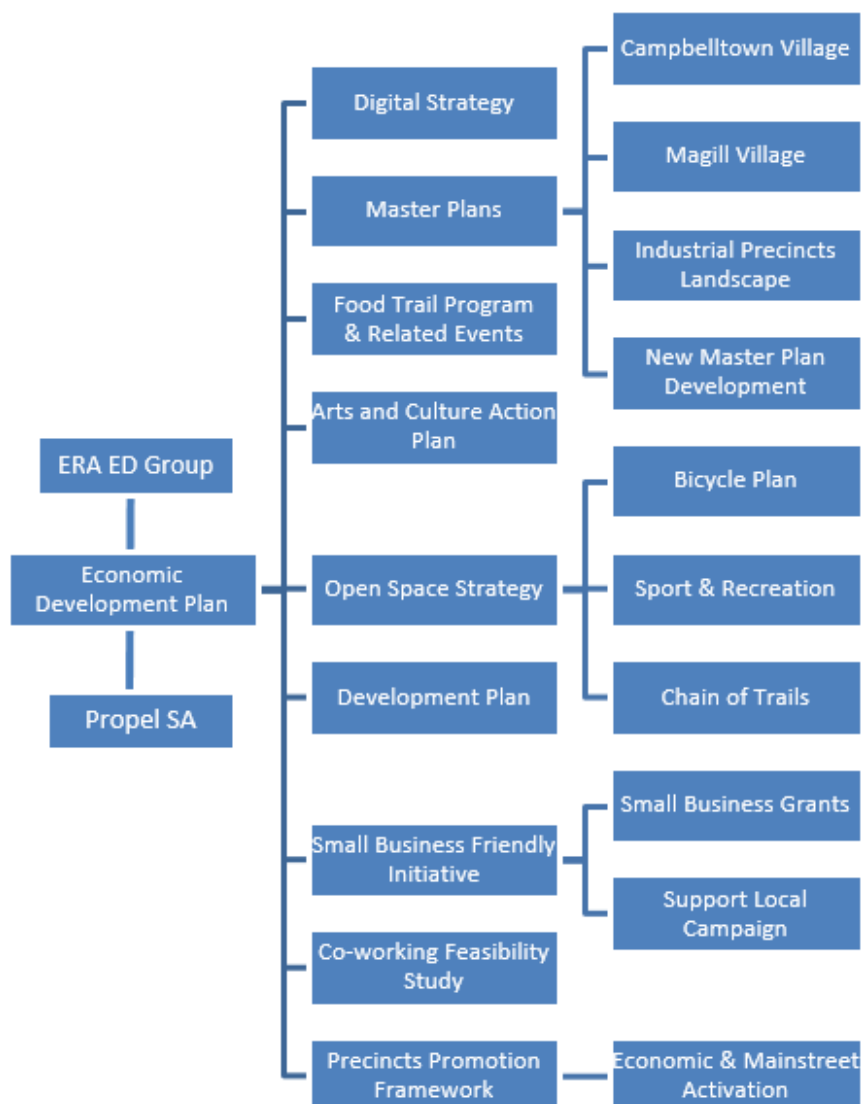
Campbelltown City Council has an integrated planning framework which ensures alignment between key plans and actions.



All Councils in South Australia are required to maintain and implement a Strategic Plan to set the direction for the local area for a period of at least 4 years. Councils are also able to have other key Plans as part of their Strategic Plan suite, and these documents also need to be developed for a period of at least 4 years.

During 2020, Campbelltown City Council has been reviewing and creating our Strategic Plan and other key Plans that focus on planning for the Environment, Social issues, Council owned Assets and this Plan focusing on Economic Development. Each of these plans has been developed to take us to the year 2024 and they are each aligned to Council's new Strategic Vision: *"A safe, sustainable, vibrant Community"*.

The Economic Development Plan sets the high-level overarching direction and focus for our economic efforts. Specific plans, projects and strategies support the implementation of this Plan. Some of these have already been developed while others will be developed over the life of this Plan.



6. Underpinning concepts

The following concepts underpin the development of the ED Plan:

- 1) The development of a robust plan relies on an evaluation of both the research and consultation findings;
- 2) The role of Council will vary to involve leadership, communication, partnership, advocacy and support; and
- 3) Economic development utilises the natural, built, human and institutional resources of the community. It includes physical or tangible aspects (e.g. precincts and housing) as well as intangible opportunities such as education, participation, motivation and diversity.



Local shopping centre



Construction of the upgraded Campbelltown Aquatic and Recreation Centre (The ARC Campbelltown)

Values

A number of principal values are also recognised in the development of the ED Plan:

- 1) The ultimate purpose of economic planning is to improve the quality of life and standard of living for all in the community through the pursuit of excellence in all we do;
- 2) A broad variety of opportunities should be supported for people to secure their livelihood and increase economic independence;
- 3) The protection of our natural environment, as a key economic asset, should be incorporated into the promotion of economic development; and
- 4) Council should continue to focus on issues that it can impact by considering both shorter- and longer-term goals and actions.

7. Strong Foundations

The success of the ED Plan is not only what it will deliver but how it is delivered. Council has identified foundational elements that will support the successful implementation of the Plan.

Good governance & leadership

Implementing the ED Plan is everybody's business and involves various teams across Council. Coordination of actions are led by the Economic Development and Innovation department.

The intent in resourcing this plan is (1) to align funding from existing budget lines and programs from within existing departments where practicable, as subject to Council's annual business plan and budget process, and (2) via applications for externally funded grants to facilitate key works and projects where possible.

Economic Development Advisory Committee (EDAC)

Council's Economic Development Advisory Committee comprises three Council Elected Members, three independent members and one representative of Propel SA. The Committee meets four times per year to provide strategic and specific guidance to Council on economic development matters including new budget bids. Recent recommendations from the Committee have included enhancing the Food Trail, exploration of a co-working space, future use options for the Brookside Cellars venue, business support opportunities, grants and mentoring particularly in light of the impacts of COVID-19.

Eastern Region Alliance (ERA)

The ERA is a group of six eastern metropolitan councils who voluntarily work together for the benefit of their local communities and the eastern region. One portfolio addressed by the ERA is Economic Development, with Campbelltown Council hosting the ERA Economic Development Manager.

The ERA region boasts an \$11.3b economy with over 80,000 jobs and almost 27,000 registered ABNs including 7,975 businesses employing 1 or more staff. This is a significant economy with its own challenges and opportunities in the future.

In recent years ERA's economic development initiatives have focused on identifying industry clusters in the region, the Creative Industry sector and capitalising on the emerging Digital Economy.

ERA's present economic development priorities include regional promotion as a great place for business, Policy and Advocacy, and other ways of supporting local businesses.

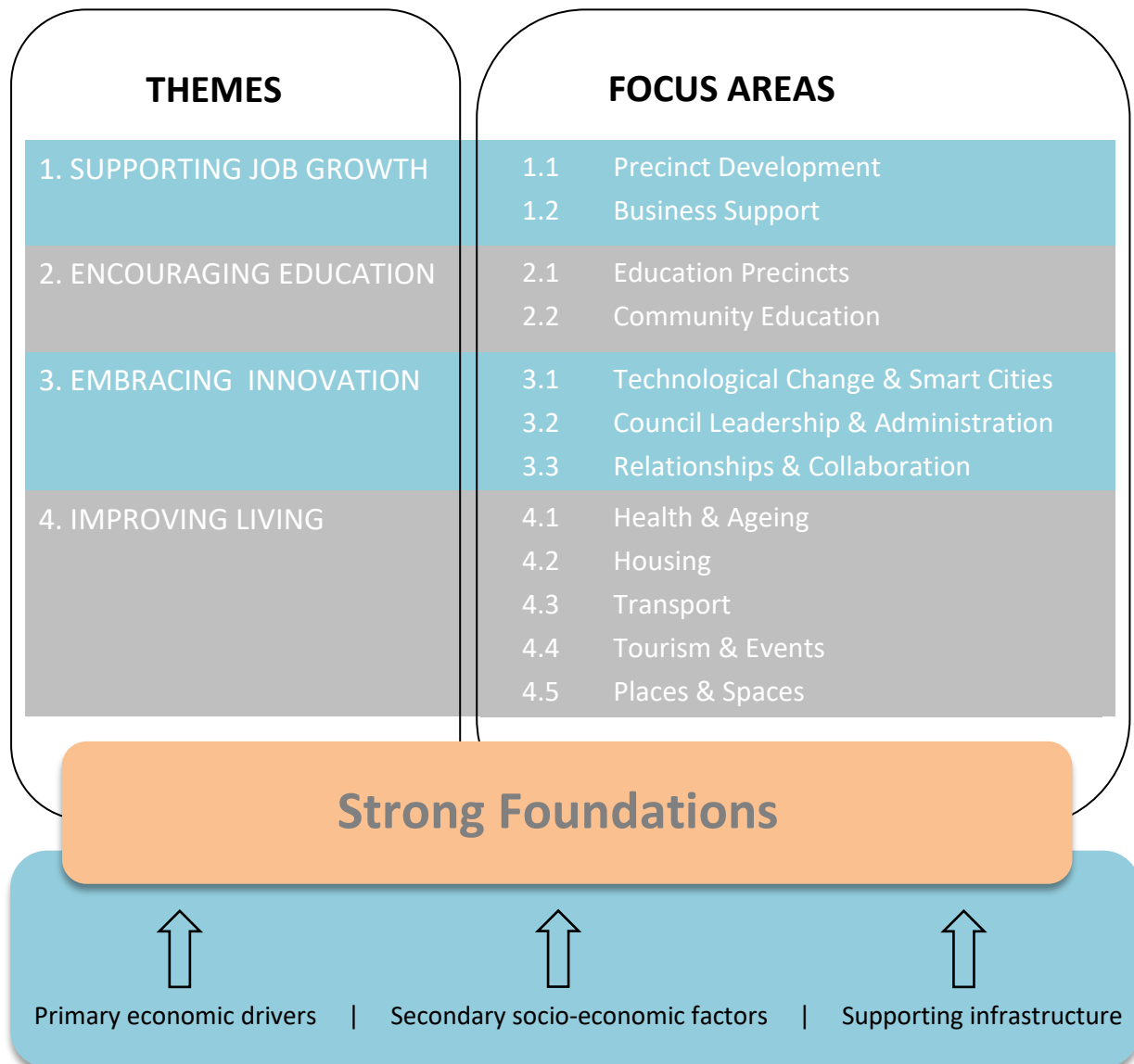
Collaboration & Partnerships

The successful delivery of many parts of the Plan requires working collaboratively with other partners including local businesses, small business support services such as Propel SA, adjacent Councils, the Eastern Region Alliance, State and Federal Government, education organisations, non-government organisations and, importantly, local people.

8. Structure

The ED Plan is built around a series of four **themes**, developed and shaped based on the research and consultation process undertaken for this project and in line with the primary economic drivers, supporting socio-economic factors and supporting infrastructure identified in Section 2. Each theme includes a number of areas which Council will **focus** on up to 2024. All of these are underpinned by 'Strong Foundations'.

For each focus area, information is provided to illustrate the context, any ongoing actions, what has recently been achieved, and areas for consideration going forward. The corresponding actions will be updated on an annual basis with the support of Individual Business Units within Council to help lead and coordinate the delivery and reporting where relevant to their programs.



9. Themes and Focus Areas

1. SUPPORTING JOB GROWTH

Objective: Facilitate the conditions for small businesses to prosper and the City's precincts to thrive, contributing to economic growth and creating local employment opportunities.

Local businesses are essential for the growth and development of the economy. While the business community is essential for creating jobs and driving economic growth, Council also recognises the ways in which Council actions affect local businesses and the impact this has on the economy.

Council plays an important role in advocating for local employment for example through zoning policy, support to and partnerships with local businesses, strategies to promote local assets and attractions, and the redevelopment of precincts to increase foot traffic and visitors.

Council not only seeks to fill the gaps in the local economy such as by helping attract new investments, but also recognises the considerable resources contained within the local business community. As such supporting job growth refers to the two important components of protecting existing businesses as well as creating the conditions for competition and further investment.

"Our sales keep growing with time. If they didn't, then we'd be in the wrong location, and we would have moved" local business owner

A potential marketing and promotion tool for the Council area and local business is the longevity of business operations in the City and the fact many businesses are family owned and strongly supported by the local community. However as identified by businesses, there are barriers to employing people related to taxes and red tape they are expected to comply with. Council has limited influence over some of these issues but is working to reduce barriers in areas of influence (e.g. regulation, monitoring, or advocating for change).

Data

- Some 22,777 of the City's residents are in the workforce; 19.6% of these work within the Campbelltown Council area with a further 21.4% working in other ERA Council areas
- The City's business count is 3,874 businesses, with 1,036 businesses having one or more employees
- The Council area is home to over 700 commercial properties (or 1,000+ including industrial properties)
- More than 10,000 individuals are employed within the City, with 49.2% working full time
- 20% of people in employment within the City work in Health Care & Social Assistance
- The Retail Trade (including food) sector generates 15% of employment in the City
- The Education & Training sector accounts for 14.5% of the City's employment
- Construction generates 12.5% of total employment and Manufacturing only 4.7%
- There are an estimated 634 Tourism Jobs in the City (i.e. jobs supported by tourism or visitor-related activity)

RECENT ACHIEVEMENTS:

- Creation of the Economic Development and Innovation Department at Council, with additional resources allocated
- Economic Implications section now included in all Council Reports for economic analysis and consideration
- Accreditation as a Small Business Friendly Council
- Ongoing Small Business Grants Program established in 2020 offering grants of up to \$5000 per business for projects contributing to business growth and/or local economic development, or up to \$500 for specialist mentoring support
- Council significantly increased its level of investment in Propel SA to provide small business support services in partnership with the City of Burnside and the Town of Walkerville
- In collaboration with Propel SA, the three partnering Propel SA Councils have been supporting small businesses directly:
 - Free 12-month Propel SA membership offer
 - Free COVID-19 support packs developed
 - Co-hosting of webinars
- Creation of a Business Support web page on Council's website to help businesses find specific business information including but not exclusive to COVID-19 support
- Rollout of the Campbelltown Talent Bank ('skills register') pilot
- Creation of additional web pages including:
 - Local shopping precincts map and information
 - Support Local Business (focus on food and beverages)
 - Be Kind Campbelltown (to bring the Community together to shop local and support wellbeing)
- Investment in a "Shop Local" campaign and promotion of the national Go Local First campaign to support local businesses
- Collaborative Workspace Feasibility Study undertaken to establish demand for a collaborative or co-work space that supports home based businesses entrepreneurs, small business owners and those launching business ideas
- Industrial Precincts Landscape Master Plan adopted, with new signage installed at Magill and Newton Industrial Precincts to commence the streetscape improvements
- Sponsorship provided for one local resident to participate in the South Australian Young Entrepreneur Scheme for budding entrepreneurs to be mentored by business experts
- Magill Village undergrounding of power lines completed, with landscape and access improvements ready for works in 2021
- Planning for Campbelltown Village upgrades well underway
- Significant Council investment in sports infrastructure

Data

- There was a net increase of 168 new businesses in the City between July 2018 and June 2019
- 1,092 businesses had a business turnover of less than \$50,000 in 2018/2019, with a further 1,529 recording a turnover of \$50,000 to \$200,000
- 29 businesses recorded a turnover of over \$10 m
- Food Sector Regional Exports totalled \$47.3 m (12.7% of total Regional Exports) in 2019/2020
- Wages and Salaries paid to employees who work in the City area totalled \$678.8 m in 2019/2020
- Gross Regional Product increased by 6.2% from 2018 to 2019, reaching \$1,484.3 m
- Unemployment in the City rose from 5% in Dec 2018 to 5.6% in Dec 2019
- Unemployment also rose from Mar 2020 (pre-COVID-19) to Jul 2020, with an estimated fall in employment of 2.5% during this time (with peak decrease of 3.6% being in May 2020)
- JobSeeker and Youth Allowance recipients in the City totalled 2,655 (8.1% of 15-64 age population) in Jun 2020 compared to 1,158 (3.5%) in Jun 2019

1.1 Precinct Development

Key clusters form noticeable zones or districts in the City: three education precincts (the University precinct at Magill and the High School precincts at Paradise and Rostrevor); several large retail precincts; pockets of light industry; and the health precinct along Lower North East Road.

While the prospects for new large-scale development and industrial expansion is limited, there are good opportunities for retail (and other) precinct rejuvenation and activation.

The economic driver of demand growth and expenditure will come from population growth, residential infill and attracting tourists and others to the area. Investment growth will come from regeneration of retail facilities, tourism accommodation and supportive infrastructure in the City's precincts and residential developments.

Precinct developments that congregate foot traffic and provide greater amenity, 'lifestyle experiences' and functional activity are also capable of drawing in 'outsiders' to the region providing a boost to local incomes and expenditure. Boosting the attraction of all shopping centres and mainstreets for the current resident population and to attract shoppers from out of the council area is one component of "additionality in economic development". The intent is that the centres are activity hubs for more than shopping so people choose to go there and go there for more, rather than only as a necessity. Developing precincts into destinations will assist with this concept.

Data

- Magill Village Master Plan upgrades estimated at approx. \$10m between the Cities of Campbelltown and Burnside and the Federal Government
- Undergrounding of power lines at Magill Road completed (\$1m investment)
- Campbelltown Village Master Plan proposes some \$2.7m of upgrade works
- Private investment of \$10m for a revamp of Newton Village Shopping Centre (Montacute Rd)

What is already happening:

- Prioritisation of precincts in regards to Council investment
- Promoting and developing infrastructure to advance the Campbelltown Village and Magill Village developments
- Smart Cities sensor use (pedestrian counts, car parking data) at Magill Village
- Completion of Jan Street redevelopment
- Streetscape improvements at Forest and Reid Ave shops to improve experience
- Planning and design for improvements to other local shopping centre streetscapes such as Hectorville Road
- Precinct activation funding and resources
- Willingness for entrepreneurs' involvement and EOIs for opportunities

What Council will consider:

- Upgrades to industrial precincts to increase street amenity (Master Plan adopted but no funding committed)
- Leverage the physical space improvements by extending to virtual offerings as well
- New Entry Statements for Campbelltown Village
- Explore potential redevelopment of Council Offices precinct
- Feasibility study for new Arts Precinct
- Development of Precincts Promotion Framework
- Refine planning policy framework for shopping centres including micro businesses
- Explore potential future options for UniSA precinct
- Explore incentives in regards to car parking and rate rebates to encourage investment

1.2 Business Support

Employment growth will come from the labour intensive sectors of health, aged care and social assistance, education and training, and personal services such as retail, food, cafés, restaurants, recreation/fitness and small bars. The creative industries (e.g. design, IT) is also considered a large growth sector for Eastern Adelaide. There are a range of opportunities in the home-based business sector with reports showing growth in this field. It is acknowledged that small start-up businesses often emerge from residential settings and may grow quickly, and will need locations to grow into. Supporting new start-ups and entrepreneurs will be beneficial going forward (e.g. assisting access to angel investors/venture capital and removing red tape where possible), and this has been a recent focus for Council that will continue including through exploring a co-working space and helping businesses scale up through the entrepreneurial ecosystem.

Data

- The top four industries of employment for local Campbelltown residents in 2019 were Hospitals; Aged Care; Supermarkets/ Grocery Stores; and Cafés/Restaurants
- Home based businesses number 403 residents or 1.8% of the population of the City (2019)
- Micro businesses are reported to be flourishing across the East in general

What is already happening:

- Discussions with businesses interested in moving into the area and existing businesses requiring new sites in the future
- Processing Development Approvals
- Investigations into food business incubator
- Supporting organisations in the City with volunteer opportunities
- Council volunteering program
- Structured work experience / University placement programs for young people
- Relationships with employment agencies
- High speed broadband at Lochiel Park
- Investment off the back of master planning (e.g. Magill Institute linked to Magill Village)
- Promote the longevity of local businesses and the success of family-run business
- Shop local campaigning
- New business information provided online
- Business support services to strengthen financial competency including through Propel SA and Small Business Grants
- Co-working space feasibility study
- Local business case studies and promotion of local business heroes

What Council will consider:

- Examine industry willingness to grow the food manufacturing sector
- Explore the introduction of an annual business survey
- Opportunities for identifying new businesses and producing New Business Starter Packs
- Develop an opt-in register of home-based business and investigate support opportunities
- Create employment and/or entrepreneur pathways and explore opportunities for the facilitation of co-working spaces and partnerships to build the reputation of the City as a supporter of businesses innovation
- Explore new programs to inspire, equip and celebrate entrepreneurship in Campbelltown
- Assist businesses to navigate Council processes and reduce red tape
- Explore partnering with local not-for-profit to help place local people into employment
- Explore partnerships with youth (e.g. in delivering IT programs to local residents)
- Map local employment opportunities as well as local youth employment opportunities
- Encourage environmentally sustainable programs for businesses

2. ENCOURAGING EDUCATION

Objective: Foster human capital as a critical factor in enhancing economic growth through a productive, educated and skilled workforce.

An educated and skilled workforce increases participation of the local Community in economic growth. Education raises people's productivity and creativity and promotes entrepreneurship and technological advances. Through education, people connect with each other and this not only helps improve educational outcomes for the City but it also increases connectedness within the local community.

The University of South Australia (UniSA) Magill Campus is considered an 'anchor institution' of the City and the wider eastern region, with a global reputation for the creativity of its graduates. The quality of schools in the East is also a large drawcard for families. As Australia moves towards a knowledge-based economy, high quality schooling and tertiary education will become even more valuable.

"We moved to the area...because of the reputation of the schools" local resident, migrated from overseas

In addition to formal education channels (including preschool, school, university and other education and training institutions), informal education and the provision of timely, relevant information to community members more broadly (and ensuring it is accessible) is also a consideration of this theme. This includes for example educational programs offered at the Library, Council Office-based forums and workshops, and training programs conducted at The ARC such as Learn to Swim, Lifeguard and First Aid training. Not only are in-person learning opportunities considered, but so too are opportunities to extend learning from home and online education packages.

Data

- The Education and Training sector generates 14.5% of all employment in the City (1,460 jobs)
- Some 12,500 local residents attend an educational institution, with 4,111 enrolled in higher education (2019)
- 25.4% of people in the City had a Bachelor degree or Higher (21.2% for Greater Adelaide) in 2016
- A 1% increase in student achievement leads to an increase in GDP of 0.3%
- UniSA was ranked #1 in Australia for industry research income and #1 in the State for student experience and satisfaction in 2019
- UniSA was ranked #25 in the global top 50 universities under 50 years in 2020
- Council's Library plays an important role in education, with 1605 participants in over 194 Digital Literacy training events in 2018/2019
- Volunteer numbers at the Library reached 115 in 2019
- 6885 hours of Learn to Swim activities were carried out at The ARC in 2019/2020 from more than 20 different schools

RECENT ACHIEVEMENTS:

- Strengthened relationships with UniSA and local high schools
- Hosting of 10+ University placement students from Art, Architecture and Design; Business Human Resource Management; Social Work; Social Studies and Engineering over the past two years
- Creation of the Diversity Employment Program – an 18-month traineeship for a young person with a disability
- Sports Development, CPR, First Aid, Swim Instructor, Pool Lifeguard and Pool Operator courses delivered at The ARC in partnership with Aqualife and the Simon Black Academy
- Review of lifelong learning programs at the Library and continued delivery of community education programs such as Digital Literacy Workshops
- Homework support space for primary school students with volunteer tutors trialled at the Library
- Development of a Makerspace at the Campbelltown Library (operational from late 2020)

Data

- Education is one of the strongest predictors of good health. Those who do not complete Year 12 are found to experience greater difficulty in transitioning into post-school study and employment, and be more vulnerable to economic and social change with increased risk of experiencing longer periods of unemployment and relying on government income support.

Campbelltown Makerspace

The Makerspace provides equipment and resources for cross-disciplinary project based learning. For example, creating a 'wearable' piece of technology such as a solar powered backpack for charging phones could require a CNC machine to cut patterns, a sewing machine, soldering irons, a 3-D printer, wire cutting tools and a micro-controller. By providing the equipment necessary to complete such a project the Makerspace encourages users to try their hands at new skills without the need to invest in equipment that they might not use in other projects. This form of learning also encourages people with different experience to collaborate on projects and share practical skills in a peer supported life-long learning environment.

The Makerspace also encourages users to utilise other resources, with the Library providing physical books and magazines with maker projects, an eBook collection for makers and online video training via Lynda.com. In addition, users are introduced to popular online peer-support Maker resources such as instructables.com, a project sharing site, and Thingiverse, and are encouraged to share their own work with the wider Maker community.

The Makerspace provides the opportunity for community groups to utilise the space and work together. Those involved with the local Community Shed, Sewing Group, Art House and Repair Café are able to run events and promote their groups in the space.

2.1 Education Precincts

The High School precinct at Rostrevor offers opportunities with Norwood Morialta High School Middle Campus offering the International Baccalaureate and Accelerated STEM programs (Science, Technology, Engineering and Mathematics), and – although just outside of Campbelltown Council – Rostrevor College offers the Headstart Program whereby selected Year 12 students can undertake university subjects while completing their SACE. At the Paradise High School Precinct, Charles Campbell College offers specialist programs in Dance and Music, STEM subjects, Trades and Sports. St Ignatius in Athelstone offers specialty programs in Future Problem Solving and Information Technology as well as Environmental Leadership, Music, Drama and Philosophy.

The University of South Australia Magill Campus has played an important role in driving the demand for student and affordable accommodation and support for the Magill Village redevelopment on Magill Road through higher population and utilisation density. It is anticipated that the Magill Campus will have a key role as a training facility in health care and specifically aged care going forward, and Council could encourage and provide support for this noting the City's residents are relatively older compared to the metropolitan average and the high proportion of existing jobs in the City that already fall into the Health Care & Social Assistance sector (20%).

Data

- In 2016 there were:
 - 611 local residents attending Pre-school
 - 4,177 local residents attending Primary school
 - 2,858 local residents attending Secondary school
- 6% of local residents were attending a University in 2016
- 16% of local residents had a trade qualification
- 25% of local residents had a University qualification

What is already happening:

- Supporting the four local High Schools with student catchments from within the City
- Magill Village redevelopment neighbouring the UniSA Magill campus
- Partnership with the Simon Black Academy / Torrens University to deliver the Diploma of Sports Development (Elite) at The ARC
- Relationships with UniSA and Charles Campbell College staff and management
- Hosting of University and High School student placements
- Supporting trials of new education programs with overseas providers (through UniSA Magill Campus and local high schools)

What Council will consider:

- Promote education precincts to sell the 'liveability' of Campbelltown
- Partner with local schools on projects that benefit local economic development
- Promote the development of infrastructure to advance a tertiary education precinct as a key attribute of Campbelltown, with the University of South Australia Magill Campus focus on training in health and aged care
- Consider opportunities to attract global knowledge-based companies or organisations given the close proximity to the CBD and strong lifestyle attributes
- Improved connections between education precincts and cycle/walkways

2.2 Community Education

Council has a supporting role in community education in that it provides community infrastructure to access resources. Modern libraries are hubs for this access, incorporating various spaces to learn, engage and educate with an overriding aim of lifelong learning. The IT and Communication assets of the Council Library are already extensively used and could be expanded specifically with a focus on the older people who may be less familiar with current technologies and the internet.

Equipping the community with the skills and resources to engage in the digital world will grow capacity and create opportunities in the economy be it volunteers educating others in digital skills, gaining experience as volunteers leading to employment or accessing information and gaining skills as new migrants.

Councils can also leverage other suitable facilities to provide focussed training opportunities. For example The ARC is used extensively for a range of industry training including Basic First Aid, CPR, Swim Instructor, Pool Lifeguard and Pool Operator as well as the University-accredited Diploma in Sports Development.

Data

- The Library recorded the highest performance levels among all Council services/facilities in 2020
- The Library recorded 241,726 visits in 2018/2019 (up from 215,330 in 2016/2017), with 508,765 items checked out in the year
- Science Week activities at the Library saw around 800 attendees in 2019
- The ARC hosted 9 First Aid courses, 16 Lifeguard training sessions, 20 Swim Safety courses, 2 Aquatic Therapy classes and 2 Driver Awareness events in 2019/2020

What is already happening:

- Providing Library services and training courses (e.g. expanded programs to increase competence in digital literacy)
- Promoting community IT/digital training
- Development of a Makerspace at the Library
- Providing free computer use at the Library
- Providing space for English conversation skills and chat room at the Library
- Providing business meeting and training spaces with rooms for hire
- Providing industry training at The ARC
- Engaging with Campbelltown U3A (University of the Third Age)
- Engaging with Seniors groups
- Engaging with the Youth Advisory Committee
- Relationships with businesses developing and growing to share information and knowledge

What Council will consider:

- Further develop lifelong learning programs at the Library
- New online learning programs through Council services
- Community education supporting transitions and pathways for young people also helping them connect
- Investigate how communities can support young people to attain Year 12 or equivalent
- Utilise the skills of volunteers e.g. older entrepreneurs mentoring new start-ups
- Expanded relationship with Business SA to support young local residents to participate in business mentoring through SAYES (South Australian Young Entrepreneur Scheme)

3. EMBRACING INNOVATION

Objective: *Embrace new and emerging technologies and partnerships, strengthening networking and collaboration between businesses, government and the Community.*

Technological change is and will continue to be a major determinant of our future. Emerging and exponential technologies are delivering significant impact with software, hardware and social technologies all developing at an increasingly rapid rate. Indeed, new technology enables councils to remain citizen-focused in many novel ways including through a smart cities agenda that focuses on smart technology and data analysis.

Local governments can be innovative and “Lead by Example” in a variety of ways. For example they can advance energy-efficient technologies in the marketplace by promoting energy efficiency in their own operations, and they have many opportunities to lead through advocacy for programs and initiatives from business support services and regional tourism planning to climate change adaptation projects and development policy.

The ways that groups and individuals collaborate, communicate, and engage is also changing through advanced information and communication technologies. Digital technology has intensified with the advent of high-speed broadband. Access to high-speed internet can help businesses connect and develop new ideas, products and services. The Internet of Things network will influence how we live and how we work going forward. Data availability and data processing systems have led to declining unit costs, underpinning disruption to more traditional business models in some sectors of the economy (e.g. retail, taxi and accommodation).

Having an online presence in the digital world is also a critical part of the marketing mix to promote Campbelltown as a quality place to live and to attract visitors to Campbelltown.

By “getting the foundations right” through leadership and administration in this space, Councils help make their locality a more attractive place to live, work and invest in, irrespective of what more targeted technological initiatives they might, or might not, pursue. This can have a substantial impact on business investment appeal of a local area.

Data

- Some 18% of dwellings had no internet access in 2016 (compared to 15% in Greater Adelaide)
- Lowest levels of internet connection were in Campbelltown (71.3%) and Hectorville (72.3%), with highest levels in Tranmere (82.5%) and Athelstone (86.7%)
- The Council area now has LoRaWAN (a low-power wide area network), established by Council in partnership with four neighbouring councils
- Broadband is considered ‘the new essential utility’, as vital as clean water and reliable electric power
- 79% of Australians aged 15-64 years use an IOS or Android capable device
- More than 10 million Australians are said to purchase goods online per year

RECENT ACHIEVEMENTS:

- New technology trialled in the form of pedestrian and car parking sensors at Magill Village using LoRaWAN (low-power wide area network) infrastructure (Connected Cities award-winning project)
- Collaborative Workspace Feasibility Study undertaken to help support entrepreneurs
- Small Business Grants Program offered to help businesses fund innovative projects
- Parenting Room with changing lights at the Campbelltown Memorial Oval to provide a soothing and relaxing environment (new initiative)
- Creation of a Changing Places fully accessible toilet (new initiative for Council) at Campbelltown Memorial Oval
- Approximately 1600 tyres recycled and reused as hotmix diverting significant waste from landfill
- Trial of compostable produce bags in two main retail stores funded by Council

Smart Cities

A smart city aims to optimise city functions and drive economic growth while improving the quality of life for the local community using smart technology and data analysis.

As defined by the Internet of Things Agenda, a smart city is a municipality that uses information and communication technologies (ICT) to increase operational efficiency, share information with the public and improve both the quality of government services and the welfare of its residents.

Campbelltown City Council recognises that by moving towards a smart city agenda, there will be benefits to the local economy not only with regard to creating improved digital capabilities and connectivity but in ensuring the City is recognised as an affordable and innovative place to do business, a City that supports the entrepreneurial ecosystem, and a City that invests in human and social capital to help improve overall quality of living. This concept connects the Embracing Innovation theme with the three other themes in this Plan namely Supporting Job Growth, Encouraging Education and Improving Living.

Data

- Campbelltown City Council in partnership with the Cities of Prospect, Burnside, Playford and Port Adelaide Enfield was part of the \$289,900 Smart Cities and Suburbs grant project called "Connected Cities"
- Over 100 smart sensors were connected to a new LoRaWAN network as part of the Connected Cities project (Stage 1). LoRaWAN is designed to allow low-powered devices (smart sensors) to communicate with Internet-connected applications over long range wireless connections. The project included the installation of 10 gateways providing LoRaWAN coverage of some 35% of Greater Adelaide. Stage 2 of the project is now underway to extend the network and the number of sensors, in collaboration with 13 council areas. Smart sensors can provide data such as asset use numbers and frequency, and pedestrian counts.

3.1 Technological Changes & Smart Cities

New technology has the potential to revolutionise how cities are planned, how they function, and how the economy grows. Disruptive new technology in transport, communications and energy efficiency have become a reality where advantages can be gained. There are opportunities to use real time open data-driven solutions and to support investment in sectors commercialising new innovations to grow the local economy.

Smart Cities uphold that greater use of real time data and smart technology will lead to better utilisation of infrastructure, clean energy and energy efficiency, improvements in services, and better benchmarking of performance. At the same time, new technologies will not completely 'solve' the problems they are designed to fix, and they will continue to change in an evolutionary manner.

Data

- Some estimates project that up to 80% of all jobs by 2030 could be in companies or industries that do not yet exist
- New data available to Council includes Lidar (laser light) canopy cover data and thermal imagery heat mapping captured at day and night to identify hotspots and Vegetation Index

What is already happening:

- Undergrounding of power lines at Magill Village and Campbelltown Village
- Extended optical fibre networks (from the Council Depot to The ARC)
- NBN roll-out and GigCity project proposal (exploring 10GB infrastructure)
- Smart sensors for pedestrian counting and car parking sensor trial at Magill Village
- Environmental Management Plan for energy efficiency projects, data collection
- Council's Climate Solutions commitment
- Climate change adaptation projects aligned to ERA's Regional Adaptation Plan
- Investigating ways Council can implement Water Sensitive Urban Design
- Developing Aquifer Storage and Recovery systems and extending irrigation reticulation systems to supply Council facilities and potential customers like schools
- LED luminaire roll-out
- Trialing of heat reflective treatments to roadway to reduce heat absorption
- Commenced the development of a Digital Strategy

What Council will consider:

- Look at strategies to improve broadband access and speed to attract younger people to the City and to support local businesses (e.g. GigCity)
- Consider free wifi opportunities at strategic locations throughout the City e.g. the Paradise Recreation Plaza
- Overlay planning and development lenses to identify opportunities smart technologies can play
- Strategy to attract businesses developing and/or manufacturing new technologies
- Investigate how to connect tech entrepreneurs with angel investors
- Investigate potential green infrastructure opportunities and priority areas within Council and potential to leverage from Lochiel Park (e.g. deliver showcase events, link to businesses)
- E-charging stations for electric cars
- Support the skill-development role of R&D institutions with links to Council
- Explore technology applications for the benefit of older residents
- Examine shared vehicle usage in the City

3.2 Council Leadership & Administration

Councils are designated as responsible authorities for undertaking functions and providing services on behalf of other levels of government and they undertake a number of functions and services jointly with other governments. Through great leadership, local governments have the opportunity to inspire innovation, support businesses and maximise growth opportunities.

Some of the most effective – and cost-effective – things local governments can do to help increase the economic health and prosperity of their local areas amount to focussing on doing better what they already do as part of their core function. For example, providing higher quality local infrastructure and services and more strategic and flexible zoning and streamlined development applications processes, and helping ease the path to business start-ups (e.g. reducing compliance time and costs, providing information).

They can also have an important role in thought leadership and innovation in management to help create positive change by providing guidance and influencing the business community and governments.

Data

- Council's Net Operating Surplus in 2019 was more than \$6.5 million (up from 2017 and 2018)
- Campbelltown Council employed 141 Full Time Equivalent staff members at 30 June 2020

What is already happening:

- Economic Development Advisory Committee
- Hosting the ERA Economic Development Manager
- Supporting business advisory services (Propel SA)
- Membership of regional forums
- Hosting of business networking events
- Advocacy for local businesses and local jobs
- Community events to promote economic development
- Strategic land use planning and development
- New handout sheets for businesses e.g. change of use
- Processing Development Approvals
- Transitioning to the e-planning portal
- Competitive Council rate policy
- Financially stable Council administration
- Business Continuity Plan
- Unsolicited Proposals Guidelines
- Providing a Justice of the Peace service
- Leadership in the purchase of two electric cars, investment in Council's e-Waste and Chemical Waste facility, Lochiel Park Eco-Village and compostable produce bags trials
- First ever Green Flag Award in SA (Lochiel Park)
- COVID-19 Response activities and initiatives

What Council will consider:

- Consider establishing a regional Business Leader's forum
- Communications Strategy for local economic development
- Play a 'thought leadership' role to generate ideas and help cultivate a culture of entrepreneurship
- Leverage State Government drivers to position Council as a leader in local government
- Investigate opportunities to partner in private developments that stimulate the local economy
- Leading through example with the purchase of additional electric cars
- Leadership in the use of recycled materials and open space assets
- Explore external funding and income opportunities that may be outside of normal income streams

3.3 Relationships & Collaboration

One of the principal means by which local government facilitates economic development is through the land holdings it has and by partnering with stakeholders such as local businesses, regional development organisations, state agencies, other local councils and business and community leaders. These partnerships are instrumental to the design and implementation of “bottom-up” strategies for local development (economic and social). Local government is also, in effect, a partner in the early stages of business development projects through its ongoing role in development approvals.

Acting in collaboration, for example through a regional alliance such as ERA and with Propel SA, offers the prospect of a wider regional vision in the face of changing economic circumstances, larger scale projects (hard and soft infrastructure), economies of scale and resource sharing, a greater and strategic capacity for advocacy and delivery of a range of services.

Strengthening community and business engagement in the development of visions, strategies and plans also helps build capacity in the local community.

Data

- There are 26 food businesses participating in the 2020 Food Trail
- Council works with over 100 small businesses who sell their goods / services at the Moonlight Markets
- Moonlight Markets visitors withdraw some \$10,000 to \$15,000 per market to purchase local food and artisan goods
- Campbelltown has two sister cities (Commune Di Paduli in Italy and Oyster Bay in USA) - pending new Federal legislation

What is already happening:

- Collaboration with ERA Councils for regional issues (with shared service arrangements and studies undertaken)
- Collaboration with the Town of Walkerville to share Depot facility
- Co-habitation approach between City of Campbelltown and City of Prospect
- Willingness to share learnings with local government sector and other sectors
- Review of sister cities - Commune Di Paduli (Italy) and Oyster Bay (USA)
- Relationships with Michael Keelan (Food Trail Ambassador) and Food Trail members
- Relationships with Jan Street, Magill Village and Campbelltown Village businesses
- Relationships with market stall holders for the Moonlight Markets
- Exploring collaboration opportunities for a co-working space in the City

What Council will consider:

- Develop a Relationship Management Plan between Council and businesses (e.g. Golf Day, Corporate Cup, networking events)
- Work with creative industry groups to develop further economic opportunities (e.g. audit the skills sets available to assess economic pathways)
- Work with the health sector to leverage The ARC and natural settings to attract entrepreneurs
- Review the effectiveness of sister cities with respect to broadening economic opportunities and activities (e.g. through increased trade and school exchanges)
- Promote Indonesian and Chinese business partnership opportunities (e.g. food, tourism)
- Encourage relationships between businesses from different sectors (e.g. an automotive company entering the defence sector)
- Use land ownership interests to create further economic activity and opportunities (e.g. industrial precincts and administration site)

4. IMPROVING LIVING

Objective: *Connecting and strengthening the Community through people-focused approaches to local economic development.*

The ultimate purpose of local economic development is to improve amenity, the quality of life and standard of living for all in the City of Campbelltown. Located in Adelaide's inner eastern suburbs, the City is largely residential. Existing businesses are principally oriented toward personal services, servicing the local resident population.

"Campbelltown has everything I need, why would I live anywhere else?" local resident

"I love growing old in Campbelltown because it's a nice place" local resident

Connecting and strengthening communities is an important platform for supporting economic development. New ways of thinking favour 'localism', place-based, and people-focused approaches to local economic development. Tourism is also an important focus due to the positive economic benefit to other local industries such as retail, education, real estate and transport.

RECENT ACHIEVEMENTS:

- Magill Village Master Plan progressed with the undergrounding of power lines, with the landscaping and other surface works soon to commence
- Investigation of potential future use of Brookside Cellars for events and activities
- Open space improvements at local reserves and sportsfields
- Lochiel Park awarded the international Green Flag Award (the first in South Australia) recognising a high quality and well managed park or reserve
- Encouraging neighbours to discuss issues related to residential development
- Enhancing and promoting walking and cycling links to key precincts and economic zones
- Promotion of the City's food culture online, on television and in print
- Arts and Cultural Discussion Paper developed with accompanying Strategy underway
- Research undertaken with UniSA to explore perceptions of local events and sense of place

Data

- The City's population is 52,192 (2019), forecast to grow to 63,693 (2031)*
- Population density in the City is 21.43 persons per hectare
- 99.2% of residents indicate they like living in Campbelltown compared to the 97.5% for state average **
- More than 50% of local employment is directly related to the provision of Human Services
- For every dollar invested by Council in Arts and Recreation Services, \$1.72 in Total Activity is generated

*It is projected that COVID-19 will have a negative impact on overseas migration to the City. Forecasts suggest Australia's population in 20 years' time could be up to 4% smaller than pre-COVID-19 forecasts suggested (University of Queensland, 2020)

**600 local people responded to the state report into Indicators of Community Strength across Local Government areas (2013)

4.1 Health & Ageing

The City's residents are relatively older compared to the metropolitan average and the proportion of "Active Retirees" is projected to increase dramatically going forward, with the real pressure for aged care impacting the late 2020s. Given its relatively older demographics, a higher proportion of Campbelltown's residents also require assistance with core activities compared to the broader region.

While downsizing their homes is a common trend for older residents, at the same time they drive consumer demand in social activity and wellness. If people choose to age in place coupled with combinations of incentive-based public policies and higher land and house prices, then there will be both higher demand for lifestyle-based aged care units and further opportunities for block subdivisions and infill development.

A Health Precinct could become the focus of health, retirement, aged care and NDIS (National Disability Insurance Scheme). Council could encourage and provide support for a private sector health taskforce that would assume responsibility for investment, business attraction and a joint response to the NDIS. The health care and social assistance sector has shown the largest growth in business numbers in the Eastern Region in recent years.

Data

- Persons aged 65+ years comprised 21% of the City's population in 2016, (17% Greater Adelaide)
- 6.4% of the City's population, or 3,216 people, required help in their daily lives due to a disability in 2016
- Lone person households comprised 25.9% of households in the City in 2011 and 2016
- Health care and social assistance comprise 19% of employment in the City (the largest sector)
- 46% of residents report to have visited The ARC in the past year*

* Community Satisfaction Survey (2020)

What is already happening:

- Supporting a large number of health and ageing-related facilities clustered at Lower North East Road Campbelltown (including The ARC)
- Providing programs for older people at The ARC and Library
- Relationships with aged care providers
- Campbelltown's Access and Inclusion Plan
- Home Support Programs to keep older people, and younger people with a disability, living independently at home
- Providing social programs through the Home Support Program

What Council will consider:

- Promotion and development of infrastructure to advance a Health and Recreation Precinct (with The ARC) as a key attribute of Campbelltown
- Promote health and wellbeing services and events that benefit local economic development
- Explore how the NDIS and SA Health's Open Your World initiative can assist growth in the local economy
- Embed initiatives within Age Friendly Communities (e.g. seating at shopping centres and along walking trails)
- Conduct research to understand the emerging economies around Active Ageing entrepreneurial opportunities

4.2 Housing

Economic development in general has historically been and is currently driven by residential development and property tax (rates) revenue. High population density increases demand for services, public spaces and public transport. The large number of businesses servicing the local resident population in Campbelltown is consistent with increasing residential density. Increased density in housing and mixed-use developments will further support this. Although a challenge, Council is committed to ensuring there is a balance between protecting the City's character while creating opportunities for development.

The ageing population is creating new demands for different styles of accommodation, new private investment opportunities, facilitating further land sub-divisions and providing opportunities for affordable housing to encourage retention and attraction of younger adults. Mixed-use accommodation, commercial and retail developments proximate to transit/transport routes will add to the attractiveness of Campbelltown as a place to live. South Australia's new Planning and Design Code will influence the assessment of development approvals going forward.

With high population density, low general rates and relatively high rent and mortgage repayments, future population growth will likely need to be accommodated through affordable housing and infill development if it is targeted to a younger demographic, as currently the biggest out-migration is of young people. There also remains opportunity to cater to residents of other Council areas looking to capitalise on their housing assets by downsizing and moving to the City (as observed in recent years).

Data

- Residential properties are 93.8% of all property types and contribute 92.3% of rates to the City
- The value of building approvals in 2019-2020 was \$263.5 m, with 88% being of a residential nature
- Residential building approvals by value increased from \$90 m in 2010-2011 to \$231.4 m in 2019-2020
- There were some 642 vacant lots in the City in 2020 (658 in 2016)

What is already happening:

- Campbelltown Council Development Plan encourages a diversity of dwelling types
- Strategic Planning and Development Policy Committee and Council Assessment Panel
- Promotion of Livable Housing Design guidelines on the website and through Customer Service
- Relationship with Renewal SA
- Community grants program to support neighbourhood development
- Home Support Programs to keep older people, and younger people with a disability, living independently at home
- Development of Age Friendly Communities Framework including 'housing and services'

What Council will consider:

- Increase Council and Community understanding about housing density and types, and impacts on traffic management
- Review mix of housing suitable to all needs
- Support older people to understand available housing options including ageing in place
- Explore affordable housing initiatives to attract a younger demographic
- Build relationships with Housing SA and other housing providers
- Promote inclusion of more services as part of mixed-use developments to support new communities

4.3 Transport

A large portion of the employed workforce commute to work. As a residential area integrated in the Greater Adelaide labour market, and because there are opportunities for private investment proximate to transport, a clear and well-articulated transport strategy in coordination with the South Australian Government would help Council promote opportunities to private investors.

There are some limitations in the region with respect to transport infrastructure. Transport options are ultimately limited to road-based transport, while there are no classified B-Double routes within the council area.

The O-Bahn Busway, which passes through the north-western edge of the council area, provides the only rapid transport link to the Adelaide CBD for the north-eastern suburbs. There is however a proposal to extend the tram line from the Adelaide CBD to Magill.

More intensive development and mixed land use has been earmarked for land around the O-Bahn's Paradise Interchange to increase patronage of public transport. Redevelopment of the State Government's Park'N'Ride carpark is currently underway to add more than 350 new car park spaces.

Data

- There are some 4,500 workers who live outside Campbelltown and commute to work inside the Council area
- 78.8% of the City's working residents travel outside of the area to work
- There are 255km of roads in the City
- Projected expenditure on transport asset renewals totals \$3.5m for 2020/21

What is already happening:

- Auditing of the condition of roads
- Enhancing public spaces around centres to promote transport access
- Campbelltown Road Safety Group
- Black Spot Funding works
- Community Bus (door to door service) to major shopping precincts, the Library and The ARC
- Accessible bus stops and shelter upgrades
- Implementing the PAMP (Pedestrian Access and Mobility Plan)
- Implementing the City's Bicycle Plan
- Implementing the Chain of Trails Master Plan (Fourth Creek Trail improvements)
- Upgrading River Torrens Linear Park shared-use path including lighting for commuters
- Book-a-Bike free bicycle hire at the Golf Course and The ARC
- Council has signed the Walk 21 Charter
- Developed Local Area Traffic Management Plans for Hectorville, Rostrevor and Magill suburbs

What Council will consider:

- Feasibility of a transport strategy for private investment proximate to transport
- Advocacy for upgrading the O'Bahn corridor for direct cycle access to the CBD
- Advocate for improved public transport including routes, stops, availability and accessibility (e.g. Go Zones)
- Consult the community on any proposed tram extension to Magill
- Cross-connections from O-Bahn to tram line
- Investigate and support safe independent mobility within the community for children, young people and older people
- Identify ways to develop regional partnerships or projects to promote sustainable transport options

4.4 Tourism & Events

Human creativity is regarded as fuel for economic development. Events, festivals, and built and natural attractions all contribute to local identity and day-trip tourism. They are generally well attended and well supported by local businesses. Furthermore, a number of food related tourism activities, shaped by Campbelltown's culturally diverse population, provide significant opportunities for social and economic interaction including the Flavours of Campbelltown Food Trail, the Moonlight Markets at Thorndon Park and the Pizza Festival. These popular events and initiatives, and the natural environment, are valued assets worthy of more promotion and Council is committed to growing the visitor experience and attracting more events. It is noted however that appropriate accommodation to support major events and higher levels of tourism activity is lacking.

Data

- The Moonlight Markets attract up to 10,000 people per event from all over Adelaide
- Over 5000 copies of the Food Trail booklet were distributed in 2019, with further reach online (1000+ web page visits annually)
- 70.6% of residents attend at least one local event per year (68% state average)

What is already happening:

- Flavours of Campbelltown Food Trail
- Pizza Festival (with expansion since 2018)
- Community events in public spaces such as Moonlight Markets and Rotary Club of Magill Sunrise Markets
- Special events e.g. Jan Street
- Tasting Australia Associated Event bus tours
- Nominations for Tour Down Under hosting
- Lochiel Park (including Kaurua Food Garden) and Thorndon Park (including Community Orchard)
- Lochend House Master Plan
- Chain of Trails Master Plan (creek trail improvements)
- Redevelopment of The ARC and now hosting a variety of events including sports tourism
- Active Family Maps to promote local tourism
- Food Trail map to promote local tourism
- Events added to My Local Services app
- Art Show and support for SALA Festival
- Masterplans with proposed public artworks
- Facilities used as Fringe Festival venues
- Review of Brookside Cellars for tourism and/or events
- Additional and consistent branding and promotion of Campbelltown as an "identifiable regional food hub"
- Interpretive signage and historic panels

What Council will consider:

- Promote Campbelltown attractions
- Promote the cultural diversity of the City including notable Italian heritage
- Explore the economic value of the natural environment through tourism
- New green/nature tourism experiences e.g. explore tourism potential as the gateway to the Adelaide Hills / national parks back-drop (including gateway signage)
- Review outdoor and evening entertainment/dining options including pop ups and mobile food vendors
- Explore investment models and opportunities to assist the development of tourist accommodation
- Increase use of local venues for events such as the Fringe and SALA
- Programs/opportunities to support and showcase local artists and performers
- Investigate the development of a visitor app

4.5 Places & Spaces

There are both built and natural assets within Campbelltown Council that represent good “anchors” for growth, investment and development. For example, Council is gifted with natural assets from creeks to hills and the River Torrens Linear Park. Council recognises that natural assets should not be compromised for economic growth.

The new “place-based” approach being used by many Councils involves promoting economic development through a bottom-up approach in which partnerships between community leaders, business leaders and governments collaboratively develop visions and strategies and oversee the development and implementation of plans and specific initiatives. Local government therefore has an instrumental role in helping design and implement bottom-up development strategies, and acting as an administrative facilitator to the much-needed “place-based” solutions.

Data

- The City has 400+ ha of open space, with 73% of residents reporting to visit them in past year*
- 93% of respondents rated Campbelltown positively in terms of recreation areas (state ave. 87%)**
- 94% rated the City positively in terms of facilities and services (state ave. 86%)**

* Community Survey (2020)

** Indicators of Community

Strength across Local Government Areas survey (2013)

What is already happening:

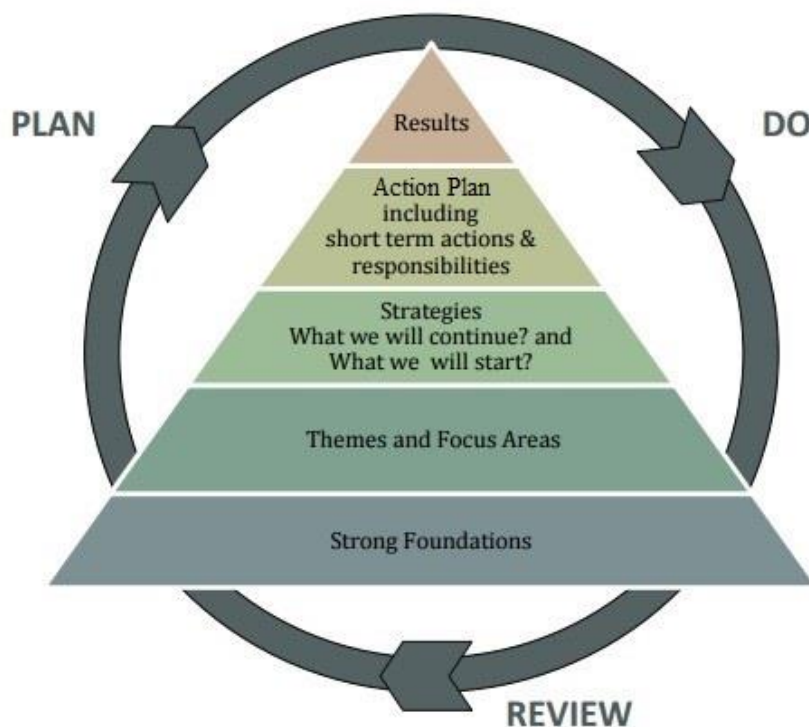
- Place activation projects happening or planned (Jan Street, Magill Village, Campbelltown Village)
- Council assets including the Function Centre, The ARC, the Library and Lochiel Park Golf
- Planned maintenance and improvements to parks, reserves, creek trails and other open spaces
- Linking economic development impacts to funding requests for open space improvements
- Council owned buildings for community use / hire
- Masterplans for Thorndon Park, Campbelltown Memorial Oval, Chain of Trails, Max Amber Sportsfield, Botanic Grove Reserve
- Open Space Strategy Review
- Asset Management Plans updated
- Relationships with 'community assets' i.e. schools, sporting clubs, volunteer groups
- Supporting local creative/community groups (e.g. Arthouse, Ripples, community gardens)
- Historic information panels and cemetery boards
- Volunteer graffiti removal program
- Sesquicentennial celebration events and programs
- Local community gardens and orchards
- A Fruitful History market garden project

What Council will consider:

- Placemaking Strategy and economic activation initiatives with resources that support urban design, investment and activation/attraction
- Review support mechanisms for organisers and committees of place-based events and initiatives
- Develop way finding signage to improve usability of indoor and outdoor spaces and features to encourage more visitation (e.g. gateway signage, Italian heritage, hills backdrop)
- Installation of murals and public art at Council precincts (with links to heritage)
- Continue master planning for a new integrated skate facility (Paradise Recreation Plaza)
- Alternative future uses for Brookside Cellars
- Redevelopment opportunities and zoning of the site of Council offices and underutilised land that is owned in the precinct

10. Planning for Action

An important part of developing this plan is the ability to review progress and adapt to any changes. As such, an Action Plan will also be developed to outline how Council will work to implement the actions driven from this economic development planning process, identifying what will be completed over the coming four years and who is responsible for helping lead and coordinate the delivery and reporting.



11. Consultation Summary

The development of this Plan has considered the feedback gathered during the creation of Council's new Strategic Plan 2024. The Community, Elected Members and Council Staff were asked a series of questions to assist with the preparation of the Strategic Plan, with the feedback considered to be of most relevance to Economic Development summarised below.

Connect, Create, Change

These questions relate to how participants feel Connected to Council, what Council could Create and what needs to Change. Rows shaded in grey relate most closely to economic development themes.

Connect

What do you like most about living, working or studying in Campbelltown? What is most important to you about our City?

Participants provided **344 suggestions** for this section.

• Economic Development (23 comments)
○ Good food shops (5)
○ Food variety, quality, Food Trail (5)
○ Good local shops (4)
○ Good restaurants and cafes (2)
○ Local businesses working together (2)
○ Inviting and vibrant City (1)
○ Village precincts (1)
○ Employment opportunities (1)
○ Economic Development (1)
○ Innovation (1)
• Transport – O’Bahn, public transport, good transport access to Adelaide City (15)
• Pedestrian/ Cycling/ Alternative Transport (6)
• Development (7)
○ Bigger block size (2)
○ Housing diversity (2)
○ Safe and aesthetically pleasing urban environment (1)
○ Hills Face Zone uses (1)
○ Sustainable development (1)
• Good Schools – access, mix, education opportunities (5)
• Green Environment (69)
○ Natural environment, healthy ecosystem (23)
○ Parks (quality, amount) and streetscape (14)
○ Green space (14)
○ Environmental setting – hills, creeks (8)
○ Wildlife (3)

○ Trees, tree canopy (3)
○ Other (10)
● Council Programs (46)
○ Strategic approach (16)
○ Infrastructure programs (11)
○ Community programs – Community Services, Library (10)
○ Attractive – events, economic development (3)
○ Other (6)
● Community feel/connectedness (38)
○ Connectedness/good neighbours/the people (16)
○ Vibe (7)
○ Sense of community/engaged/belonging (6)
○ Community wellbeing/life style (6)
○ Culture/diversity (3)
○ Reconciliation Plan in place/inclusiveness (2)
● Location (38)
○ Proximity – to hills, City, amenities (23)
○ Hills views (7)
○ Quietness (5)
○ Other (3)
● Council / Community facilities – high quality, good mix and access (24)
● Open Space (16)
○ Recreation spaces – quality, access, provision (9)
○ Conservation Parks – access and walking (7)
● Multicultural/diversity (16)
○ Access for all (14)
○ Cultural – diversity, heritage (2)
● Community Groups – number and mix (8)
● Community Safety (7)
● Financial Sustainability / Rates (7)
● Library (5)
○ Good library (4)
○ Amenities, Computer facilities (1)
● Local History (4)
● Other (7)

Create

Is there something new you like us to do? What are our top priorities for the next 4 years?

Participants provided **424 suggestions** for this section.

● Economic Development (12 comments)
○ Local economic development (5)
○ Completion of Master Plan implementation (2)
○ Business support (1)

○ Create a 'high street' of shops, eateries etc (1)
○ More market style food shopping experiences (1)
○ Incentives for local businesses (1)
○ Events – keep doing Community based events (1)
● Innovation (17)
○ Lead innovation (14)
○ Adaptable/nimble (2)
○ Retain Staff (1)
● Smart Cities (4)
○ Electric vehicle charging stations in residential streets (3)
○ Connected City (1)
● City Gateway signage (4)
● Schools – new high school, world class public schools (2)
● Council Programs (14)
○ Research, staying current (4)
○ Shared resources, partnerships (3)
○ Leadership (3)
○ Workforce development (1)
○ Other (3)
● Development (40)
○ Stop/slow Infill development (11)
○ Bigger blocks (6)
○ Planning policy/Development Plan changes (6)
○ Housing diversity, growth, affordability (6)
○ Planning approval process/Building compliance (5)
○ Balance with environmental impact (2)
○ On street parking inlets for developments (2)
○ Labelling significant/regulated trees to protect them (1)
○ Education of Staff (1)
● Environmental Programs (58)
○ Water management including WSUD (12)
○ Green city – protection of natural environment, electric cars, nature play, greenify (11)
○ Waste Management – more recycling, green waste facility, waste education (10)
○ Energy efficiency incentives – LED/solar powered lighting, solar on all new buildings, car park solar shades, incentives for new buildings' energy efficiency (7)
○ Water initiatives – water harvesting Council buildings (5)
○ Waste - Circular economy, recycling (4)
○ Wildlife protection/initiatives – koala club, birds, insects (4)
○ Tree management initiatives (4)
○ Large community garden or orchard for tenants (1)
● Greenify (52)
○ Increase tree planting in parks and on verges (40)
○ Greenifying project for Council (internal/external focus) (4)
○ Other (8)
● Climate Change response (35)
● Community Development – programs, wellbeing, lifestyle, support (31)
○ Community wellbeing and safety (16)

○ Other (15)
● Asset Management (23)
○ Asset maintenance (17)
○ Other (6)
● Open Space (23)
○ Maintain/improve open space (13)
○ Wildlife drinking stations in parks (4)
○ Increase amount of open space – due to infill, Hectorville and Tranmere (3)
○ More facilities in parks (2)
○ More gathering spaces, e.g. Magill Village (1)
○ Redesign open space to capture more rainfall (1)
● Council facilities (17)
○ Maintain leisure services and sporting fields (7)
○ Multi-purpose facilities (5)
○ New facilities – general or expanse of ideas (2)
○ New Dog Park (1)
○ Community Centre incorporating Arts (1)
○ Public toilets – northern end of Thorndon Park (1)
● Communications & Community Engagement – improve participation, promote programs (14)
● Financial Sustainability & Rates – budget restraint, low rates, rebates (13)
● Pedestrians / walking trails / cycling (11)
○ Connectivity – trails and buses (4)
○ Pedestrian crossings, ramps, bridges (3)
○ Cycling – model cycling community, more bicycle lanes (2)
○ Signed Walking trail – Fourth Creeks (1)
○ Pedestrian/cycle only spaces (1)
● Elected Members (11)
● Performing Arts Centre – build (9)
● Public Transport (9)
○ Advocate for better linkages across network (5)
○ Transport (3)
○ Free minibus loop – ARC, Library, Council, shopping centres (1)
● Traffic (9)
○ Parking – Consistency in markings, more parking, reduce on street parking (3)
○ Other (6)
● Library – café, more access, more competitions, craft room (6)
● Protect existing amenity (2)
● Other (9)

Change

Is there something that we currently do that you would like us to do differently?

What are the long term issues for Council?

Participants provided **360 suggestions** for this section.

• Economic Development (7 comments)
○ Local employment/job creation (4)
○ Economic development (1)
○ Business support (1)
○ Supporting the Community to recover from COVID-19 (1)
• Innovation including Smart Cities / Electric Vehicles (33)
○ Prepare for changing technology (13)
○ Electric vehicles and charging stations (6)
○ Foster innovation (8)
○ Smart Cities (4)
○ Prepare for driverless cars (1)
○ Move towards Eco friendly technology (1)
• Development (42)
○ Infill development (12)
○ Population growth (8)
○ Affordable housing (7)
○ Promotion of development approval processes (3)
○ Development/planning/building (3)
○ Planning policy/Development Plan changes (3)
○ Don't encourage more traffic (2)
○ Improve commercial zoning (1)
○ Increase block sizes (1)
○ Eco friendly housing (1)
○ 'Right to the Sun' policy – solar protection (1)
• Climate Change (46)
○ Adaptation, dealing with extreme heat (21)
○ Greenify / Canopy Cover / Biodiversity (16)
○ Environmental management (9)
• Assets & Traffic (27)
○ Asset management practices – good, consistent, maintenance (7)
○ Traffic and transport issues (4)
○ Cost to maintain/renew assets and infrastructure (4)
○ Improved footpaths (3)
○ Financial sustainable (3)
○ Address issues created by infill development – on-street parking, road surfaces (2)
○ Buy and encourage recycled products – street furniture (1)
○ Other (3)
• Financial Sustainability / Rates (26)
• Waste Management (26)
• Elected Members (26)
• Community Development (25)
○ Community Development – intergenerational relationships, young people, supporting working families (6)
○ Community Wellbeing - Inclusiveness/supporting isolated people (5)
○ Community health and safety (5)
○ Supporting older people (4)
○ Other (5)

• Council Programs / Organisational Development (23)
• Service Delivery (10)
• Strategic Thinking (9)
○ Plan for population growth – infrastructure, streets, changing demographics (5)
○ Bigger Vision and approach to major projects (3)
○ Maintain an attractive and affordable place to live (1)
• Water Management (9)
• Council Facilities (8)
○ Adaptable/multi-purpose facilities (4)
○ Maintenance and upgrade (3)
○ Performing arts (1)
• Open Space (8)
• Communication (8)
• Parking (6)
• Community Engagement (5)
• Cycling (5)
• Collaboration (4)
• Playgrounds (3)
• Regulatory Services (3)
• Other (2)