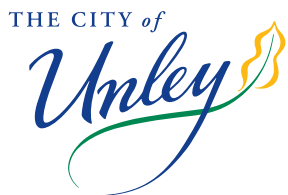


# **ECONOMIC DEVELOPMENT GROWTH STRATEGY**

**2021-2025**





## **KAURNA ACKNOWLEDGEMENT**

We would like to acknowledge the City of Unley is part of the traditional lands for the Kurna people and we respect their spiritual relationship with their country.

We acknowledge the Kurna people as the traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

## **DISCLAIMER**

As information is subject to change, the City of Unley shall accept no responsibility for any loss or damage resulting from the use of, or reliance on, the contents of this document.

## **SPECIAL THANKS**

A special thanks to our community members who contributed and participated in the consultation and shaping of this document.



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# ECONOMIC VISION

A robust economic environment enabling prosperous precincts, strategic investment and innovation with a connected and supported community.

Council is committed to pursuing, supporting and enabling economic growth. This must be balanced with environmental principles, maintaining the quality of life and diversity of community needs.



# MAYOR'S MESSAGE

I am delighted to present the City of Unley's *Economic Development Growth Strategy* for 2021–25.

Central to this Strategy is a whole-of-city approach aimed at growing a vibrant local economy. It's about creating a desirable City to live, work and invest with thriving precincts and engaged local businesses.

The Strategy advocates opportunities for Council to attract investment, increase our population, grow job opportunities and form partnerships. It defines Council's role in economic growth and recognises our challenges and opportunities. Supported by an extensive economic action plan, we can see a clear path toward increased civic leadership, liveability, investment, vibrancy and sustainability.

I am immensely proud of our achievements in recent years through Council's dedication to economic development.

We must continue working with our community and being a leader in this space. Council recognises that supporting strategic development, precinct activation and increased liveability—while balancing our cultural and environmental values—will help attract investment and new business. In turn, we are creating employment opportunities for our residents and all South Australians.

We will continue to foster a growth mindset and welcome opportunities for collaboration. The Strategy provides a clear roadmap for Council, businesses and other key stakeholders. We cannot achieve this alone and will continue to proactively work with stakeholders to support a vibrant and prosperous economy.

I thank the South Australian Centre for Economic Studies, Mainstreet Trader Associations, and local businesses for their contribution to the Strategy.

I value the input from the dedicated Elected Member Economic Development Growth Strategy Working Group, who provided valuable insights into the development of this Strategy to ensure it reflects the challenges and opportunities presented by the local economic context.

Delivering the objectives outlined in the *Economic Growth Strategy* will provide better outcomes for our community. It will ensure the City of Unley is known as a great place to do business and invest.



A handwritten signature in black ink that reads "Michael Hewitson".

**Michael Hewitson AM**  
Mayor City of Unley

# EXECUTIVE SUMMARY

The City of Unley is an attractive, vibrant and inclusive place to live, and a dynamic environment to do business and invest in. Located just 4km south from the Adelaide CBD, the City is home to a highly skilled, affluent and engaged population of more than 39,000 people and has a diverse and resilient business sector of more than 6,000 local businesses.

The *Economic Development Growth Strategy 2021–25* sets out a whole-of-city approach to economic growth to influence a vibrant and successful local economy that reflects the quality of life, environmental principles and values of the community. A key focus for the strategy is a holistic approach to increase the population and number of jobs within the City and to support sustainable business growth.

Home to four vibrant mainstreets and a growing number of business precincts, there is a unique opportunity to attract investment and to form strategic partnerships to develop key sites. Attracting the right investment is also a key driver of the economic development mix and vision for sustainable competitive advantage.

The Strategy sets out the most appropriate ways to support economic growth and business development and draws on the vision, strategies and framework for the future identified by the *City of Unley Community Plan 2033*.

Within its available resources, Council's role in economic development is to facilitate, enhance and maintain an environment that enables the community to sustain and improve its economic status, without compromising the local quality of life and other Council objectives.

This Strategy proposes a whole-of-city approach to economic growth centred around the following five key objectives:

- **Civic Leadership:** A whole-of-city approach to facilitate and promote business growth and investment ensuring desirability of the City of Unley as a business destination.
- **People & Places:** Support growth through quality development that builds on the City's liveability and aligns with environmental principles.
- **Destination & Investment:** Increase employment opportunities through recognition of the City of Unley as a business destination and place to invest.
- **Business Sustainability:** Enable business growth and prosperity.
- **Connected & Activated Precincts:** Business precincts are vibrant, activated and connected.



## WHAT SUCCESS LOOKS LIKE IN 2025:

- 5% increase in population
- \$900M in development investment
- 3% employment growth
- 5% increase in employing businesses

The key objectives are based on three fundamental economic drivers:

**Demand growth and expenditure:** achieved through population growth, higher population density, attracting visitors, tourists and others to the area.

**Investment growth:** regeneration of local assets, and new mixed-use developments, retail facilities, student and tourism accommodation and other residential developments.

**Employment growth:** from labour-intensive sectors of commercial businesses, professional services, human services such as health, aged care and social assistance (including the National Disability Insurance Scheme (NDIS)), through to education and training and personal services such as retail, food, cafes, restaurants, recreation/fitness, cinema and small bars.

*The Economic Development Growth Strategy 2021–2025* reflects Council's commitment to economic growth, assisting and supporting the business sector, strengthening the local economy, and ensuring the City of Unley is known as a great place to do business. The Strategy addresses emerging economic conditions and opportunities while providing clear strategies and actions for the next five years.

# WHAT IS ECONOMIC DEVELOPMENT?

Formally, economic development refers to the process by which economies evolve and change over time, with particular focus on changes in economic, commercial and industry structure, the rate of technological change, and overall rate of growth of activity levels and employment opportunities.<sup>1</sup> Along with social capital and environmental sustainability and amenity, economic development contributes fundamentally to individuals, families and the community's standard of living and quality of life.

In local government, economic development is the enabling and facilitating role in building resilience and reinforcing the economic foundations that sustain employment and generate income while creating places of excellence for people to live, work, visit and invest.

The City of Unley is well-placed to capitalise on the population and economic growth forecast for South Australia. With a vibrant local economy, well-educated residents, attractive and diverse retail and commercial precincts, proximity to Adelaide's CBD, and new developments and investment on its key corridors and sites (such as Unley Central) the City is poised to take advantage of an exciting future.

This strategy aims to set in place actions that are collaborative with all stakeholders and which align with our strong environmental principles. Through appropriate policy planning and quality urban design, we can effectively guide future land use and development, respond to external strategies such as the State Government's *30 Year Plan*, support and enable local business growth and activation, advocate for development, and create unique and vibrant places.

1. SA Centre for Economic Studies (2013), *Promoting Local Economic Development: A Role for Metropolitan Local Councils*, report prepared for the Local Government Association of South Australia.





# WHAT THE RESEARCH SAID

The strategy has been developed with assistance from the South Australian Centre for Economic Studies who undertook consultation with the business community, Trader Associations, Council Staff and Elected Members. The strategy considers emerging economic conditions and opportunities and provides clear strategies and actions for the next 5 years.

One of the key findings that emerged from the research and consultations is the need for the City of Unley to adopt a broader and more active approach to economic development. There was considerable support for the Council to take a more assertive role in advocating for investment that aligns with a longer-term vision for Unley in terms of residential amenity, and business and jobs growth.

Consultation also revealed that Council's role was considered to encapsulate social as well as economic objectives by fostering liveability, improving the quality of life, enhancing health and wellbeing, and promoting environmental sustainability.

Furthermore, Council is also viewed as having a key role in attracting new businesses and investment in the City. This could be through passive approaches such as promoting the area as a good place to do business, welcoming new businesses and cutting red tape to remove potential obstacles, through to more active approaches such as advocating for developments, expanding business hubs and developing co-working spaces.

It was clear from research and consultation that a multi-focussed communication strategy is required to effectively market the potential of Unley and engage with key business stakeholders.

Establishing business hubs and co-working spaces were commonly identified as a potential means for improving business growth and development, and could, in turn, support the development of home and non-employed businesses (sole operators).

Improving access to all forms of transport was seen as a key opportunity. It has been noted that enhancing access to transport will be a key consideration to the extent that pursuing stronger population growth forms an integral part of any strategy and will also enable growth in the local visitor economy.

# STRATEGIC ALIGNMENT

The *Economic Development Growth Strategy* cannot work on its own. Economic development is influenced by all of areas of Council and strategic linkages with other Council strategies is key to the success of this Strategy. Similarly, City of Unley needs to understand external partnerships and alignment with State plans and priorities to deliver sustainable economic growth.

The *Economic Development Growth Strategy* sits within Council's decision-making framework and has been developed to align with other key strategic documents.

## GROWTH STATE

The Government of South Australia's vision to transform South Australia into the Growth State ([growthstate.sa.gov.au](http://growthstate.sa.gov.au)) by achieving 3 per cent annual economic growth seeks to be a collaboration with local industry to create more jobs, investment and economic opportunity for the future.

To achieve this growth, priority sectors have been identified as focus areas because of their strong potential to meet increasing interstate and global demand, attract investors and leverage comparative advantages. The nine priority sectors are:

- Tourism
- International education
- Defence industry
- Food, wine and agribusiness
- Hi-Tech
- Health and medical industries
- Energy and mining
- Space industry
- Creative industries

## 30-YEAR PLAN FOR GREATER ADELAIDE

The *30-Year Plan for Greater Adelaide* ([livingadelaide.sa.gov.au](http://livingadelaide.sa.gov.au)) describes how Adelaide should grow to become more liveable, competitive and sustainable, guiding the long-term growth of the city and its surrounds.

First prepared in 2010 and updated in 2017, it responds to challenges and opportunities guided by fourteen (14) principles to help shape the key policies and actions including climate change, and economic growth and competitiveness.

The *30-Year Plan* reinforces three interlocking objectives, which are addressed through the *City of Unley Community Plan 2033*:

- Maintaining and improving liveability
- Increasing competitiveness
- Driving sustainability, environmental protection and resilience to climate change

## CITY OF UNLEY COMMUNITY PLAN 2033 - A COMMUNITY OF POSSIBILITIES

The City of Unley is committed to achieving its vision that *Our City is recognised for its enviable lifestyle, environment, business strength and civic leadership*. The *Community Plan 2033* provides the vision, strategies and framework for the future of the City through four goals.

The *Economic Development Growth Strategy 2021–2025* focuses on achieving the Economic Prosperity goal:



**Economic Prosperity**

Our businesses are valued because of the range of goods, services and facilities they provide, and new businesses are supported, not burdened with bureaucracy.

The other goals are:



**Community Living**

People value our City with its enviable lifestyle, activities, facilities and services.



**Environmental Stewardship**

We will maintain and enhance our urban environment, and strengthen our City’s resilience to climate change by providing leadership to our Community.



**Civic Leadership**

Council will listen to the community and make transparent decisions for the long-term benefit of the City.

**STRATEGIC ALIGNMENT**



Plans and strategies that support the achievement of Council’s vision and the delivery of the *Community Plan*:

- *Active Aging Strategy*
- *Cultural Plan*
- *Digital Unley*
- *Environmental Sustainability Strategy*
- *Integrated Transport Strategy*
- *Living Active – Sport & Recreation Plan*
- *The Living City – Open Space Strategy*
- *Walking and Cycling Plan 2016–2021*

# WHAT IS COUNCIL'S ROLE?

Local government can enhance the performance of local economies through the application of thoughtful and consistent economic development strategies. Promoting economic growth is integral to achieving the core objective of enhancing community.

Councils can influence economic growth by:

- 1** Providing and lobbying for infrastructure and services such as parking, strategic development and business development.
- 2** Attracting investment through advocacy and provision of investment support activities.
- 3** Zoning or development to revitalise key precincts and change land use patterns.
- 4** Building and maintaining infrastructure to provide services, amenity and facilities for the community.
- 5** Attracting and developing business and support activities such as brokering advisory and mentoring services, entrepreneurial programs, co-working spaces, networking initiatives, and supporting business groups and associations.
- 6** Supporting strategies that generate skills planning, job creation and retention.
- 7** Attracting investors that would generate improved services or economic vitality.
- 8** Promoting City wide tourism and marketing activities, including communication strategies, major events and festivals, visitor centres, and retail support.

Council cannot directly deliver economic outcomes for businesses and investors. However, it can advocate, facilitate and support economic growth, and provide a dynamic foundation to be leveraged. To meet the 'challenge of change', Council must respond to new technologies and the impacts they are having on workforce participation, and change arising from public policies, and shifts in demographics and consumer preferences.

Through this strategy, it is important the role of Council and its partners are clearly articulated to ensure the Strategy achieves what it sets out to do, and to avoid confusion and duplication of effort. Council will take on different roles through delivering this strategy including:



## Role      Meaning

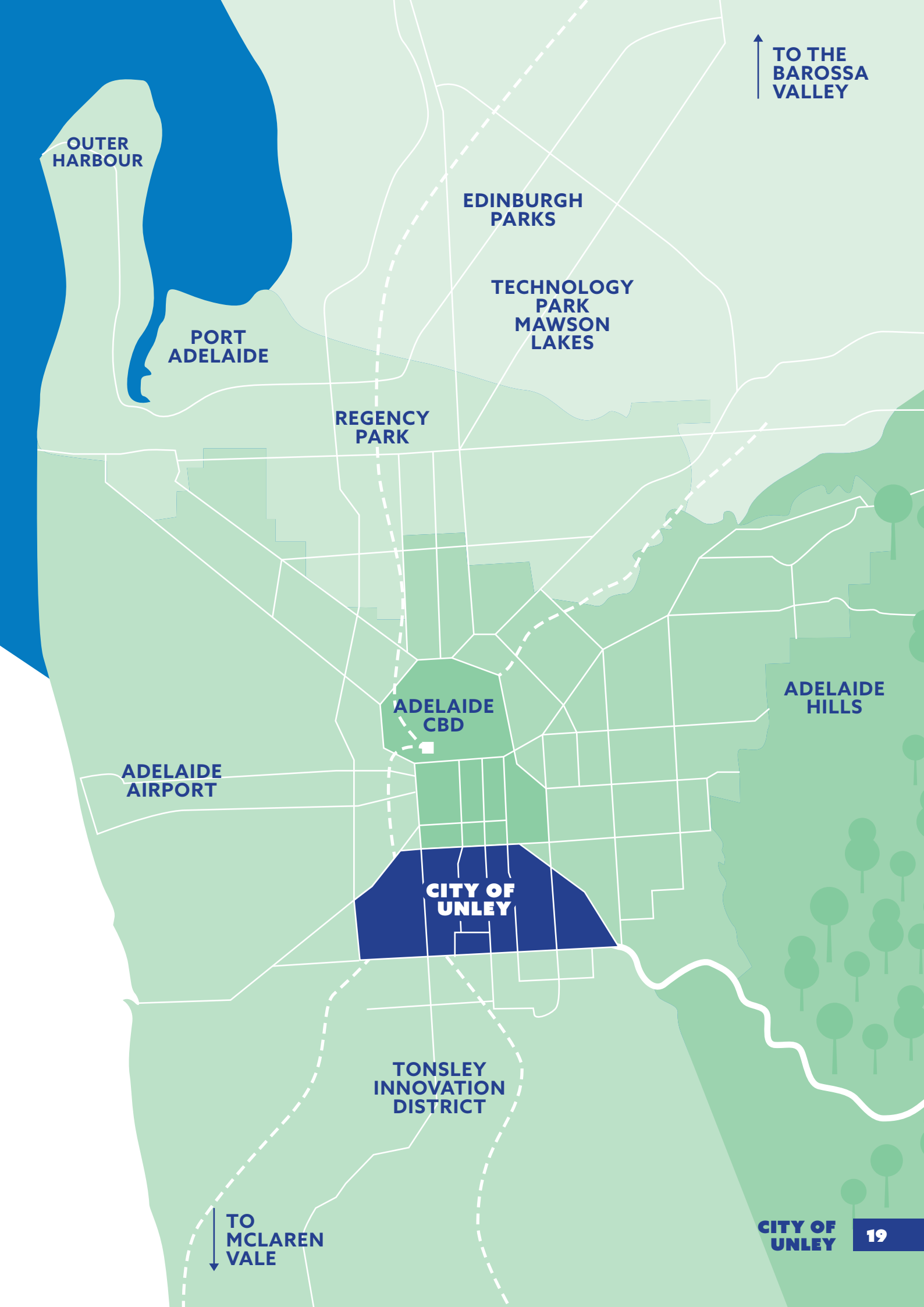
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<b>No role</b>	The Council chooses not to have a role in relation to a particular service or activity.
<b>Information channel</b>	Information about a service or activity run by other bodies is communicated by the Council through its existing channels—for example, brochures in Council offices, libraries and other public spaces or links to another body’s website.
<b>Advocate</b>	The Council may advocate on behalf of local businesses or the broader community to another government or other organisation for certain things to happen. This could range from a single event (such as writing to a Minister) through to an ongoing campaign.
<b>Facilitator</b>	A step further from advocacy where the Council may seek to bring parties together to work out a solution to an issue affecting its area.
<b>Agent</b>	Typically, this would involve the Council delivering a service, funded by a government agency, that is—or likely to be regarded as—the responsibility of another government.
<b>Part funder</b>	The Council either provides funding to another body to meet part of the cost of that body providing a function/service activity, or receives funding from another body (usually a government agency) to meet part of the cost of the Council delivering it.
<b>Asset owner</b>	As the owner (or custodian, such as through a Trust Deed) of an asset (road, footpath, building, playground, etc) the Council has responsibility for capital, operating and maintenance costs.
<b>Regulator</b>	The Council has legislated roles in a range of areas, which it is required to fund from its own budget (other than fees for cost recovery, government grants, etc).
<b>Service Provider</b>	The full cost of a service or activity is met by the Council (other than fees for cost recovery, government grants, etc).

*The Economic Development Growth Strategy 2021–2025* is the implementation of specific actions to achieve outcomes that are designed to boost economic activity to benefit local businesses and the broader community.

# CITY OF UNLEY AT A GLANCE

The City of Unley is a centrally located inner-City council with an outstanding location, ideally situated between the south eastern entrance to Adelaide, the CBD and Adelaide Airport. The City is also within close proximity to major landmarks, services, institutions and innovation hubs.



**OUTER HARBOUR**

**PORT ADELAIDE**

**EDINBURGH PARKS**

**TECHNOLOGY PARK  
MAWSON LAKES**

**REGENCY PARK**

**ADELAIDE  
CBD**

**ADELAIDE  
HILLS**

**ADELAIDE  
AIRPORT**

**CITY OF  
UNLEY**

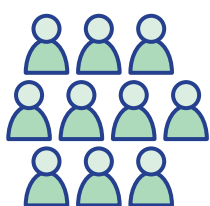
**TONSLEY  
INNOVATION  
DISTRICT**

**TO  
MCLAREN  
VALE**

**↑  
TO THE  
BAROSSA  
VALLEY**

**CITY OF  
UNLEY**

# CITY OF UNLEY COMMUNITY



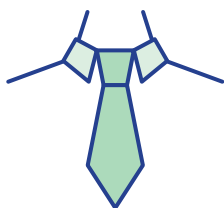
**39,208  
PEOPLE**

Total population  
(at 30 June 2019)



**42,693  
PEOPLE**

Estimated population  
growth to 2031



**38.5%**  
of residential  
workforce are  
professionals



**33.3%**  
of residents own  
their own home  
without a mortgage

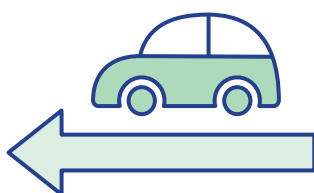
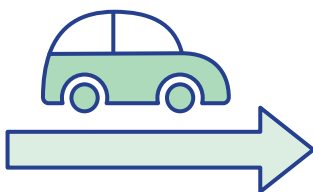


**40.6%**  
of residents  
have a Bachelor  
degree or higher



**HIGH**  
average  
income

**15,850**  
people travel to Unley  
to work each day



**78.2%**  
of working residents  
work outside of  
the Council area

## TOP 3 RESIDENT OCCUPATIONS:



- Healthcare & social assistance
- Professional, Scientific & Technical services
- Education & Training

# CITY OF UNLEY ECONOMY

**6,022  
BUSINESSES**



(ABS count of Australian businesses)

**\$2.9  
BILLION**



Gross Regional Product

**20,352 JOBS**

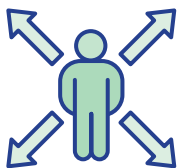


There are more jobs in the City of Unley than employed residents



**LOW**  
unemployment

## TOP 3 INDUSTRIES BY OUTPUT:



- **\$622.5m:** Professional, Scientific & Technical Services
- **\$615.038m:** Construction
- **\$572.15m:** Health Care & Social Assistance

## TOP 3 INDUSTRIES BY EMPLOYMENT:



- Health Care & Social Assistance
- Professional, Scientific & Technical Services
- Retail Trade



# CHALLENGES & OPPORTUNITIES

The City of Unley has numerous economic development opportunities given its proximity to the Adelaide CBD and its reputation as a desirable place to live and work. There are also a number of key strategic sites that have the potential for new developments.

## **HOLISTIC APPROACH**

The *Economic Development Growth Strategy 2021–2025* takes a holistic approach to economic development, working with the different drivers that encourage economic growth. Vibrant and active mainstreets are key destinations for which the City of Unley is well-known, and mainstreet trader associations are valued stakeholders. Home-based businesses, non-employing businesses and “off main street” businesses have also been identified as major contributors to economic growth and may have been underserved in the past.

It is vital that all stakeholders are considered and the approach regularly reviewed to ensure a strategic outcome is achieved that meets the needs of businesses and investors, is reflective of current conditions, is innovative and ensures all stakeholders contribute to a collective overall vision. With its holistic approach, this strategy references and focuses on precincts of which mainstreets are an important driver, however the term ‘precinct’ is used as a more encompassing term and not limited to linear perception.

## **POPULATION**

The City of Unley has the second highest population density (2,748 residents per square kilometre) in the Adelaide metropolitan area, however there remains some low-density pockets. The population is slightly older than the South Australian average, there are more couples with children, and the population growth rate of 0.3 per cent is marginally below the State average.

There is an opportunity to increase the overall population of the city which in turn will strengthen the local economy.

## **INCOME, INCOME SUPPORT AND HOUSING**

From a socio-economic perspective, the resident population is relatively affluent. Total household income in 2016 was 36 per cent above the State median. The affluent nature of the region’s population is reflected in housing indicators with the City of Unley having a relatively low proportion of low-income households, a low proportion of households under mortgage stress, and a low proportion of people living in social housing. Given its central location and proximity to the Adelaide CBD, and other desirable features such as adjacency to the Adelaide Parklands and high-quality schools, Unley is a highly desirable place to live, which in turn is expressed through higher property prices.

## **LABOUR FORCE AND OCCUPATIONS**

The City of Unley has a consistently low unemployment rate (3.3 per cent compared with the State average of 6.2 per cent for the December 2019 Quarter) and a highly engaged labour force. The resident workforce is highly skewed towards professionals; however, most residents work outside the Council area, predominantly in the Adelaide CBD.

The City of Unley is one of the few council areas in South Australia that generate or host more jobs compared with the size of the local resident workforce. There are more people who work in Unley (19,383 persons in 2016) than there are employed persons living in the council area (18,941 persons). Thus, Unley is not solely a residential council area—it also generates significant employment within the region.

## **BUSINESS AND INDUSTRY: WHERE PEOPLE WORK**

There are 6,022 active trading businesses in the City of Unley (as at 30 June 2019) with the prominent sectors being rental, hiring and real estate services, professional, scientific and technical services, financial and insurance services, and health care. It is therefore not surprising that 70 per cent of businesses are non-employing/sole traders.

Recent growth in business counts have been concentrated in the professional service sectors such as finance, engineering and real estate, which reflect a high degree of self-employment and a trend toward sub-contracting. Key sectors are well aligned with State growth focus areas and could be further developed.

Cluster mapping shows that businesses are also highly clustered in zones located outside the mainstreet precincts, with Greenhill Road and, to a lesser degree, Glen Osmond Road being significant areas of activity.

## **COVID-19**

The COVID-19 Pandemic has had a significant impact on the economy at a local, national and global level. Council acknowledges its role in supporting City of Unley businesses adapt to changing conditions. At the time of writing this strategy, we are unable to predict the long-term impacts of the COVID-19 Pandemic. To deliver this strategy and encourage economic growth of the City, Council will continue to monitor the impacts and collaborate with Federal and State Government, local stakeholder, businesses and the community.





## Opportunities

---

Significant key sites for mixed use developments, including a central rejuvenated District Centre around Unley Road/Council.

---

Higher density accommodation around transit corridors will bring critical mass/congregations of people, support retail, small bars/food outlets and will stimulate investment.

---

Significant younger demographic – Young People (0–30 years old) represent 40% of the population in the City. Housing options will provide opportunities for young people to live in Unley.

---

Likely continual growth in home-based businesses and increased demand for co-working/incubator spaces.

---

Existing systems and processes within Council can be refined to enable more efficient establishment and development of businesses.

---

Increase understanding of key clusters and growth industries and their economic impact potential.

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Leverage State Government direction for the development of transport corridors.

---

Support of private investment in mixed use facilities will create employment and improve liveability.

---

New forms of accommodation to be supported to encourage people to age in place and support growth in required support services.

---

The size of the Council area makes it very accessible and connected and there is a sense of community pride to support local which could be further understood and embraced.

## Challenges

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City of Unley is in competition for consumer expenditure through investment and development of retail precincts at Burnside, Mitcham, Norwood, Magill and Prospect.

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Potential increase in unemployment as a result of COVID-19.

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Increasing competition for residents with new mixed-use development, housing and apartments being built in the CBD and inner-city suburbs (such as Norwood).

---

Rising property prices impose a barrier to entering the property market, impact on scale and type of future development and are a threat to affordable housing and commercial space.

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Arterial roads currently provide priority to commuter movement not local traffic.

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Parking availability (actual and perceived).

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Community sensitivity/understanding of need for new developments due to technology, changing demographics, new styles of accommodation, change in consumer preferences, public spaces for greater social interaction.

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Perceived high rents for commercial tenancies is a barrier for business interest.

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Digital Disruption – Rapid pace of change and move to online and the threat to bricks and mortar offerings.

# KEY INFLUENCES FOR ECONOMIC GROWTH



The City of Unley continues to evolve. The *Economic Development Growth Strategy 2021–2025* acknowledges that change will continue, and the City must adapt and respond to ensure growth into the future. Much of what Council does is directly related to investment, economic development, the character of the City and the quality-of-life of residents.

The ultimate purpose in all this activity is to help create prosperity, a high quality-of-life, and to promote business development as the basis for community prosperity and development.

The Council's policy regarding the development of key strategic sites is already closely aligned with the objectives of the State Government's *30-Year Plan for Greater Adelaide*, which aims to contain urban sprawl through higher-density mixed-use development along designated transport corridors.

Increased population density has the potential to support new service businesses and will

be required to support existing retail businesses. It also exerts pressure on the existing public realm including recreation spaces. Advocating for strategic development of sites and working with investors and State and Federal Government to realise these opportunities is a key foundation of this strategy.

Other external trends and opportunities influence economic growth. Below is a snapshot of ongoing changes to the way individuals, families and communities live, work and socialise. Their changing preferences feed back into responsiveness and sustainability of the local economy:

## **PEOPLE AND FAMILIES**

The demographic make-up of the Unley council area continues to change, and the City must adapt and evolve to meet demand. There is a greater number of older residents and younger retirees and a large number of single households.

People report they are time poor, they desire connectivity to their home, workplace and city, residential and lifestyle preferences are changing, and many more people are working from home but require places for social connection. There are more renters as the prospect of home ownership becomes more difficult and there is more workplace mobility (and insecurity) resulting in preferences for renting.

## **CONSUMER PREFERENCES PLACING AN EMPHASIS ON LOCALISM, LIVING IN PLACE**

Consumer preferences are embedded in market and non-market transactions and experiences, such as the coffee experience, meeting places for socialising, walking and cycling. Changing preferences put a premium on facilities close to each other such as shopping, meeting places and recreation, and involve access to public green space such as parks, ovals and community gardens.

The viability of local businesses is driven by changing preferences and a critical mass of consumers and workers.

## **LOCALISM BUT GLOBALLY CONNECTED**

New digital technology and online platforms such as Google, Amazon, Facebook and Microsoft enable new business models and connect consumers to the world. This includes growth in e-commerce, e-health and e-education and in home-based businesses.

## **TECHNOLOGY**

Enabling technologies are changing the face of how and where we work, providing access to information and data, enabling growth in new and home-based businesses, and encouraging investment in home-based offices. Technologies are evolving rapidly into artificial intelligence (AI), machine learning and expansion of rich data.

Inescapably, technology is contributing to change in all that we do and this must be embraced and supported to ensure continued jobs growth and sustainability. Technology also provides opportunities to communicate and interact with new and existing businesses to further strengthen the Council's business interactions.

## **TRANSPORT**

Transport systems and consumer demand continue to change with growth in ride sharing, UBER, preferences for walking and cycling and development of autonomous vehicles and more. Having accessible transport options and policy objectives is a key element to economic growth.

## **ENVIRONMENTAL TRENDS**

Environmental sustainability is a key focus for much of the local community and the Council is committed to maintaining and enhancing the urban environment and strengthening the City's resilience to climate change.

That includes a strong commitment to increase tree canopy cover throughout the City. The Council is currently developing an action plan to reduce its carbon emissions and additionally, the State Government has clear directions on improving environmental sustainability including the ban on single-use and other plastic products. It is anticipated this focus will continue into the future.

## **THE CHALLENGE TO 'OLD STYLE THINKING'**

New thinking suggests you start at the centre (the hub) and build out through mixed-used development, investment in new commercial and residential developments, and adoption of policies that create the critical mass of people and transport options. The art of urban design provides for safe, comfortable, walkable and vibrant spaces and business environments.



# STRATEGIC FRAMEWORK

This Strategy provides 5 objectives for economic growth, reflecting feedback from Council and the business community, framed by the City of Unley's *Community Plan 2033* and State Government strategies such as South Australia's *Growth State Plan* and the *30-Year Plan for Greater Adelaide*.

Actions have been prioritised for delivery over the following financial years:

- **Short:**  
2021-22 / 2022-23
- **Medium:**  
2023-24 / 2024-25
- **Long:**  
2025 onwards

## Civic Leadership

## People & Places

### OBJECTIVE

**A whole-of-city approach to facilitate and promote business growth and investment ensuring desirability of the City of Unley as a business destination**

**Support growth through quality development that builds on the City's liveability and aligns with environmental principles**

### STRATEGIES

- 1.1 Develop a City-wide approach to Economic Development
- 1.2 Foster networks and relationships to maintain an understanding of business needs and economic drivers
- 1.3 Proactively promote the City of Unley as a great place to do business

- 2.1 Continue the implementation of the City's *Planning Strategy* and undertake further rezoning of key corridors to facilitate uplift
- 2.2 Prioritise the redevelopment of strategic sites
- 2.3 Reinvigorate the Unley Central Precinct as the business, residential, civic and cultural heart of the City
- 2.4 Optimise and diversify the City's population within existing dwellings
- 2.5 Promote the economic benefits of integrating environmental design principles in new developments and public realm upgrades



## **Destination & Investment**

## **Business Sustainability**

## **Connected & Activated Precincts**

**Increase employment opportunities through recognition of the City of Unley as a business destination and place to invest**

**Enable business growth and prosperity**

**Business precincts are vibrant, activated and connected**

- 3.1 Maximise new investment and economic growth opportunities
- 3.2 Streamline business and investment interactions with Council
- 3.3 Encourage a complimentary mix of businesses throughout the City and identify emerging trends
- 3.4 Optimise transport and parking solutions in and around key business precincts
- 3.5 Work with growth industries

- 4.1 Ensure relevant Council policies and processes enable business activity and contribute to the overall liveability of the City
- 4.2 Encourage businesses growth and prosperity through a business support program
- 4.3 Strengthen engagement with home-based businesses
- 4.4 Promote local businesses and services
- 4.5 Encourage sustainable business practices

- 5.1 Establish Greenhill Road as a key business precinct
- 5.2 Maintain attractive, connected and vibrant precincts that are developed according to their unique character and function
- 5.3 Understand and embrace new technologies to support economic growth
- 5.4 Encourage businesses to grow and prosper through innovation and entrepreneurship
- 5.5 Facilitate activation and enhancement of precincts throughout the City

# ACTION PLAN



## OBJECTIVE 1: CIVIC LEADERSHIP

A whole-of-city approach to facilitate and promote business growth and investment ensuring desirability of the City of Unley as a business destination

<b>1.1</b>	<b>Develop a City-wide approach to Economic Development</b>	<b>Priority</b>
1.1.1	Establish an Independent Economic Development Advisory Committee	Short
1.1.2	Consider the findings of the <i>Mainstreet Management Model Review</i> (2019) and implement changes as required	Short
1.1.3	Embed economic outcomes in decision-making across the organisation	Short
1.1.4	Strengthen internal understanding of the role of economic development and foster a business-friendly culture across the organisation.	Short
1.1.5	Encourage purchasing from City of Unley based businesses	Ongoing



**1.2 Foster networks and relationships to maintain an understanding of business needs and economic drivers** **Priority**

1.2.1	Strengthen the working relationship with Business SA, Small Business Commissioner of South Australia and other relevant stakeholders	Ongoing
1.2.2	Host regular roundtable discussions with key stakeholders, business leaders and industry groups	Medium
1.2.3	Contribute to regional conversations and engage in joint projects through the Eastern Region Alliance (ERA)	Ongoing
1.2.4	Conduct a biennial business survey to understand business needs	Short
1.2.5	Establish proactive working relationships with neighbouring Councils, particularly City of Adelaide, and identify opportunities to work together	Medium
1.2.6	Actively contribute to project planning discussions and advocate for local businesses as part of major State and Federal Government infrastructure projects	Ongoing

**1.3 Proactively promote the City of Unley as a great place to do business** **Priority**

1.3.1	Develop an Economic Development communication strategy to promote the City's economic development objectives and activities	Short
1.3.2	Develop a proactive campaign promoting the City of Unley as a desirable place to invest, work and visit with a strong presence on Council's website	Short
1.3.3	Advocate for strategic investment and development within the City that aligns with community needs and expectations	Ongoing
1.3.4	Foster two-way communications tailored to achieve economic outcomes and ensure proactive responses	Ongoing
1.3.5	Encourage a collaborative approach to working with developers	Ongoing
1.3.6	Increase community understanding of the impacts and benefits of housing density and commercial developments that contribute to population, employment and economic growth	Ongoing

# OBJECTIVE 2: PEOPLE & PLACES

Support growth through quality development that builds on the City's liveability and aligns with environmental principles

## 2.1 Continue the implementation of the City's *Planning Strategy* and undertake further rezoning of key corridors to facilitate uplift Priority

2.1.1	Rezoning the business core and northern end of Goodwood Road	Medium
2.1.2	Rezoning the northern end of King William Road	Medium
2.1.3	Rezoning the central / northern end of Glen Osmond Road	Long

## 2.2 Prioritise the redevelopment of strategic sites Priority

2.2.1	Advocate to and work with Renewal SA for an optimal outcome for the former LeCornu Site (on Anzac Highway)	Short
2.2.2	Work with and advocate to State and Federal Government to implement the Keswick Barracks Masterplan	Short
2.2.3	Lobby and advocate to State Government for a favourable redevelopment of Highgate Park (the former Julia Farr Site) including a range of community and residential uses	Short
2.2.4	Work with stakeholders to facilitate the development and upgrade of identified retirement living and aged care accommodation sites	Medium
2.2.5	Work with the State Government and private land owners to facilitate appropriate development in-line with the Arthur/ Mary St and King William Rd Urban Design Study	Medium

### **2.3 Reinvalidate the Unley Central Precinct as the business, residential, civic and cultural heart of the City** **Priority**

2.3.1	Encourage and facilitate the redevelopment of key sites within the Unley Central Precinct	Short
2.3.2	Work with State Government and key stakeholders to deliver public realm improvements	Medium
2.3.3	Complete Stage 2 of the Unley Oval Redevelopment	Short
2.3.4	Advocate to and work with State Government to realise the opportunities of 10 Thomas Street (Including Mornington House)	Ongoing
2.3.5	Advocate for the extension of the "Gig City" to the City of Unley	Short

### **2.4 Optimise and diversify the City's population within existing dwellings** **Priority**

2.4.1	Work with the Universities and Study Adelaide regarding billeting and living opportunities for students in the City	Long
2.4.2	Consider communication and information sessions to promote student living options and benefits	Long
2.4.3	Work with the State Government to achieve changes to the Planning and Design Code that support ageing in place through initiatives such as the co-housing project	Short

### **2.5 Promote the economic benefits of integrating environmental design principles in new developments and public realm upgrades** **Priority**

2.5.1	Investigate establishing a pilot program to improve commercial rear-lots to improve greening and waste storage	Medium
2.5.2	Through the development process, continue to encourage environmental and sustainability considerations	Ongoing
2.5.3	Promote awareness of environmental and waste management programs / grants which may be available for new developments and businesses	Ongoing

# OBJECTIVE 3: DESTINATION & INVESTMENT

Increase employment opportunities through recognition of the City of Unley as a business destination and place to invest

<b>3.1</b>	<b>Maximise new investment and economic growth opportunities</b>	<b>Priority</b>
3.1.1	Update the City of Unley Investment Prospectus	Short
3.1.2	Strengthen strategic relationships with developers, entrepreneurs and businesses leaders to work collaboratively to achieve desired outcomes	Medium
3.1.3	Provide accurate and timely investment information on Council's website to support business expansion and investment decisions	Short
3.1.4	Promote and recognise the economic impact and job creation of major projects and developments	Ongoing
3.1.5	Consider expanding the Economic Development Rates Incentive Policy to encourage investors to work with Council	Medium
3.1.6	Further develop relationships with French organisations, such as FACCI and Alliance Francaise, to enhance attraction of French businesses and residents to the City	Short
<b>3.2</b>	<b>Streamline business and investment interactions with Council</b>	<b>Priority</b>
3.2.1	Refine Council's Business Concierge program ensuring a single point of contact for businesses and an integrated approach to required approvals	Short
3.2.2	Create an online business hub on Council's website as part of the Business Concierge program as a central point for business information	Short

3.2.3	Engage with the business community to streamline Council's policy and regulatory framework, processes and procedures to reduce complexity and make them more business-friendly	Short
3.2.4	Establish a mechanism to accelerate significant employment generating projects and business-related Development Applications	Medium
3.2.5	Assist businesses to understand and navigate the Planning and Design Code	Short
3.2.6	Report on the annual number of commercial Development Applications lodged	Ongoing
<b>3.3</b>	<b>Encourage a complimentary mix of businesses throughout the City and identify emerging trends</b>	<b>Priority</b>
3.3.1	Continue the annual vacancy rate survey and report	Ongoing
3.3.2	Understand and provide data on the current gaps in the business mix and escape spend	Medium
3.3.3	Work closely with developers, landlords and leasing agents to attract a complimentary business mix	Short
3.3.4	Investigate a grants program to encourage a new business to establish or move to the City	Medium
<b>3.4</b>	<b>Optimise transport and parking solutions in and around key business precincts</b>	<b>Priority</b>
3.4.1	Identify opportunities to increase parking accessibility around business precincts	Ongoing
3.4.2	Develop and implement an on-street Business Parking Permit program	Short
3.4.3	Review the current Carpark Contribution Policy and opportunities to strengthen the requirement to contribute or increase parking efficiency through the planning process	Short
3.4.4	Use smart technology to deliver parking solutions and educate the community to change parking perceptions around business precinct	Ongoing
3.4.5	Consider and advocate for alternate transport solutions to improve access to business precincts	Ongoing

# OBJECTIVE 4: BUSINESS SUSTAINABILITY

Enable business growth and prosperity

<b>4.1</b>	<b>Ensure relevant Council policies and processes enable business activity and contribute to the overall liveability of the City</b>	<b>Priority</b>
4.1.1	Review outdoor dining/footpath trading fees and identify opportunities to further assist businesses	Short
4.1.2	Investigate opportunities for activation permits and programs	Medium
4.1.3	Continue to be recognised as a Small Business Friendly Council	Ongoing
<b>4.2</b>	<b>Encourage businesses growth and prosperity through a business support program</b>	<b>Priority</b>
4.2.1	Assist businesses to emerge from the COVID-19 pandemic through Council programs and communicating other opportunities	Ongoing
4.2.2	Investigate new approaches and partnerships to develop local business skills and capabilities	Medium
4.2.3	Continue and enhance the bi-monthly Unley Business Breakfast Program and networking opportunities	Ongoing
4.2.4	Communicate and facilitate a program of training and networking events for new and existing businesses	Short
4.2.5	Maintain a contact database and regularly communicate key Council activities and projects, data insights, grants and general news to the business community	Ongoing
4.2.6	Provide up-to-date information on available business funding and grants	Short

### **4.3 Strengthen engagement with home-based businesses and creative industries** **Priority**

4.3.1	Identify and engage with home-based businesses to better understand their needs	Medium
4.3.2	Determine an ongoing program to support and engage with home-based businesses	Medium
4.3.3	Facilitate connection and collaboration between home-based and bricks and mortar businesses	Medium
4.3.4	Improve the information available for establishing a home-based business and update the existing factsheet	Medium
4.3.5	Collaborate with organisation teams to identify opportunities in the <i>Growth State Creative Industries Strategy</i> and Council's <i>Cultural Plan</i> to support the local creative industry sector	Medium

### **4.4 Promote local business and services** **Priority**

4.4.1	Grow the 'Keep It Local' campaign to actively encourage and promote the importance of supporting local	Ongoing
4.4.2	Review the current approach to City-wide marketing to encourage visitation to and support of local businesses (including home-based businesses)	Short
4.4.3	Work with the South Australian Tourism Commission to increase the visibility of City of Unley businesses	Short

### **4.5 Encourage sustainable business practices** **Priority**

4.5.1	Increase awareness of and assist businesses to embrace more sustainable business practices	Short
4.5.2	Consider integrating outcomes from the Business Green Waste trial to assist businesses to improve waste management practices	Short
4.5.3	Assist businesses to understand their obligations and become single-use plastic free	Ongoing





# OBJECTIVE 5: CONNECTED & ACTIVATED PRECINCTS

Business precincts are vibrant, activated and connected

<b>5.1</b>	<b>Establish Greenhill Road as a key business precinct</b>	<b>Priority</b>
5.1.1	Engage with Greenhill Road businesses to better understand the opportunities and challenges of the precinct	Medium
5.1.2	Develop a precinct approach to working with Greenhill Road and implement appropriate changes to meet business needs	Medium
5.1.3	Engage with the City of Burnside to develop a common approach for Greenhill Road and Glen Osmond Road	Long
<b>5.2</b>	<b>Maintain attractive, connected and vibrant precincts that are developed according to their unique character and function</b>	<b>Priority</b>
5.2.1	Work with the Royal Horticultural Society to realise the economic benefits the Showground brings to the local economy	Medium
5.2.2	Establish levels of service for identified precincts	Medium
5.2.3	Determine and continue a rolling program of precinct upgrades and development of public realm guidelines	Medium
5.2.4	Determine and deliver a City-wide plan for connecting precincts celebrating their unique character and complimentary offering	Long
<b>5.3</b>	<b>Understand and adopt new technologies to support economic growth</b>	<b>Priority</b>
5.3.1	Align with projects identified through the <i>Smart City Strategy</i> that support economic growth	Short
5.3.2	Explore the need for and opportunities to partner with external stakeholders and industry partners to provide increased digital infrastructure to promote business growth and investment	Medium

5.3.3 Communicate insights, trends and data obtained through smart technology throughout the City to assist with informed decision making Ongoing

5.3.4 Integrate data from smart technology with Council planning and operational systems Long

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**5.4 Encourage businesses to grow and prosper** **Priority**

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5.4.1 Continue to monitor the demand for and provide and encourage coworking throughout the City Ongoing

5.4.2 Facilitate the expansion of a coworking and innovation hub through the development of the Edmund Avenue Cottages Short

5.4.3 Connect local businesses with opportunities through existing innovation programs (including Lot14, ThinkLab, Tonsley Innovation District and others) Medium

5.4.4 Collaborate with internal teams on projects to encourage entrepreneurship for all ages including Youth and Active Aging Programs Ongoing

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**5.5 Facilitate activation and enhancement of precincts throughout the City** **Priority**

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5.5.1 Work with local businesses on a program to improve the vibrancy of precincts and enhance the customer experience Medium

5.5.2 Run a pilot program to encourage business-led activation Medium

5.5.3 Facilitate an annual program of events with economic objectives and outcomes Ongoing

5.5.4 Identify opportunities for precinct amenity improvements regarding placement and use of A-frames Long



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