



A shared vision for **Northern Adelaide**



We acknowledge the Aboriginal people as the first peoples and nations of South Australia. We recognise and respect the Kurna people's cultural connections as the traditional owners and occupants of northern Adelaide, and that the Kurna people have made and continue to make a unique and irreplaceable contribution to the area.

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# Executive summary

## **The Northern Economic Plan is a blueprint for a prosperous northern Adelaide, focused on creating jobs and empowering local communities.**

We looked closely at the economic data and asked the community what they want now and into the future. We also asked businesses about their plans in the region. Both groups were optimistic about the future, with good reason.

The region is a significant contributor to the South Australian economy (16.5 per cent of Gross State Product) and has been identified as the state's major urban growth area for both population and jobs. The region is strong in economic sectors of the future including construction and urban renewal; health, ageing and disability; agriculture, food and beverage; defence; mining equipment and technology services; and tourism, recreation and culture.

Economic conditions, including the low exchange rate and stable wage growth, make northern Adelaide an attractive location for business investment. The region is also well serviced by road, rail, air and port facilities, land availability, utilities and community infrastructure.

Residents are supported by strong and proud communities, accessible town centres and progressive local councils.

The Northern Economic Plan responds to the priorities contained in the State Government's Economic Statement 2015 and in related strategies of partner local governments: Playford, Salisbury, and Port Adelaide Enfield.

It builds on recently announced State Government initiatives, including \$93 million in the 2015–16 State Budget, to improve housing, roads and schools in northern Adelaide. The State Government has also embarked on the most significant tax reform in its history in order to create and maintain jobs. This includes abolishing share duty, stamp duty on non-real property transfers and other reforms aimed at lowering the cost of doing business in South Australia. This will make South Australia the best place to do business in Australia.

A new Food Park will also be located in northern Adelaide. The 40-hectare site will be located at Parafield Airport and will bring together food manufacturers, packaging and transport companies. Co-locating services will improve efficiencies and cost competitiveness.

Under the Northern Economic Plan, businesses and all levels of government are committed to working together on immediate projects to counter the job losses caused by the end of automotive manufacturing at the end of 2017, and to sustainably transform the region's industrial base over the longer term.

All partners are working together on common priorities to accelerate job and investment opportunities. These common priorities, or Strategic Directions, are focused on industry growth, thriving communities, and responsive government.

*"The types of jobs our grandchildren will have are going to be entirely different to those of our grandparents.*

*For more than half a century we've been a leader in heavy manufacturing – but that's changing. What we build, make and do in the future will be very different from what we built in the past."*

Manufacturing and Innovation Minister Kyam Maher

## Industry growth

Six sectors have been identified as having the most potential to grow jobs and attract new investment in northern Adelaide: construction and urban renewal; health, ageing and disability; agriculture, food and beverage; defence; mining equipment and technology services; and tourism, recreation and culture. These sectors build on existing strengths in the region.

The more than 70 northern businesses, interviewed as a part of the plan's consultation, are planning new investment worth \$247 million and 1,160 new jobs over the next 18 months.

## Thriving communities

We are working together to better meet the needs of disadvantaged families and individuals. We know that building life skills to cope with adversity may often be as important as job skills. Projects for short term action are focused on early childhood programs in schools, developing life skills, positive education partnerships, and wellbeing and resilience programs. More targeted and integrated service delivery is also a key focus for partners.

## Responsive governments

The State Government and the three local councils are committed to improving and coordinating services and policies to drive business growth and community prosperity. Specific areas of focus include: workforce development and training; innovation and small business development; transport planning; trade and investment; regulation, planning and utility costs; and local industry participation.

The State Government, councils, research and education organisations, and business leaders have agreed on longer term targets to monitor northern Adelaide's economic and social progress. Each individual project will also have specific targeted outcomes related to jobs, investment and/or social improvements.



# Supporting the north

**We are committed to supporting the north to grow jobs, increase investment and support communities to thrive.**

We are announcing with the release of the Northern Economic Plan:

- ✓ \$24.65 million of new funding to accelerate job creation and diversification in all six identified growth industries.

- ✓ To assist the State's automotive component manufacturing companies identify and capture new revenue streams and workers to find alternative jobs, we are expanding and simplifying our support, including by:
  - Removing the 20 per cent exposure threshold for State Government support – this means any component manufacturing company directly impacted by the Holden, Ford or Toyota closures is now eligible for funding support.
  - Removing the \$500,000 cap on available assistance under the Automotive Supplier Diversification Program to better support those automotive component supply businesses that now have proven diversification strategies in place.
  - Allowing non-automotive companies to access funds to partner with automotive supply chain companies on projects that retain automotive supply chain jobs and keep capital equipment in use.
  - Providing career advice services to spouses of automotive supply chain workers under the Automotive Workers in Transition Program, acknowledging that the coming closure of GM Holden will affect whole families, not just individuals.
  - Expanding eligible expenses so that automotive supply chain workers will now be able to access funding for vocational licenses, or for travel to get to a new workplace or training location.
  - Extending the time in which automotive supply chain workers are guaranteed access to support programs. All eligible workers will now have until 30 June 2018 to start training for a new career.
- ✓ We are supporting the establishment of an Innovative Manufacturing Cooperative Research Centre to assist manufacturing businesses to innovate

## **\$24.65 million of new initiatives in Northern Economic Plan priority areas:**

**\$2 million** to support an alliance comprised of northern businesses to **trial electric/diesel bus prototypes** manufactured in northern Adelaide.

**\$7 million** to attract anchor tenants to the **Northern Adelaide Food Park** and to promote the use of renewable energy and energy storage solutions at the Food Park.

**\$4 million** for a new **Disability Employment Hub** to train former automotive workers, upskill existing workers and encourage university students to work in the disability sector. Once the NDIS is fully implemented, it is expected to create around 6,300 jobs.

**\$500,000** to establish an **advanced modular construction industry alliance** in northern Adelaide with a particular focus on the mining, resources and energy sector.

Up to **\$1 million** to support a **key naval shipbuilding** supplier to upgrade their infrastructure and equipment, contingent on their winning a commercial contract, placing the company in a position to expand its commercial shipbuilding business before major naval shipbuilding projects come online. This will help to ensure we maintain our shipbuilding capacity for future defence contracts.

**\$100,000** to develop a **live music activation strategy** in northern Adelaide, building on the rich musical history that already exists there.

**\$50,000** for a **youth resilience and empowerment** program to be delivered by Power Community Ltd, the community development arm of the Port Adelaide Football Club.

**\$10 million** for a **Small Business Development Fund for northern Adelaide** to encourage small business to grow and create sustainable jobs.

through technology, products and services, workforce and business models to improve their competitiveness.

- ✓ We are working with the University of South Australia to support its Centre for Business Growth, led by successful businesswoman and ANZ Chair in Business Growth, Professor Jana Matthews. The Centre will deliver business growth clinics to more than 240 South Australian businesses, with up to 50 per cent of places prioritised for northern Adelaide businesses.
- ✓ We are developing an online investment map for northern Adelaide that will bring together state and council land availability, zoning and planning information and investment opportunities.
- ✓ Northern businesses interviewed as a part of the Plan's consultation are planning new investment worth \$247 million and 1,160 new jobs during the next 18 months.

Already announced as a part of the development of the Northern Economic Plan have been the following investments in northern Adelaide:

- \$93 million over four years in the 2015-16 State Budget to upgrade local schools, housing and roads. These investments in northern Adelaide will not only improve local services but will create local jobs.
- \$2 million over two years to help develop the Northern Adelaide Food Park.
- A Manufacturing Technology Centre will be established in northern Adelaide and will provide industry with access to new and emerging technologies. The program will have an initial focus on: additive manufacturing (3D printing), advanced materials, advanced robotics and automation, photonics, digital technology and big data analytics.
- The State Government has slashed the cost of doing business, with South Australia now the lowest taxing state in Australia for commercial property

transfers. These tax cuts are part of the State Government's nation-leading \$670 million tax reform package.

- All three northern Adelaide councils are moving forward with plans to redevelop their city centres.
- \$985 million Northern Connector, a joint Australian and State Government project that will create a non-stop motorway connecting the already completed Northern Expressway and South Road Superway, providing motorists with an unimpeded journey from Gawler to Regency Park – a total of 43 kilometres.
- Over \$2.5 million in grants to help companies in the automotive manufacturing sector diversify into other sectors.
- The State Government has made changes to ensure that local workers get more jobs out of government procurement. A 20 per cent weighting now applies for tenders worth \$220,000 or more in northern Adelaide.

### Jobs of the future

Our aim is to grow employment in northern Adelaide by 15,000 to reach 165,000 by 2025.

Growth sectors that have the most potential to shape and provide the jobs of the future in northern Adelaide include:

#### Construction and urban renewal

The building sector is a major employer in the north and there are more than 3,000 construction-related small businesses in the region. Immediate major construction projects outlined in the Northern Economic Plan could generate more than 1,500 direct new jobs during the next few years.

Six thousand homes will be built at Playford Alive, Blakes Crossing and Penfield. All three councils plan to upgrade their city centres. Of the \$93 million commitment to northern Adelaide in the 2015-16 State Budget, \$10 million will support upgrades to schools and early years facilities. Changes have also been made to ensure that local workers get more jobs out of State Government procurement.

### Health, ageing and disability

The highest growth in employment during the past five years has been in health care and social assistance. This area includes jobs in child care and youth services, residential care services such as aged care and respite, medical and health care professionals (e.g. physiotherapists or speech pathologists).

The roll out of the National Disability Insurance Scheme (NDIS) is expected to double the size of the workforce in the disability sector. Of the 6,300 new jobs forecast for South Australia more than 1,700 of them will be in northern Adelaide. New opportunities will be available across a range of disability jobs including personal care workers, therapists, administrative and organisational support positions, case managers and mental health nurses.

### Agriculture, food and beverage

Every year for the past 17 years the state's horticulture sector has increased. Planning is now underway for the Northern Adelaide Food Park and the State Government is also looking at ways to increase the volume of water available in the Northern Adelaide Plains. There are growing job opportunities in primary production, food processing, transport and other services.

### Defence

More than 85 per cent of Adelaide's defence industry activity occurs in the northern suburbs. The region supports about 5,000 highly skilled defence industry workers. An additional 6,000 Department of Defence personnel are based at Edinburgh. Naval shipbuilding will provide thousands of future jobs, starting with the recently confirmed Future Frigate Program. The Land 400 project also offers the opportunity to build the state's armoured vehicle manufacturing base.

# Supporting the north

Support is being provided to assist businesses and industries in the north as we transition from traditional manufacturing to new growth industries. This investment is intended to protect and create jobs.

# \$93 MILLION

## Key initiatives

# \$10 MILLION

## UPGRADE SCHOOLS AND EARLY YEARS FACILITIES IN NORTHERN ADELAIDE

Including: Fremont-Elizabeth City High School, Swallowcliffe School P-7, Keithcot Farm Children's Centre and various early years facilities

# \$1

## MILLION

As part of \$5.4 million for the development of the Northern Economic Plan

# \$2

## MILLION

Developing Northern Adelaide Food Park

# \$55

## MILLION

Construction of the Gawler East Collector Link Road

# \$25MILLION

of the upgrade for public housing upgrades to be spent in the north

**Tax reform** will benefit businesses in the north including automotive suppliers

### What does this mean for the north?

**BUILDING GROWTH INDUSTRIES**

**PROTECT AND GROW LOCAL JOBS**

**BETTER EDUCATIONAL FACILITIES**

**IMPROVE TRAFFIC FLOW**

**UNLOCK LAND**

**BETTER PUBLIC HOUSING**



## Supporting all South Australians

### Tax relief for households

**\$108.9**

**MILLION**

Abolish Save the River Murray Levy

From 1 July 2015

Savings of more than \$40 each year to nearly 415 000 households  
Savings of more than \$182 each year to around 50 200 non-residential properties

**\$6.4**

**MILLION**

Special Disability Trusts (SDTs)

From 1 July 2015

Exemption from stamp duty and land tax on principal place of residence transferred into SDT



### Cost of living concession

**\$148.2 MILLION**

New concession to replace the council rate concession that can be used towards the recipient's greatest needs

**\$200**

each year

Pensioners and low income earners who own their home

**\$100**

each year

Pensioners and low income earners who are tenants

**\$100**

each year

Self-funded retirees with a Commonwealth Seniors Health Card

The Government is spending around **\$275 million** in total on concessions each year

**Vision:**

Northern Adelaide – strong foundations, creating jobs, confident communities, improving lives.

**Objective:**

The Northern Economic Plan provides a clear pathway and direction for economic and social transformation during the next 10 years. Through active and ongoing partnerships between businesses, industry, the community, all levels of government and the not-for-profit sector, we will build on regional strengths and drive change for a prosperous future.





# Consultation

**The citizens of northern Adelaide are proud of the region's history and traditions and maintain lifelong ties to the region. Businesses are forecasting solid growth in jobs, investment and exports during the next five years.**

Commencing in May, we consulted with local residents, local workers including those working at GM Holden and throughout its supply chain, and northern business and industry. We heard from community groups and industry associations. They shared their thoughts on the region's strengths, challenges and future opportunities through a series of forums, interviews and online feedback.

Information was provided to more than 120,000 households and almost 7,000 residents took part in a telephone forum with the Premier and Minister for Automotive Transformation. About 700 residents and businesses have provided comments on the development of the plan.

The following is a summary of what we heard.

- People in the north have strong views about the future of their region – from broad issues like the potential of future industries, to individual topics, like the future of the GM Holden site.
- They value public spaces and meeting places, including shopping centres, parks, recreational hubs and sporting facilities.
- Housing affordability is viewed as one of the north's great strengths and many believe new residential developments, such as Playford Alive and Blakes Crossing, are having a beneficial impact.
- Local services for mental health, drug and alcohol abuse and food relief are critical services and highly regarded, as are other initiatives supporting the young or isolated. Club 84, Northern Sound System and the local Men's Shed are considered great examples.
- The history and social fabric of the north is valued and people support the diversity emerging in the region.
- Northern business leaders see a bright future. Collectively, the 70-plus businesses interviewed are planning new investment worth \$247 million and 1,160 new jobs over the next 18 months.

- People want more promotion of active lifestyles. They want to know about volunteering opportunities, exercise, lifelong learning, and community events.
- Residents and business leaders say there's a need to improve transport links so that freight can be moved more efficiently and traffic congestion eased.
- Better, safer public transport between town centres and suburbs is considered important to improve people's ability to access job opportunities and services.
- Ideas for urban renewal were plentiful and included suggestions about street lighting, train stations, pathways and bike lanes.
- Residents are concerned about the economic and social impacts of the closure of GM Holden and some of its suppliers. A coordinated approach to creating jobs, making the most of industry strengths and supporting small business is universally supported.
- The region's strengths in defence; agriculture, food and beverage; and education are well recognised and appreciated.
- Education was a recurring theme. Businesses want to partner with government on strategies to train or attract workers. Parents and students want more information on new industries and the types of skills that are forecast to be in demand.

We appreciate the willingness of northern businesses to openly discuss their concerns and issues. It is quite clear that, as the economy transitions, some sectors have great potential while others will face challenges, particularly over the next few years.

Further details can be found in the Northern Economic Plan Community Engagement Report, available at [www.looknorth.com.au](http://www.looknorth.com.au)



# Regional profile

## **The population of northern Adelaide is growing, youthful and diverse.**

The northern Adelaide region of the Playford, Salisbury and Port Adelaide Enfield local government areas is home to 346,000 people – 21 per cent of South Australia's population. Its economy is worth \$15.5 billion a year, representing 16.5 per cent of Gross State Product.

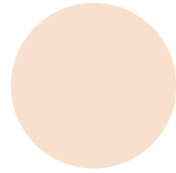
The region has well-established suburbs and innovative residential developments, including Mawson Lakes and Playford Alive. Suburbs on the urban fringe are also growing. Almost half of Adelaide's new residential land supply is in the north. It's attractive to first homebuyers and new arrivals because of its diverse mix of affordable housing.



# NORTHERN ADELAIDE



Key Employment Lands



Key Horticultural Areas

## People

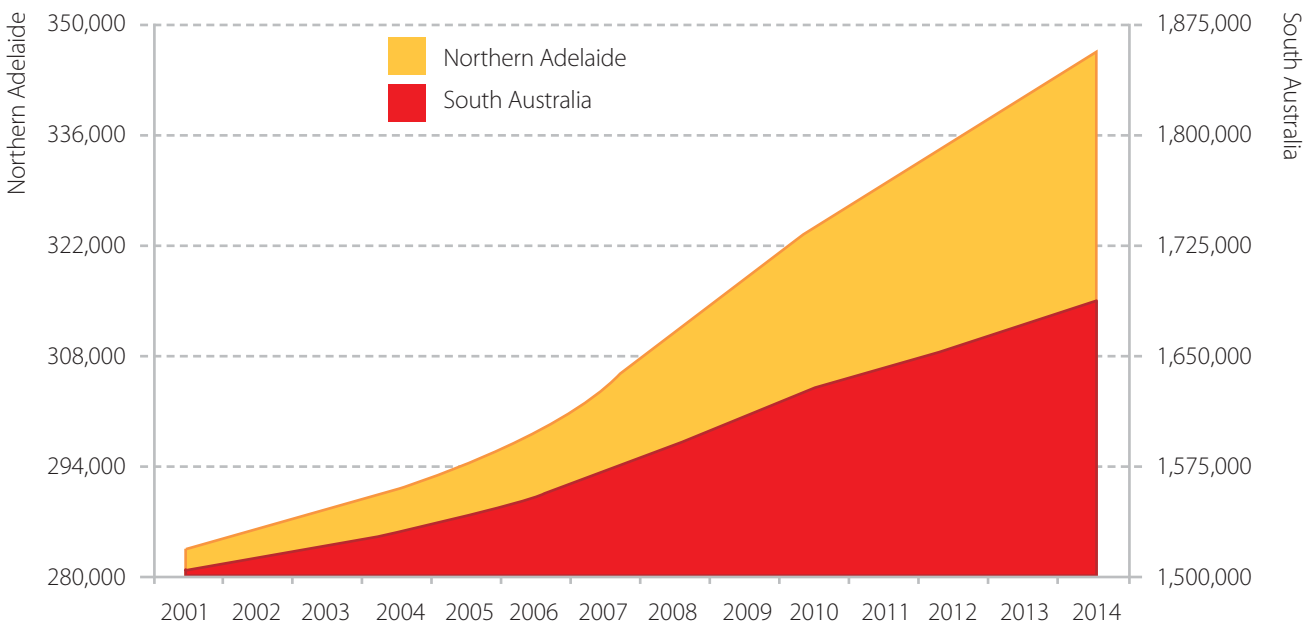
The region's population has grown at an average annual rate of 1.7 per cent during the past decade – almost twice the state average. It continues to be one of the fastest growing areas of South Australia. The population is also young, with 56.3 per cent of residents below 40, compared with 51.5 per cent across the whole of Greater Adelaide.

Northern Adelaide is part of the traditional lands of the Kaurna people and around 7,500 people identify themselves as Aboriginal – 2.2 per cent of the population compared with 1.3 per cent in the rest of Greater Adelaide.

The north also has a rich history of welcoming new migrants. During the past five years, most have come from India (21.9 per cent), China (9.1 per cent), Afghanistan (8 per cent), the Philippines (6.5 per cent) and England (4.2 per cent).

The proportion of residents who have completed post-secondary education continues to rise but is still below state averages, and fewer complete Year 12.

## Estimated resident population



Source: ABS, *Regional Population Growth Australia Catalogue 3218*



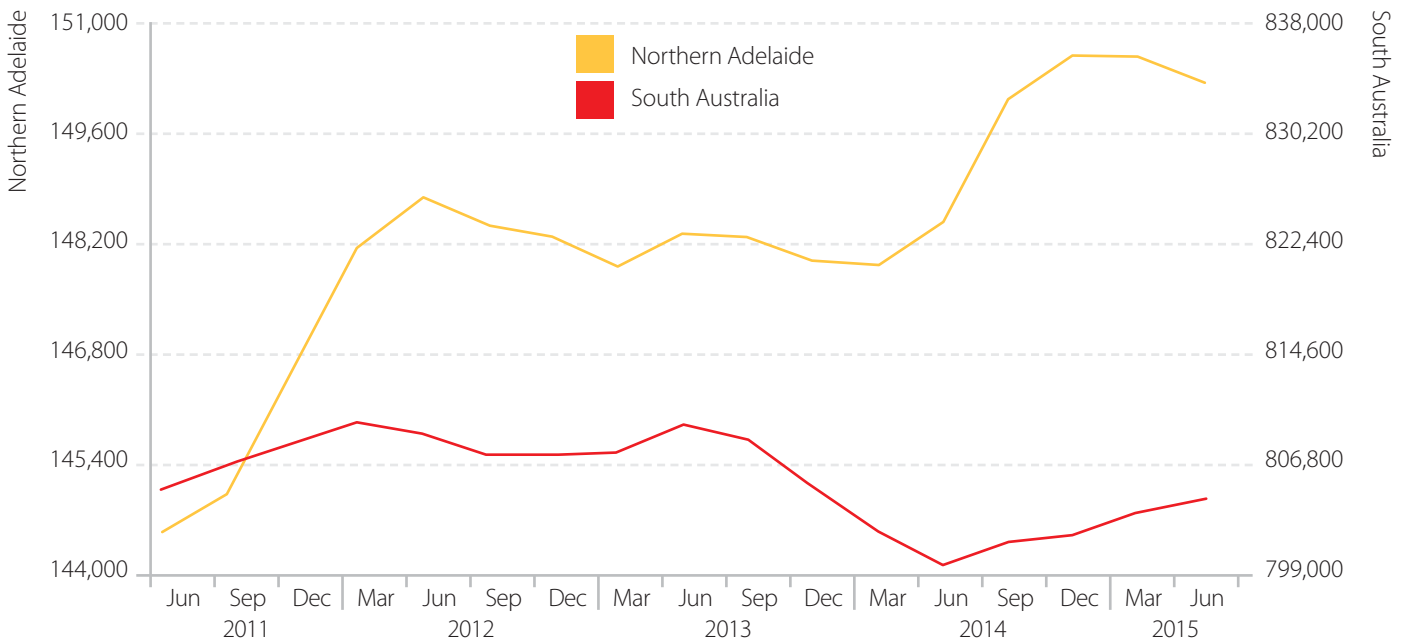


## Work

The number of working people in northern Adelaide has recently been growing faster than the state average, at an average annual rate of one per cent during the past four years. Around 150,000 residents across the three council areas are currently employed, and they account for 19 per cent of all employed people in South Australia.

The regional jobless rate has also risen in recent years, mainly because the population has grown faster than the work available. The unemployment rate was 10.5 per cent in the September quarter of 2015 while the state average was 7.2 per cent. Unemployment rates differ quite significantly between suburbs in the north.

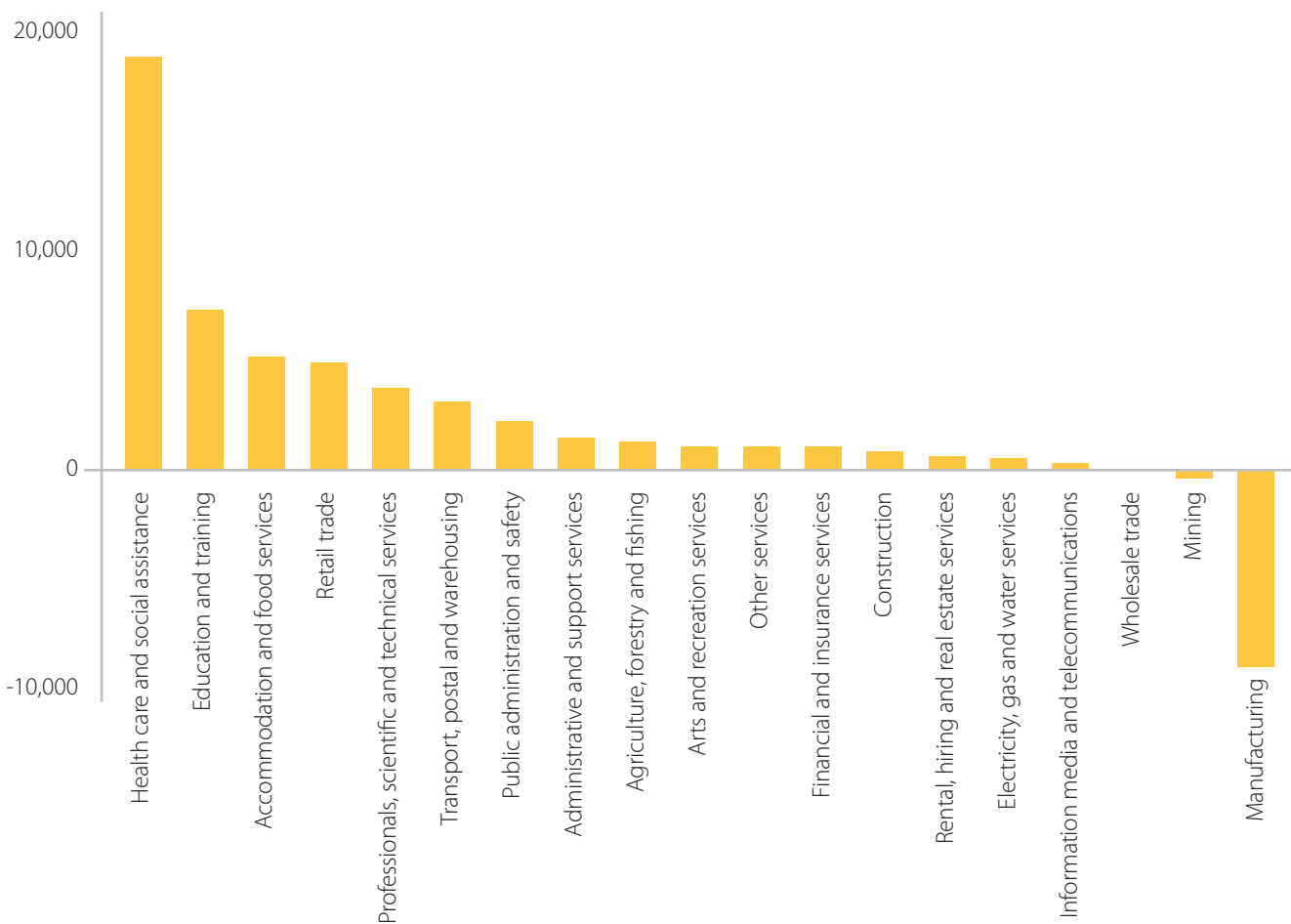
## Employed residents



Source: Derived from Small Area Labour Market data, Department of Employment 2015

The highest projected growth in employment during the next five years will be in health care and social assistance; education and training; accommodation and food services; retail; professional, scientific and technical services; and transport, postal and warehousing.

### Employment by industry - 5 year projection (2014-15 to 2019-20)



Source: Training and Skills Commission, Interim Report on South Australia Industry Priority Qualifications, derived from ABS population forecasts, SA Treasury macroeconomic projections and the Commission's extensive industry consultation

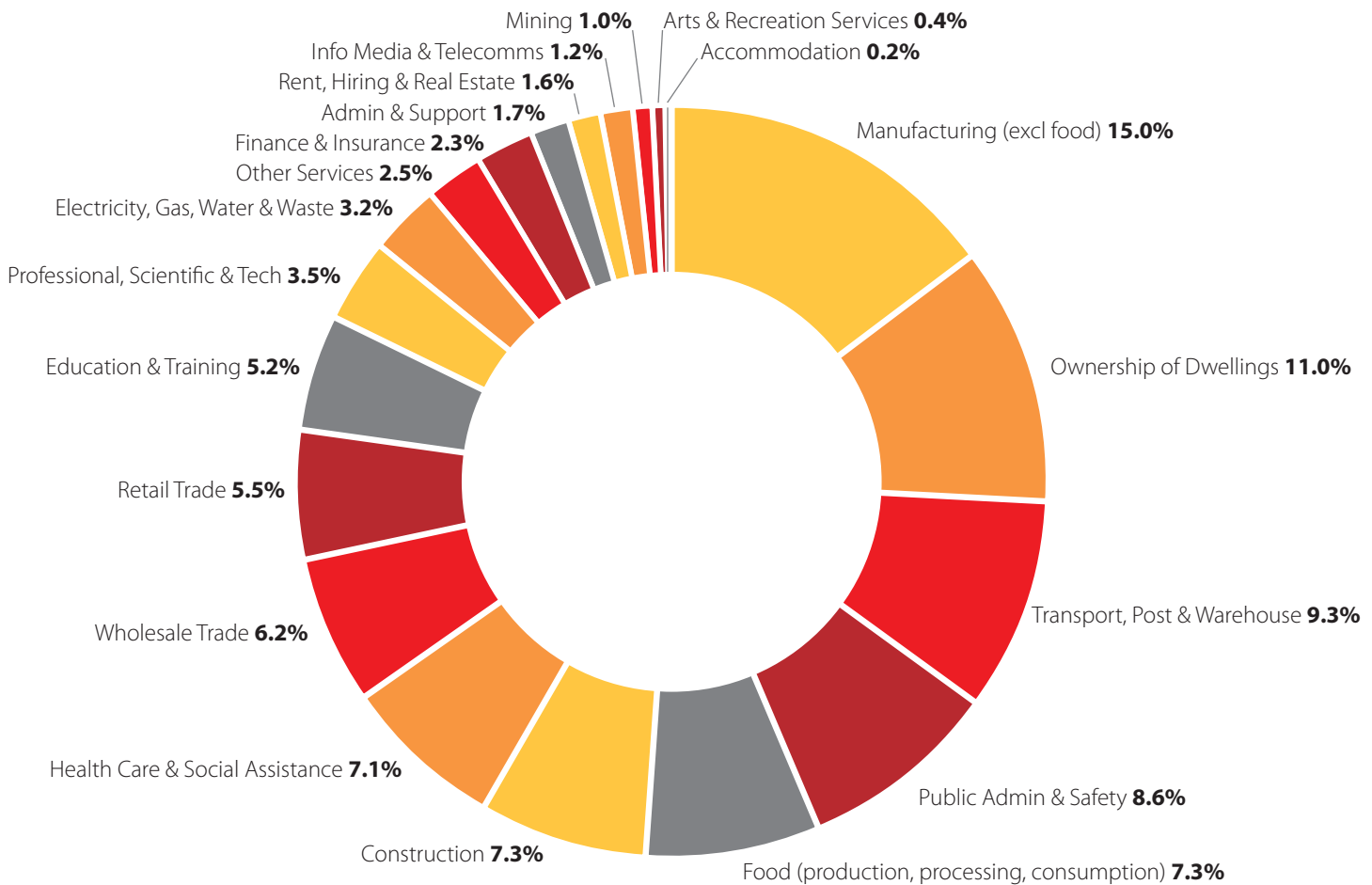
## Business

Many global companies operate from the north, and there are about 16,700 registered small businesses in the region. The Polaris Centre and the Port Adelaide-based Adelaide Business Hub both offer services to small business, while the Stretton Centre is working with companies of all sizes to help them find opportunities to diversify.

Manufacturing remains the most significant contributor to the local economy. The transformation of traditional manufacturing to new advanced manufacturing processes and markets is central to the region's future economic health. Primary production, food and beverage processing and defence are performing strongly as well. Although the north has a diverse industry base, it is affected by cyclical downturns, typically in the manufacturing and construction sectors.

Northern Adelaide has a large supply of industrial land, including at Greater Edinburgh Parks and Parafield Airport – the site of the new Food Park. These areas are serviced by quality road, rail, air, wastewater and energy infrastructure that is still being improved. Access to the Northern Connector motorway and the National Broadband Network will make them even more desirable.


## Gross regional product by industry 2012-13



Source: Regional profile – gross regional product and output: Port Adelaide Enfield, Playford and Salisbury LGAs, 2012-13, Econsearch 2015







How government, industry and the community deal with the coming changes will have a big influence on how quickly Adelaide's north can bounce back.

# Imperative for change

**Adelaide's northern community has always been resilient. The workers, families and businesses affected by the downturn in the automotive sector will need to rely on the support, strength and solidarity of their local communities, particularly in the short-term.**

The need for action to drive economic change in the region and the state more broadly is widely recognised. We need to effectively manage the closure of GM Holden in the short term, and to transition the region's industrial base towards services and value-adding goods over the longer term in line with the State Government's recently updated Economic Priorities. Northern Adelaide has a great manufacturing and research and development base from which this crucial transformation can evolve. We also have the opportunity to lead in the provision of new ways of health care, particularly around the Lyell McEwin Hospital.

To make the changes in the short term, there has already been a strong initial response. The State Government has worked with the Commonwealth to establish and implement the Industry Growth Fund, the State Government has made commitments under the Our Jobs Plan, and the South Australian Automotive Transformation Taskforce has been established.

An additional \$93 million was allocated in the 2015-16 State Budget to help protect and create jobs in the north.

Northern Adelaide has for a long time experienced higher than average levels of social and economic disadvantage. Some pockets of the population suffer high levels of joblessness and hardship and affected communities must be supported.

We know that where major industrial change has hit local economies, those that have survived and prospered are those where all sectors, government and non-government, have come together in a clear, purposeful and determined way to make the changes needed.

Working to a plan and sustaining true collaboration over the short and long term is critical. That's what needs to happen now in the north. We need to coordinate our efforts to build on our commercial strengths, attract investment and develop industries to create jobs and support our most vulnerable communities.

## Case study:

### Retrained auto worker

When GM Holden announced it was closing, Brian of Craigmore was working in an automotive supply chain company and worried about his future.

"I was unsure and not confident of what the future would hold due to my age. I was also not confident that I would be able to utilise my skills and transition into a new role easily," Brian said.

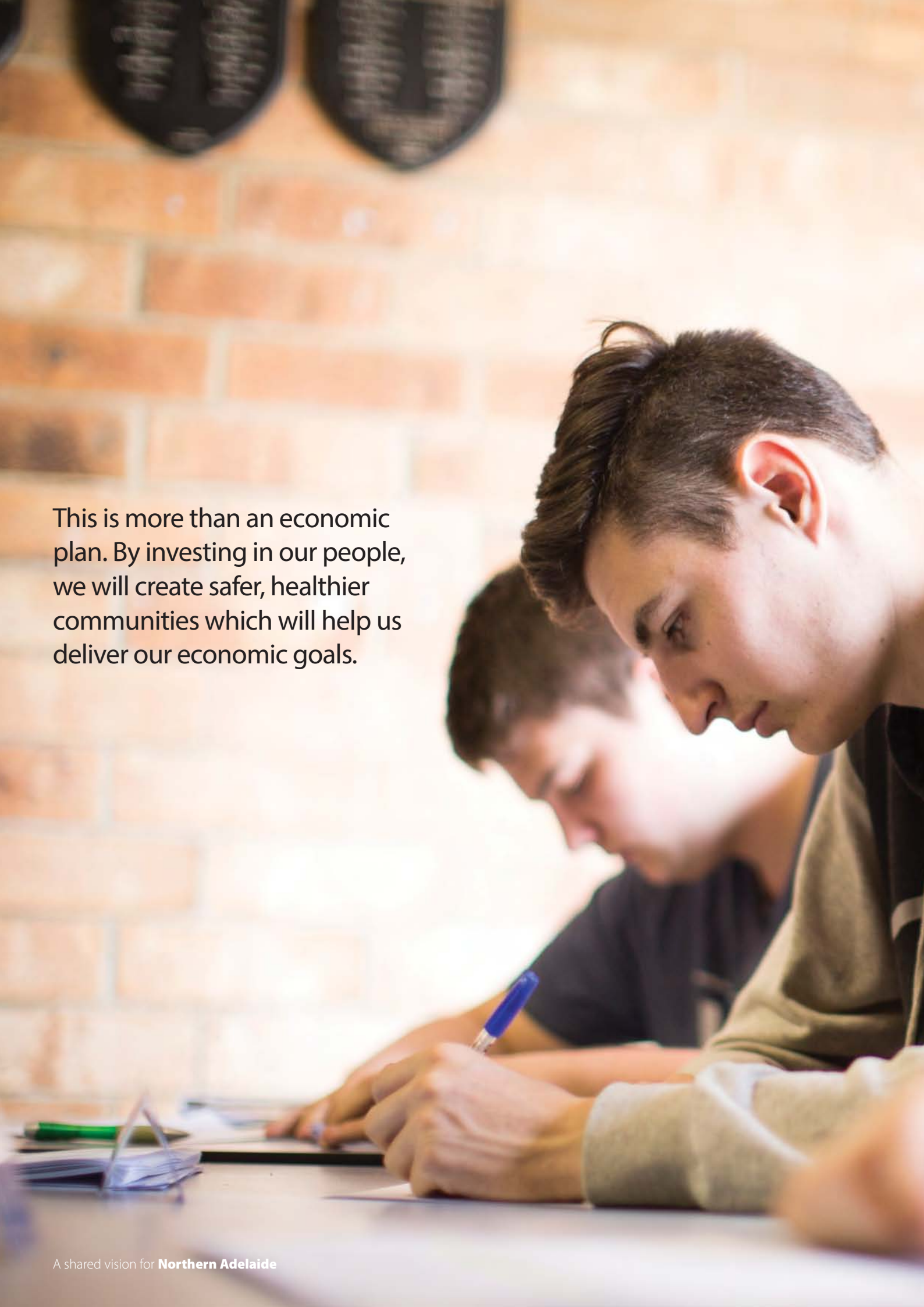
Under the State Government's Automotive Workers in Transition Program, Brian received career counselling through Northern Futures and completed a training course.

"I was successful in gaining interviews which assisted with my overall confidence. Even though leaving my workplace was an extremely hard decision for me to make, I needed to move on to establish stability and sustainability in my life again.

I have been successful in gaining my dream job working for a small family owned business as a Mobile Service Technician. I now look forward to going to work every day and I have regained my confidence and self-worth."





A photograph of two young men sitting at a table in a classroom, focused on writing. The man in the foreground is wearing a grey hoodie and is writing with a blue pen. The man behind him is wearing a dark blue t-shirt and is also writing. The background is a brick wall with two black mesh baskets hanging on it. The lighting is warm and natural.

This is more than an economic plan. By investing in our people, we will create safer, healthier communities which will help us deliver our economic goals.



# Strategic direction

**We have heard loud and clear that the community expects governments to work together – and for governments and business to work together – to create jobs, maintain a confident community and improve the lives of residents in northern Adelaide.**

Many businesses told us they are growing and therefore need more interaction with government on land management, skills initiatives and infrastructure plans. Manufacturing businesses in particular, believe better communication with government and the universities can lead to innovative new products and markets being developed.

While the community expects governments and industry to lead the Northern Economic Plan, the people need – and want – to be part of the solution. Partnering and collaboration is vital to turn this strategic direction into results.

## **Collaboration and partnership**

To reach our goal of creating jobs we have established a new partnership model that combines the resources of State and local governments, businesses and communities. We all agree that the model needs to be flexible and responsive and include the Commonwealth when it makes sense to do so.

The Minister for Automotive Transformation will work closely with the three Mayors and the Premier. This Community Leaders Group (see diagram right) will also be responsible for monitoring northern economic and social progress and directing change if required to ensure we are moving in the right direction.

The Northern Economic and Social Implementation Board will meet regularly to ensure project proposals are proceeding as quickly and efficiently as possible. The board will include representatives from government, business and both the education and not-for-profit sectors.



## Partnership model



**During consultations people agreed that we need enough projects 'ready to go' to stimulate the northern economy in the short term. We will be working hard to get the best for the north out of future investment decisions by governments, business and individuals.**

### **Creating jobs**

Every project, big or small, that is supported by the Northern Economic Plan, will have clearly identified economic and social outcomes or advantages. Each must also have a project leader – a person who can drive the project's delivery and ensure that those expected outcomes are achieved.

Approved projects will have the benefit of a whole-of-government focus at both state and local levels. The aim is to help private sector proponents achieve jobs targets and smooth their pathway through council and state government approval processes. Government agencies will work together so that the planning and execution of these projects are truly integrated.

Anyone with a viable idea and the ability to implement it is welcome to submit a proposal to the Northern Economic Plan. New projects will be considered for inclusion on a regular basis.

If you have a new idea, or want to partner in an existing project, please email [northerneconomicplan@sa.gov.au](mailto:northerneconomicplan@sa.gov.au) or phone 08 8463 5563 or visit [www.looknorth.com.au](http://www.looknorth.com.au)

### **Ready-to-go projects or plans**

A series of immediate projects has been agreed. Each meets one of **three strategic directions**:

- 1. Industry growth**
- 2. Thriving communities**
- 3. Responsive governments**

Snapshots of the sectors into which these projects fall are provided including specific project summaries.





# Strategic direction 1 – industry growth

**Northern Adelaide leaders in business, community, government and research have consistently identified the same set of industry strengths that we can build on. It makes sense to begin by harnessing these competitive and natural advantages to grow jobs and investment.**

The sectors outlined here provide the best immediate opportunities to create jobs in response to the automotive manufacturing closure at the end of 2017. Northern Economic Leaders, representing businesses in the region, will also develop business-led sector action plans to identify opportunities to build the region's business capabilities in these industries over the medium and longer term.

## **Construction and urban renewal**

The building sector is a major employer in the north and there are more than 3,000 construction-related small businesses in the region. When commercial construction and engineering infrastructure is added, this sector employs up to 8,000 people in the region. Immediate major construction projects in the Northern Economic Plan could generate more than 1,500 direct new jobs during the next few years.

Six thousand homes will be built at Playford Alive, Blakes Crossing and Penfield which will house approximately 16,500 people. Forty hectares of waterfront land for residential and commercial development has been released as part of the Port Renewal project. Ongoing regeneration of older housing areas and those next to town centres and public transport corridors will mean further housing choices close to jobs and services.

All three councils plan to upgrade their city centres, and the State Government is funding a range of capital works to upgrade local schools and social housing. These projects will create additional jobs in the north and also result in better living and learning conditions for local residents.

Residents have told us they were attracted to the region because of its affordable housing, sense of community and efficient transport. The Northern Economic Plan and the 30-Year Plan for Greater Adelaide aim to drive even more activity and investment in these areas.

Northern Adelaide is home to a number of innovative construction companies. Humanihut have partnered with Century Engineering to provide collapsible housing for emergency shelter that can be flat packed with 16 huts fitting into a standard shipping container.

The Weeks Group is another innovative company in Adelaide's north, with its Supaloc® and Thermaloc® steel building system. This technology is a structural building system that combines pre-assembled Supaloc® steel frames with polystyrene insulation in the form of a solid wall panel. Thermaloc® can be supplied to site either as wall panels or as pre-assembled buildings. This technology allows for highly energy efficient homes to be constructed cost effectively.





Projects	Summary Description
<b>Construction and urban renewal</b>	
<b>Playford Alive</b> <b>Lead:</b> Renewal SA <b>Status:</b> In progress	<p>The Playford Alive project area is around 1,000 hectares in size and includes urban renewal of Smithfield Plains and Davoren Park and greenfield development in Munno Para, Munno Para Downs, Andrews Farm and Penfield. In 2016, the program will help to create a minimum of: 50 work experience placements, 30 paid employment placements for local people, 105 accredited training places and provide three live training sites within the Playford Alive development.</p>
<b>Northern Adelaide Educational Facility Upgrades</b> <b>Lead:</b> Department of Education and Child Development <b>Status:</b> Commencing early 2016	<p>State Government funded upgrades to provide contemporary teaching and learning spaces to assist in improving learning outcomes for local students across northern Adelaide schools including Swallowcliffe Primary School and Fremont Elizabeth High School.</p>
<b>Northern CBD – Playford Central</b> <b>Lead:</b> Playford Council <b>Status:</b> Stage 1 (Prince George Plaza) commencing March 2016	<p>Surplus council land adjacent to the Elizabeth Regional Centre will be developed by the private sector to create Playford Central. The new development will comprise commercial, retail, office, hotel and apartments with car parking and options that include frontages to Main North Road. Initial site infrastructure works by council are underway.</p>
<b>Port Adelaide Public Sector Accommodation</b> <b>Lead:</b> Department of Planning Transport and Infrastructure <b>Status:</b> Commencing August 2016	<p>A new office building will be constructed in central Port Adelaide, activating the Port through the relocation of approximately 500 government employees.</p>
<b>Port Adelaide Renewal</b> <b>Lead:</b> Renewal SA <b>Status:</b> Commencing November 2016	<p>The Port Adelaide Renewal project will ultimately deliver six redeveloped waterfront living and multi-use areas to the inner Port focusing on the areas of Dock 1, Cruickshank's Corner, the Port Approach, the North West, Fletcher's Slip and Hart's Mill South.</p>
<b>Greater Edinburgh Parks Masterplan</b> <b>Lead:</b> Renewal SA <b>Status:</b> Stakeholder consultations underway	<p>The Greater Edinburgh Parks Masterplan will define more options for industry and business for the development of the 4,150 hectares of land bounded by Port Wakefield Road, the Northern Expressway, Womma Road, the Adelaide-Gawler railway line, the Adelaide-Darwin railway line, Helps Road and Waterloo Corner Road. This area is focused on the Greater Edinburgh Parks employment lands and adjacent investment opportunities.</p>
<b>Salisbury City Centre Renewal</b> <b>Lead:</b> City of Salisbury <b>Status:</b> Scoping stage	<p>The Salisbury City Centre renewal project is a major private-sector funded capital works project that will deliver residential, retail and mixed use development adjacent to the Salisbury rail station and within the City Centre on government, council and other sites.</p>

## Transport and logistics

Major transport-related projects are set to create more efficient road networks and provide immediate and significant construction job opportunities. Among them are the recently announced Northern Connector and the Gawler East Collector Link Road. We are implementing consistent industry participation and workforce strategies to ensure these projects create new jobs and attract investment in the region. A new Northern Connector Jobs Taskforce will target workers in the northern suburbs for at least half of the construction jobs, as well as seek opportunities for apprentices and trainees, Aboriginal workers and other people facing barriers to employment.

The north has a number of new and planned major distribution centres, including those owned by Coles, Woolworths, Aldi and other food companies. They all need good road networks. The SCT Logistics facility at Penfield is a major hub for road and rail freight haulage and it is set to grow with new investment.

More opportunities should also arise with the expansion of logistics services in Adelaide's north, which, when complete, will house businesses specialising in logistics, mining services, small and medium industrial services and waste recovery processes. The Australian freight industry is expected to grow significantly in coming years.

## Case study:

### Northern Connector

The \$985 million Northern Connector is a joint Australian and State Government project. It will create a non-stop motorway connecting the already completed Northern Expressway and South Road Superway, providing motorists with an unimpeded journey from Gawler to Regency Park – a total of 43 kilometres.

Early works are scheduled to commence in January 2016, and around 480 jobs will be supported annually during construction. A new taskforce aims to ensure that more than half of the jobs for the Northern Connector project will go to workers from the northern suburbs, particularly those facing unemployment with the closure of Holden.

The new motorway is expected to significantly improve freight access to the Port of Adelaide and the industrial areas of Adelaide's north and north-west. It will improve road safety and efficiency and reduce travel times for commuters travelling to and from the northern suburbs. The Northern Connector will better serve the industrial and commercial sectors along Port Wakefield Road and attract further investment in Greater Edinburgh Parks, Salisbury and Port Adelaide. Businesses on Port Wakefield Road will also benefit from improved traffic flow.



Projects	Summary Description
<b>Transport and logistics</b>	
<p><b>Northern Connector</b>  <b>Lead:</b> Department of Planning Transport and Infrastructure  <b>Status:</b> Major works commencing May 2016</p>	<p>The Northern Connector will be a multi-lane expressway forming a critical component of Adelaide's north-south corridor. It will link major transport routes, from the north of the State and from Perth and Sydney to the Port of Adelaide, and key employment and manufacturing areas throughout metropolitan Adelaide. Jointly funded by the South Australian and Commonwealth Governments, the project will cost \$985 million and be undertaken and completed by late 2019.</p>
<p><b>Gawler East Collector Link Road</b>  <b>Lead:</b> Department of Planning Transport and Infrastructure  <b>Status:</b> Commencing September 2016</p>	<p>The \$55 million, 2.8km Gawler East Collector Link Road will enable access to and further expansion of residential development east of the Gawler township. Construction will be completed by 2019 and includes upgrading the intersection at Main North Road, Potts Road and Para Road to create a 4-way signalised intersection.</p>
<p><b>Gawler Line Electrification</b>  <b>Lead:</b> Department of Planning Transport and Infrastructure  <b>Status:</b> Construction commencing 2017-18</p>	<p>The project will recommence in 2017-18 and include the electrification of the Gawler line from Adelaide to Salisbury. The full completion of the project will see a non-stop electrified line between the Adelaide CBD and Gawler Central.</p>
<p><b>Electric/Diesel Bus Prototype Trial</b>  <b>Lead:</b> Department of State Development  <b>Status:</b> Alliance membership being finalised</p>	<p>\$2 million to support an alliance comprised of northern businesses to trial electric/diesel bus prototypes manufactured in northern Adelaide. Over the longer term, DPTI's bus replacement program presents an opportunity to establish northern Adelaide as a green transport manufacturing hub.</p>



## Health, ageing and disability

The health care and community services sector is one of the fastest growing sectors across the country. Northern Adelaide is also home to the recently upgraded Lyell McEwin Hospital and Health Precinct which has the potential to attract more investment in new health-related industries.

As the National Disability Insurance Scheme (NDIS) is implemented, the size of the workforce in the disability sector alone is expected to more than double, with some 6,300 new jobs forecast for South Australia – more than 1,700 of them in northern Adelaide. Both the NDIS and aged care industries will be driven by consumer-led choices and demand. Careful attention to training will be needed to ensure that service providers have access to a suitably trained workforce.

We also need to encourage and support local manufacturers to diversify into producing new tools, components or products for medical devices and the range of assistive technologies that support healthy ageing, wellbeing and community participation.

The assistive technology market in Australia alone has been estimated at between \$3.6 and \$4.5 billion annually. The Stretton Centre, in collaboration with the Department of State Development, industry and the Australian Industrial Transformation Institute at Flinders University, will work to establish an assistive technologies industry cluster and related growth strategy in northern Adelaide.

The recently formed MedDevSA industry alliance will focus on new markets, new capital sources and better policy and registration.

## Case study:

### Mayne Pharma

Research and development is a critical factor for the future of many northern manufacturing industries. Mayne Pharma is a great model for the economic future of northern Adelaide. A sustainable business in the growing health and medical sector, Mayne Pharma is a specialist pharmaceutical company that develops and manufactures branded and generic products and distributes them globally.

The company, which works with the University of South Australia, Flinders University and the University of Adelaide to develop and analyse new products, invested \$17 million in research in 2014, a 400 per cent increase from 2012. It also sponsors eight different prizes and awards and provides work placements for up to three students per year.

This increase in research investment has mirrored recent company growth, with more than 60 additional people employed at the Salisbury site in the past three years, an increase of about 25 per cent.

The company has recently installed a large scale fluid bed spray coater at its Salisbury manufacturing facility, thanks in part to a \$4 million Next Generation Manufacturing Investment Program grant from the Australian Government and the South Australian State Governments. The grant will allow Mayne Pharma to double its export products to support expected growth in demand.

Projects	Summary Description
<b>Health, ageing and disability</b>	
<p><b>National Disability Insurance Scheme (SA Implementation)</b>  <b>Lead:</b> Department of Communities and Social Inclusion  <b>Status:</b> Underway</p>	<p>Major project that will fundamentally transform the way disability care is delivered with a clear focus on customer-directed care. This new approach to care will require a new workforce that is multi-skilled, flexible and responsive. The Bilateral Agreement between the Commonwealth and State Governments for the roll out of the NDIS in South Australia was signed in December 2015.</p>
<p><b>Disability Employment Hub</b>  <b>Lead:</b> Department of State Development  <b>Status:</b> Commencing July 2016</p>	<p>\$4 million for a new Disability Employment Hub to train former automotive workers, upskill existing workers and encourage university students to work in the disability sector. Once the NDIS is fully implemented, it is expected to create around 6,300 jobs. This initiative will help provide accredited training for workers, making sure workers and businesses are ready for the full implementation of the scheme.</p>
<p><b>Aged/Disability Care &amp; Training Facility - Lyell McEwin Health Precinct</b>  <b>Lead:</b> ACH Group in partnership  <b>Status:</b> Subject to competitive Commonwealth bed allocation decision expected in March 2016</p>	<p>The successful VITA aged care model of long term, short term, transitional care, rehabilitation education and innovation will be extended into northern Adelaide, located adjacent to the Lyell McEwin Hospital, in an expanded health and medical precinct.</p>



## Agriculture, food and beverage

Every year for the past 17 years the state's horticulture sector has increased in value. It currently contributes about \$250 million to the total state economy (6.5 per cent). In addition, South Australia's food and wine industries generated a record \$18.2 billion in revenue in 2014-2015. Finished food and wine exports increased by 17 per cent in the past financial year.

Growers capitalise on good soils, good climate and access to a number of water sources, creating the largest area of protective cropping in the country. The region has the potential to become one of the nation's premium food bowls – supplying clean and green produce to expanding Australian and international markets.

The State Government is looking at ways to increase the volume of recycled water available for primary production in the Northern Adelaide Plains. An additional

20 gigalitres from the Bolivar Waste Water Treatment Plant will support the expansion of irrigated horticulture and the development of new irrigation areas.

A large and growing number of food and beverage businesses are located in the north, including about 130 manufacturers and meat processors. Major food distribution centres and a range of related transport, logistics, storage and packaging service providers also operate in the region.

Projects	Summary Description
<b>Agriculture, food and beverage</b>	
<b>Northern Adelaide Food Park</b> <b>Lead:</b> Primary Industries and Regions SA <b>Status:</b> In progress	\$7 million to attract anchor tenants to the Northern Adelaide Food Park and to promote the use of renewable energy and energy storage solutions at the Food Park. This initiative will help create opportunities and incentives to attract businesses to the Food Park and contribute to carbon neutral and clean green priorities.
<b>Northern Adelaide Plains Agribusiness Initiative</b> <b>Lead:</b> Primary Industries and Regions SA <b>Status:</b> Commencing January 2016	Development of three key projects to expand the region's agriculture, food and beverage sectors: Northern Adelaide Irrigation Scheme to provide an additional 20 gigalitres of recycled water; optimisation and production efficiency to implement best practice irrigation technology and improved management techniques; market access and development project to get South Australian food and beverage into global markets.





## Case study:

### **Northern Adelaide Food Park**

The Northern Adelaide Food Park is a collaboration between the State Government, the Economic Development Board and Food SA.

The park will be located at Parafield Airport Cross Keys precinct and will provide food and beverage manufacturers and processors and related businesses with the opportunity to co-locate on the one site, with access to common infrastructure and services.

Locating companies together on one large site, near major food and wine-producing areas, will encourage partnerships and lead to increased efficiency and competitiveness.

The Northern Adelaide Food Park is a significant step forward for the South Australian food industry, encouraging world's best practice, collaboration and the opportunity to reduce manufacturing costs through new, efficient and shared facilities and services.

Detailed concept, infrastructure and implementation planning is now underway. Early research indicates that investment and job opportunities will arise from food manufacturing facilities, transport and other services, and infrastructure to build the park. For example, a \$250 million increase in food production could create more than 400 jobs, as well as other jobs in related sectors.



## Defence

More than 85 per cent of Adelaide's defence industry activity occurs in the northern suburbs. The region supports about 5,000 highly skilled defence industry workers, including Australia's largest defence contractor, BAE Systems Australia, and many other global defence companies. The nation's most complex defence project – the Air Warfare Destroyers – are being built at the State Government-owned Techport Australia precinct in Osborne.

An additional 6,000 Department of Defence personnel are based at Edinburgh, including Air Force and Army units, and the Defence Science and Technology Group. Technology Park is also an established hub for defence and aerospace, advanced electronics and information communication technology companies.

South Australia's Defence Strategy 2025 provides a long-term commitment to grow the state's Defence presence and sustainable defence industries that will lead to more jobs in northern Adelaide. Naval shipbuilding, in particular, will provide thousands of future jobs, starting with the recently confirmed Future Frigate Program. The Land 400 project also offers the opportunity to build the state's armoured vehicle manufacturing base.

**The community wants the next generation of Australia's submarines to be built at Osborne. Feedback from industry and the community throughout northern Adelaide has been clear – building 12 submarines in South Australia is critical for the economy and makes good strategic sense.**

## Case study:

### SAAB Australia

Defence and security technology company Saab Australia is a local success story for Adelaide's northern suburbs, employing more than 300 people at its purpose-built facility at Technology Park. Saab Australia is also one of many northern businesses involved in the Northern Economic Leaders network.

The company invests in a number of scholarship and internship programs with the University of Adelaide and the University of South Australia, and has a strong philosophy of connecting with the local community. Saab contributes to local science and engineering education programs such as Subs in Schools with the Heights School and Salisbury's Science Fair Sunday, both of which are aimed at inspiring the next generation.

Saab Group globally designs and builds sophisticated and diverse technology, from fighter aircraft and submarines through to security systems for prisons and air traffic control towers.

Over the past 25 years, the company has grown from what was essentially a technology transfer project to one of Australia's top system integration houses, with a turnover of \$164 million in 2014.





Projects	Summary Description
<b>Defence</b>	
<p><b>Future Submarines (SEA 1000)</b>  <b>Lead:</b> Defence SA  <b>Status:</b> Attraction campaign underway</p>	<p>The SEA 1000 Future Submarine program has been established by the Australian Government to manage the delivery of the next generation of submarines for the Royal Australian Navy. The State Government is liaising with all three Competitive Evaluation Process bidders to secure a local build solution. The Commonwealth is expected to make an announcement in the first quarter of 2016. This program will be a critical component of the future State and regional economy.</p>
<p><b>RAAF Base Edinburgh Capital Works - Air 7000 Phase 2B</b>  <b>Lead:</b> Lend Lease  <b>Status:</b> Construction commencing June 2016</p>	<p>The Air 7000 Phase 2B project will upgrade facilities and infrastructure at the Edinburgh base to support the new P-8A maritime surveillance aircraft, systems and crew. The upgrade will cost \$350-500 million and include building of new facilities and car parking as well as the expansion of base logistics facilities and an extension to the existing runways.</p>
<p><b>Future Frigates (SEA 5000)</b>  <b>Lead:</b> Defence SA  <b>Status:</b> Competitive Evaluation Process commenced</p>	<p>The Commonwealth Government has announced the Future Frigate program will be delivered from Techport Australia. With construction beginning in 2020, this program will deliver new multi-role warships to the Royal Australian Navy that will be larger and more capable than the eight ANZAC class frigates they will replace. Key project infrastructure is likely to also be based in Adelaide's north, including a Future Frigate Systems Centre and a land-based test facility. Total expenditure on this program is expected to be approximately \$20 billion over 30 years.</p>
<p><b>Land Combat Vehicle Systems (Land 400)</b>  <b>Lead:</b> Defence SA  <b>Status:</b> Attraction campaign underway</p>	<p>Land 400 is a \$10 billion program to deliver the Australian Army with up to 700 new armoured vehicles for use in sustained close combat. Vehicles to be produced include Combat Reconnaissance Vehicles, Infantry Fighting Vehicles, Manoeuvre Support Vehicles and an Integrated Training System. Land 400 will allow a staged retirement of the ageing in-service Australian Light Armoured Vehicle (ASLAV) and Armoured Personnel Carrier fleets. Key project infrastructure that may be located in the north includes a Land Combat Systems Precinct, which would go on to have uses beyond the Land 400 program.</p>
<p><b>Shipbuilding Infrastructure</b>  <b>Lead:</b> Defence SA  <b>Status:</b> Awaiting outcome of commercial contract</p>	<p>Up to \$1 million to support to a key naval shipbuilding supplier to upgrade their infrastructure and equipment, contingent on their winning a commercial contract, placing the company in a position to expand its commercial shipbuilding business before major naval shipbuilding projects come online. This will help to ensure we maintain our shipbuilding capacity for future defence contracts.</p>

## Mining equipment and technology services

South Australia has more than 500 minerals and energy technology supply companies. Collectively, they contribute \$2.4 billion to the state's economy and employ 17,000 workers.

In the north, the University of South Australia specialises in research in this area and growing local companies include LABSA Construction Material Testing, software company IPACS Australia and tool manufacturer Century Products. Metal detection, communications and mining technology company Codan has also recently centralised its operations at

Technology Park. Through the Mining and Petroleum Services Centres of Excellence and Industry Capability Network SA ([www.icnsa.org.au](http://www.icnsa.org.au)), a range of services are available to link northern businesses with global mining equipment and technology opportunities.

The Mining Industry Participation Office (MIPO) has been created to help South Australian manufacturing companies meet the supply demands of the expanding mineral and energy resources industry.

Projects	Summary Description
<b>Mining equipment and technology services</b>	
<b>Advanced Modular Construction Industry Alliance</b> <b>Lead:</b> Department of State Development <b>Status:</b> Commencing early 2016	\$500,000 to establish an advanced modular construction industry alliance in northern Adelaide with a particular focus on the mining, resources and energy sector. The alliance will comprise of businesses who design, manufacture, install, monitor and maintain modules used in these sectors, building upon skills that already exist in northern Adelaide.
<b>Internet of Things Cluster for Mining and Energy Resources</b> <b>Lead:</b> Department of State Development <b>Status:</b> Underway	An 'Internet of Things' focused cluster, led by the Australian Information Industry Association, has been established for the mining and energy resources sector to encourage new product development across the internet, as well as to facilitate collaboration and support access to new markets.







### Tourism, recreation and culture

Visitor numbers are increasing following improvements to the Port Adelaide State Heritage and waterfront areas, the redevelopment of the St Kilda Playground and work on the City of Salisbury wetlands. The recently announced International Bird Sanctuary is also likely to generate further tourist visitation to the region. The Port Festival, Semaphore Music Festival, Salisbury Secret Garden, Matsuri on Mobarra, and the International Kite Festival are some of the important community events in the region. Food related tourism is also likely to expand with the growth of local fresh produce markets, wineries and restaurants in the region. Wineries/cellar doors in the region include Primo Estate, Virgara, Mitolo, Uleybury and Tenafeate Creek.

The three local councils are committed to working together to expand an annual program of regional cultural events and festivals including the existing Laneway Festival (Port Adelaide), Youth Hub at Elizabeth Centre (including Northern Sound System), and Salisbury Writers Festival.

The State Government and local councils have invested significantly in major northern suburbs sporting assets, including the Adelaide Super-Drome (cycling), the State Hockey Centre, and the Parks Recreation and Sports Centre. The 30-Year Plan for Greater Adelaide flags further development of sporting hubs at Elizabeth and Gepps Cross. The new Playford Sports Precinct, which is to begin construction in the first half of 2016, will provide state-of-the-art sporting facilities

which will lead intra and interstate sporting tournaments as well as training facilities. All of this has been good for the community and the local economy.

More recreational and cultural facilities and tourism events will be important economic drivers in the region. The identification and promotion of tourism drivers in the north such as wineries, tourism facilities and sporting events, together with the establishment of Adelaide United Soccer training facilities in Playford will significantly enhance the tourism opportunities.



## Case study:

### Northern Sound System

Northern Sound System uses music to engage with young people and builds on the rich musical history of Adelaide's northern suburbs. By providing training in song writing, lighting and sound engineering, and digital music production, it not only provides a form of recreation and cultural engagement, but also a career pathway for young people who have struggled with mainstream education.

A shining example is Tkay Maizda, a product of Northern Sound System, who was named 'Best New Artist' by Rolling Stone Magazine in 2014 and more recently Best Female Artist in the 2015 SA Music Awards.

This initiative is working well in the Playford area and, if replicated and expanded, could potentially bring similar benefits across the region.

Projects	Summary Description
<b>Tourism, recreation and culture</b>	
<p><b>Playford Sports Precinct</b>  <b>Lead:</b> City of Playford  <b>Status:</b> Stage 2 commencing April 2016</p>	<p>A 50 hectare site in and around the Elizabeth City Centre complex will be redeveloped to become the Playford Sports Precinct. The Precinct will incorporate the Aquadome, Elizabeth Oval, Ridley Reserve, Spruance Oval, Elizabeth Fremont High School and the Kurna Plains School. Stage 1 of the project, Adelaide United's new soccer training and administration facility, is complete. The project will run through to 2023.</p>
<p><b>Live Music Activation Strategy</b>  <b>Lead:</b> Department of State Development  <b>Status:</b> Commencing mid 2016</p>	<p>\$100,000 to develop a live music activation strategy in northern Adelaide, building on the rich musical history that already exists there. Live music precincts are a proven stimulus for urban regeneration, bringing in visitors to the area and attracting new business ventures, especially hospitality. This initiative will support a thriving music scene in northern Adelaide.</p>

# Strategic direction 2 – Thriving communities

**What does a thriving and resilient community mean? For many who gave their views during the consultation phase it means staying active and feeling safe. For others, it is having opportunities to learn, connecting with others, or having a say in decisions that affect their lives. For some, it is about having easy access to quality, connected support services.**

Investment in people is as important as creating jobs in northern Adelaide. Giving people skills to deal with life's challenges is critical to helping them deal with adversity.

Many residents and community leaders have talked about wanting to play a role in building community wellbeing and connections but they are unsure where to start. We are committed to celebrating the positive and thriving communities of northern Adelaide, and building greater social connections. These are fundamental to improving training outcomes for people to work.

A number of priorities have been identified to sharpen our focus about what is important and help create the kind of transformation we all want to see. These have been informed by local knowledge, aim to build on local strengths and will be implemented with the support of local leadership. There are many different activities and programs to support community development in northern Adelaide. Central to each of these pillars is ensuring relevant social services are connected, integrated and easy to access.

## **Early childhood development**

Schools, State and Commonwealth agencies and non-for-profit organisations deliver a large number of programs in northern Adelaide to support children and their families. The State Government's Every Chance for Every Child initiative acknowledges that investing early in children and families is more likely to result in safer communities, better health outcomes, less inequality, improved social cohesion and better opportunities for the next generation.

Finding avenues to deliver consistent messages about parenting and early childhood development, and plugging people in to services and support networks, is essential to building confident and capable children.

## **Education and training**

The Northern Economic Plan is focused on creating jobs. In addition to supporting growing industries, we need to also ensure that our workforce have the skills to work in these new jobs. We also need to ensure that the next generation of workers have a strong education and are able to find jobs in growing industries.

We must focus on raising career expectation at every step of the education ladder, giving residents the life skills they need to become workforce ready.

## **Case study:**

### **Benefits of new schools**

The State Government has built modern, innovative schools to give South Australian children the very best environment and resources for their learning.

Roma Mitchell Secondary College is an amalgamation of four previously existing schools: Gepps Cross Girls High, Enfield High, Ross Smith Secondary and Gepps Cross Senior Schools.

Building these schools was important to give students the facilities they deserve, the value of this investment in education has been demonstrated by the independent report that showed that retention rates, SACE and NAPLAN results have all improved as a result of the new school.

In 2010, a total of 63 students completed their SACE from these four schools: Gepps Cross Senior Special School, Gepps Cross Girls High School, Ross Smith Secondary School and Enfield High School. In 2014, more than double that number – 130 students – successfully achieved their SACE at Roma Mitchell College, which was created from the combination of these four schools.

The State Government has had a strong focus on improving the number of students who are receiving their SACE. Students who complete their SACE have greatly increased options in careers to pursue following school and the State Government will continue to focus on this area.

Providing training for workers in industries that are declining gives them the skills that will allow them to transition to growing industries.

The State and Commonwealth governments and GM Holden are providing dedicated career counselling, skills recognition and training and education opportunities for those in the automotive manufacturing sector who are facing unemployment. Efforts to support these workers are being coordinated through the Department of State Development's Automotive Transformation Taskforce.

This support is allowing workers to determine their skill sets, what skills they currently have and which industries those skills will best transfer to.

### **Automotive Workers in Transition Program changes**

The State Government as a part of the Northern Economic Plan development has reviewed the support programs made available to workers in the automotive manufacturing supply chain and has identified a number of improvements that will make the support more accessible and more effective.

We are guaranteeing access for auto supply chain workers to start training until the 30th of June 2018. We are also extending support to spouses of auto supply chain workers who will now also have access to career advice services under the Automotive Workers in Transition Program. This acknowledges that the coming closure of GM Holden will affect whole families, not just individuals.

Auto workers will also now be able to access funding for licenses, or travel to get to a new workplace or training location.

### **Housing and public spaces**

Safe and affordable housing is a key need for individuals to thrive economically and socially. Housing can affect our feelings of safety, our health, our ability to get and maintain a job, our connections to communities and the wellbeing of our families. It is critical to our sense of belonging in society, and central to our ability to function as members of a community. An environment with safe public spaces and generous natural settings provides opportunities for social integration and leisure activities, and enhances community wellbeing.

The three northern councils are collectively spending \$48 million this year to maintain and improve parks and other recreational spaces for local residents. In addition to the St Kilda Playground, other examples of key projects this year include major redevelopments of Bridgestone Park, Roy Marten Park, Hanson Reserve and Fremont Park resulting in new shelters, barbeque areas, play spaces and trail links. Significant new sporting facilities are also in development in Taperoo and Elizabeth.

The South Australian Government allocated \$25 million in the 2015–16 State Budget to replacing ageing Housing Trust properties in northern Adelaide. In addition to providing a better quality of life for residents it will create a significant number of jobs.

The public housing stock renewal is occurring across three programs: the Better Neighbourhoods Program, which is part of the Renewing Our Streets and Suburbs strategy and replaces older public housing stock with new homes, a capital refurbishment initiative which is upgrading up to 150 Housing Trust properties, and a stock purchase program which is stimulating the building industry by buying into property developments and purchasing newly built homes.

Housing SA northern offices have also started a new way of delivering services to people needing housing assistance. Based on the principles of improving access, placemaking and localised responses, the new model will facilitate better outcomes for vulnerable customers.

## Wellbeing and resilience

Successful wellbeing and resilience training in northern schools, workplaces and other community hubs is being managed by Northern Connections, the South Australian Health and Medical Research Institute's Centre for Wellbeing and Resilience, local councils and other partners.

We must continue to support those who don't have work now and be prepared to help those who may lose their jobs in the future. Helping people make social connections and encouraging them to be active and engaged with their communities will help them cope and bounce back.

## Building a positive image of the region

We know that northern Adelaide contributes significantly to the South Australian economy and that there are many good things happening in the region. However, a clear community concern is that the area's poor image in some quarters can limit local people's view of themselves and their potential. It can also influence investors' views of the region and its potential.

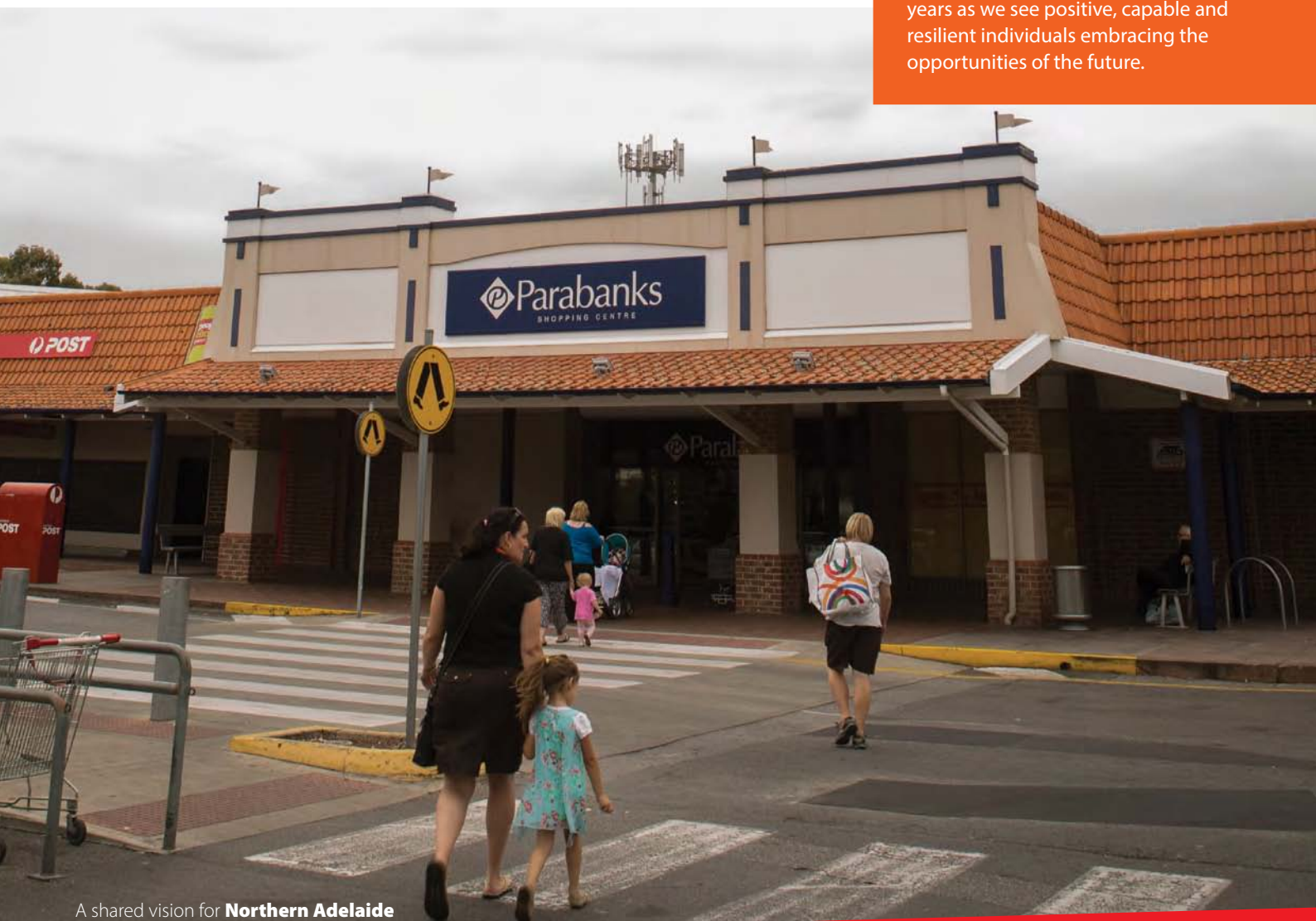
A critical element of the Northern Economic Plan is to boost both investor and community confidence by promoting a more realistic picture of a productive, youthful and growing region. All partners will be reinforcing these positive messages.

## Case study:

### Northern Adelaide Positive Education Partnership

Led by Northern Connections in partnership with the SAHMRI Centre for Wellbeing and Resilience, the Northern Adelaide Positive Education Partnership comprises more than 30 schools, preschools and early learning centres from the state, Catholic and independent schooling sectors.

Members are now training their staff, recasting policies and bringing positive education to more than 20,000 students and their families in communities across the region. This number will grow significantly in the coming years as we see positive, capable and resilient individuals embracing the opportunities of the future.







Projects	Summary Description
<b>Thriving communities</b>	
<p><b>Thriving Communities - Playford - child focused collective impact initiative</b>  <b>Lead:</b> Together SA  <b>Status:</b> Commencing January 2016</p>	<p>Aims to establish a child focused collective impact initiative that looks to improve the wellbeing of children, with a focus on the most vulnerable.</p>
<p><b>Childhood Wellbeing Practitioners in Schools</b>  <b>Lead:</b> Department of Education and Child Development  <b>Status:</b> Commencing January 2016</p>	<p>60 new child wellbeing practitioners will work with school staff across South Australia, including in northern Adelaide, with the goal of identifying vulnerable and 'at-risk' children and their families, and connecting them earlier to community and support services.</p>
<p><b>Positive Education</b>  <b>Lead:</b> Department of Communities and Social Inclusion  <b>Status:</b> Commencing February 2016</p>	<p>This project will deliver an expanded program in northern Adelaide where over thirty schools, preschools and early learning centres in the region have formed a Positive Education Partnership and have begun developing and implementing 'positive education' at their sites.</p>
<p><b>NASSSA Community Learning Centre</b>  <b>Lead:</b> Northern Adelaide State Secondary Schools Alliance  <b>Status:</b> Commencing February 2016</p>	<p>The NASSSA Community Learning Centre (CLC) enables Flexible Learning Option- enrolled young people aged 16-19 to have access to SACE accredited learning in youth spaces in their communities. The centre provides access to over 35 high quality community based SACE accredited learning programs and during 2016 seeks to achieve 700 SACE outcomes for students in northern Adelaide.</p>
<p><b>Housing SA Stock Renewal</b>  <b>Lead:</b> Renewal SA  <b>Status:</b> In progress</p>	<p>Public housing stock across the northern region is planned for renewal as part of the Better Neighbourhood Program (BNP) and the Renew Our Streets and Suburbs program. The 2015-16 State budget committed \$25M to public housing upgrades in northern Adelaide, while the mid-year budget review committed to construct an additional 1,000 South Australian Housing Trust homes across the state.</p>
<p><b>Youth Resilience and Empowerment Program</b>  <b>Lead:</b> Power Community Ltd  <b>Status:</b> Commencing February 2016</p>	<p>\$50,000 for a youth resilience and empowerment program to be delivered by Power Community Ltd, the community development arm of the Port Adelaide Football Club. The Youth Resilience and Empowerment program will work closely with 250 disengaged students to help them reconnect with school and work.</p>

# Strategic direction 3 – Responsive governments

**A key role for all levels of government is to provide leadership for sustainable economic growth and community prosperity. The State Government and the three local councils are committed to reviewing their relevant policies and exploring new options. We want to streamline bureaucratic processes, remove business barriers and coordinate community services.**

## **Innovation and small business development**

Innovation drives the development of new products and services that can be sold in new markets and bring increased investment, productivity, exports and jobs. We are working to encourage innovation and creativity right across all industries in this state.

Through initiatives such as Manufacturing Works, state and local governments, together with the universities, are encouraging innovation and creativity across all sectors of industry. At Mawson Lakes, the University of South Australia is developing a number of initiatives to foster innovation in small to medium-sized enterprises and to connect business with appropriately trained honours, masters and PhD students.

Both the State and Commonwealth governments are providing support for automotive supply chain companies to find ways to diversify so they can sustain their workforce after the closure of the GM Holden plant.

We need to encourage greater innovation and diversification across the manufacturing sector.

Northern Adelaide's 16,700 small businesses need to be able to employ people more easily. The State Government is actively engaging with small business to better understand growth opportunities and challenges. Local government is also looking at initiatives to provide more focused business mentoring and coaching support and increase computer and digital literacy. Our aim is to improve business innovation.

The State Government and local councils will work with small business to help them participate in growth industries and markets such as low carbon technologies, medical devices, assistive technologies and mining equipment and services.

By coordinating the work required to find opportunities, we will reduce duplication of effort and be better able to connect businesses with real commercial prospects.

## **Trade and investment**

A vital component of creating a sustainable and prosperous future for northern Adelaide will be attracting new investment. This will be a priority of the State Government's Investment Attraction Agency, which will work with northern businesses and councils to promote a pipeline of opportunities.

It is also essential that businesses and councils continue to be involved in international marketing strategies and overseas trade missions, like the recent delegation to Shandong in China which included representatives from the Playford and Salisbury councils.

We are developing a new online interactive map that enables people to quickly identify opportunities for investment. This tool will allow businesses and investors to see the potential investments and sites for investments across northern Adelaide in once place.

This online investment map will be a demonstration of the benefits of governments of all levels, business, industry and the community working together to share information to provide investors with an efficient streamlined method of sourcing investment information about northern Adelaide.



## Case study:

### **AEM Cores Pty Ltd**

AEM Cores Pty Ltd was established over 50 years ago, manufacturing welders and later transformer parts for the Australian market. During the late 1990s we used our expertise to create new products that could be exported worldwide.

A strong emphasis has been placed on R&D and advanced manufacturing and today we lead the world in our area of expertise. Our team develops and manufactures specialist machinery for the production of magnetic cores which are the heart of transformers used for distributing electricity to homes and businesses. AEM exports to over 40 countries worldwide and our customers range from large multinationals to small family companies.

Most recently the SA Export Partnership Program has enabled us to expand our international marketing by participation at industry trade shows in South America, Europe and China.

The success of our business is driven by our employees and assisted by access to engineering sub-contractors and suppliers.



We're creating the  
**LOWEST TAXING STATE**  
in Australia for business

South Australia has  
**ABOLISHED,**  
phased-out, and reduced  
a range of business taxes



**\$670 million**  
in tax reductions  
over the next four years

**\$2.5 billion**  
returned to the business and the  
community over the next decade

South Australian businesses have saved around

**\$180 million**

in work injury insurance premiums following recent legislative reforms





## Regulation, planning and utility costs

We are exploring options to create a more competitive business environment in the north. This includes actions and projects identified in this plan and the 30-Year Plan for Greater Adelaide.

A more strategic, coherent and collaborative approach to planning and reducing utility costs and regulation is needed across all levels of government. While consultation with business suggests that development approval systems and zoning policy review processes have improved, they also believe more could be done. Businesses want state and local government regulations to be further simplified.

The State Government has initiated business tax reform to lower the cost of doing business in South Australia.

Some of these changes include

- Abolishing share duty;
- Abolishing stamp duty on non-real property transfers;
- Abolishing stamp duty on non-residential property transfers; and
- Abolishing stamp duty on genuine corporate reconstructions.

We are creating a state tax system that will attract business to South Australia and reduce costs to business in South Australia so they can invest, grow and employ more South Australians.

These changes in the 2015-16 State Budget will make South Australia the best state to do business. Any business that now purchases a commercial property in South Australia will pay the lowest stamp duty costs of any state. This will help business create jobs.

## IPA business bearing the burden tax comparison

Taxes	Rank	Before changes	After changes
	1	NT	NT
	2	VIC	<b>South Australia</b>
	3	WA	VIC
	4	QLD	WA
	5	NSW	QLD
	6	TAS	NSW
	7	<b>South Australia</b>	TAS
	8	ACT	ACT

\* Department of Treasury and Finance calculations based on information in the Institute of Public Affairs' publication.



## Transport planning

Building effective connections between existing and planned rail, road, air and seaport assets will increase productivity and northern Adelaide's competitiveness. There is already a significant amount of committed private and public investment in the region's transport and logistic network.

Integrated transport and land use planning and collaboration across all levels of government and the private sector will result in more efficient routes to move locally produced goods from growing industrial centres through to national and international destinations. Using new transport projects in the north as a catalyst to transform industrial areas is crucial to the economic future of the region.

The Port of Adelaide will play a lead role in the state's economic future. The State Government is currently undertaking work to determine the best approach to capture a larger range of potential customers and increase export activity out of this critical asset.

Projects	Summary Description
<p><b>Transport planning</b></p> <p><b>50 Year Port Strategy for SA</b>  <b>Lead:</b> Department of Planning Transport and Infrastructure  <b>Status:</b> In progress</p>	<p>Development of a strategy to increase utilisation of South Australian ports, including Port of Adelaide, in line with Council of Australian Governments commitment to the development of the national ports strategy.</p>



## Workforce development and training

The north's growth sectors need workforce development and training that is well integrated and delivered when and where it's needed. The same applies to specific Northern Economic Plan projects.

We are committed to investing in training in the strategic economic and social sectors. We need an ongoing, coordinated approach to promoting new and upcoming job opportunities, matching training to demand from specific industries, and involving disadvantaged members of the community in mainstream training and education. We also need to link employers with schools and other training providers by expanding work experience programs.

Health disability and aged care are some of the fastest growing sectors in the northern economy. While some future workers will have existing skills which are transferrable to these industries, many will need further training.

Schools, vocational education and training and higher education providers all have a role to play in promoting these industries and providing these skills. To do this, they

must be part of the collaboration process. A good example of collaboration in action is the recent appointment by TAFESA of a new Northern Regional Manager whose job is to foster and maintain links with employers, local government and communities to ensure training is relevant to local businesses and local people.

## Industry participation

There are opportunities for people to gain work and local businesses to win work from the substantial amount spent by state and local governments as they invest in the community. Public procurement is a very effective way for governments to support local industry development, innovation and the long-term health of the regional economy.

The State Government has recently increased the weighting it places on local jobs when awarding tenders in northern Adelaide to 20 per cent. The new rules will apply to all contracts worth \$220,000 or more and includes the Northern Connector Expressway, the Food Park, school and public housing upgrades and the Gawler East Collector Link Road. Extra consideration for local jobs and investment will be given in tender evaluations.

In 2016, The Office of the Industry Participation Advocate, in collaboration with local government, will run a series of Meet the Buyer events and Supplying to Government workshops. They will help prepare northern businesses to take advantage of the opportunities arising from projects identified in this plan. Workers transitioning out of the automotive supply chain will be supported to gain work on government contracts.

Local companies can also already access the Industry Capability Network SA (ICN SA) to connect with project owners and procurement managers across Australia and New Zealand. ICN facilitates local industry participation in major projects and operations by increasing the visibility of local suppliers to buyers. Northern businesses can register capabilities and express interest in the \$400 billion worth of opportunities currently listed on the ICN Gateway, including projects such as the Northern Connector and Future Submarines







Projects	Summary Description
<b>Responsive governments</b>	
<b>State Tax Reform</b> <b>Lead:</b> Department of Treasury and Finance <b>Status:</b> In progress	State Tax Reform is a State Government initiative that aims to make South Australia the most attractive state for business. The reforms will provide \$670 million in tax reductions over four years to 2018–19, including ongoing reductions from the abolition of stamp duty on non-real property and non-residential real property transfers of over \$235 million each year from 2018–19.
<b>Small Business Development Fund</b> <b>Lead:</b> Department of State Development <b>Status:</b> Commencing mid 2016	\$10 million for a Small Business Development Fund for northern Adelaide to encourage small business to grow and create sustainable jobs.
<b>Manufacturing Technology Centre</b> <b>Lead:</b> Department of State Development <b>Status:</b> In progress	The Manufacturing Technology Centre will enable South Australian businesses to maximise growth opportunities by facilitating better connections to the research sector, Government, financial institutions and global supply chains. It will accelerate the uptake of innovation and technology in all its forms, to create a diverse and sustainable, globally connected South Australian economy. The State Government is working with the University of South Australia to co-locate the Manufacturing Technology Centre within the proposed University College London (UCL) Institute.
<b>UCL Institute for Making</b> <b>Lead:</b> University of South Australia <b>Status:</b> Commencing June 2016	The UCL Institute for Making at UniSA, the Makers Institute will provide a location for businesses to work together with the brightest research minds, and talented students on industry driven problems and market opportunities. Linked strongly with UniSA's recently launched Future Industries Institute, it will provide access at a single location to cutting edge technologies such as augmented reality capabilities, nano-fabrication facilities, 3D printers and laser cutters.
<b>Transforming Small Business</b> <b>Lead:</b> City of Salisbury <b>Status:</b> Commencing April 2016	Proposal to coordinate State and local government resources to assist small businesses in northern Adelaide to realise their potential through a series of development programs, access to ongoing research into small business capabilities and strengthening connections with government to facilitate growth.
<b>State and Local Government Capital Expenditure and Procurement</b> <b>Lead:</b> Office of the Industry Advocate <b>Status:</b> Commencing May 2016	State Government contracts above \$220,000 in northern Adelaide will require a 20 per cent minimum industry participation weighting. This project will also work with partners to explore an extension of the policy to local government; identify ways to better connect young people to the world of work; and establish a series of 'Meet the Buyer' events and 'Supplying to Government' workshops in conjunction with local government specifically focussed on northern Adelaide projects.

# Measuring progress and success

**The Northern Economic Plan will be measured by the ability for growing industries to create jobs. Industries such as agriculture, food and beverage manufacturing, transport and infrastructure, defence and health, ageing and disability have strong potential for growth and a key indicator of this plans success will be the performance of these sectors during the coming years.**

Annual review and oversight of northern economic and social progress will occur via the Community Leaders Group.

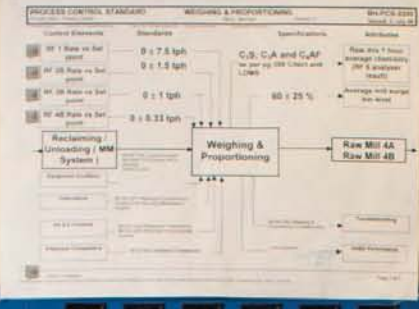
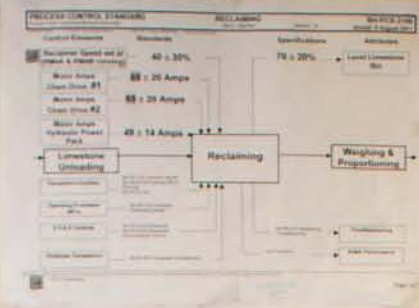
Creating jobs is a key goal and the plan has a target expand employment in northern Adelaide by 15,000 to reach 165,000 by 2025. With the coming reduction in jobs in automotive manufacturing industries key projects such as the NDIS and the future submarines are key to reaching this target.

We want to see northern Adelaide maintain its share of Gross State Product above 15 per cent. This plan aims to support growing industries to sustainably expand to reach this goal.

Ensuring our next generation of workers in northern Adelaide have the education and skills to meet the needs of employers, both in current industries and innovative new sectors is an important factor to job creation. Raising the level of vocational and tertiary qualifications for the working age in northern Adelaide and continuing to increase the Year 12 SACE completion rate for northern students will be key indicators to meet this need for skills.

We want to increase northern Adelaide's number of active local businesses, and we want to increase northern Adelaide's share of investment in new South Australian development.

Ensuring that all levels of government and industry are working together in an efficient and effective manner is important to ensuring that projects are completed as quickly and cost-effectively as possible. Tracking the outcomes of projects that are central to northern Adelaide's economic development will be another measure of our impact.



**CONTROL ELEMENTS**

CONTROL ELEMENTS	CALCULATOR	DM 4A	DM 4B	DM 4A	DM 4A
TARGET	ON	ON	OFF	OFF	OFF
Kilo Feed Rate	30 tph				
Kilo Size Rate	-1.5 tph				
4A Preheater Fan Exit Draft	-0.55 kPa	0.55 kPa	0.55 kPa	0.55 kPa	0.55 kPa
4B Preheater Fan Exit Draft	80 tph				
Speed Kilo Main Drive	80 Pa				
Pressure Kilo Forcing Point	220°C	150°C	130°C	150°C	
MCT outlet temp - Set point					

**COOLER CONTROL ELEMENTS**

COOLER CONTROL ELEMENTS	CALCULATOR	CALCULATOR
TARGET	ON	TARGET
Speed Cooler Grate # 1	45% (Auto)	45% (7.5% (Auto))
Speed Cooler Grate # 2	45% (Auto)	45% (7.5% (Auto))
Cooler Fan Flow # 1	40% (Auto)	90% (Auto)
Cooler Fan Flow # 2	25% (Auto)	80% (Auto)
Cooler Fan Flow # 3	25% (Auto)	80% (Auto)
Cooler Fan Flow # 4	40% (Auto)	4.5Pa & Regs (Auto)
Cooler Fan Flow # 5	50% (Auto)	Minimum 2.0Pa - 1.0 t pressure (Auto)
Cooler Fan Flow # 6	40% (Auto)	Minimum 2.0Pa - 1.0 t pressure (Auto)
Cooler Fan Flow # 7	45% (Auto)	2.0Pa - 1.0Pa (Auto)





MADE  
IN  
AUSTRALIA

MADE  
IN  
AUSTRALIA

MADE  
IN  
AUSTRALIA

# How can you be involved?





**Together we can  
construct a new economic  
and social future for  
northern Adelaide.**

The people are the region's strength. By working together, the community, businesses, councils and government can achieve much more than they can alone. The challenges facing the north can, and will, be overcome through a concerted effort. Now is the time to commit.

This plan provides a blueprint for the future for both businesses and the community. To make sure the projects, programs and actions it outlines have the best chance of success, we need participation and assistance from many more people, businesses and organisations.

You may have something great to offer, or your contribution might be small. It will still be valuable. As an individual we can all help. Shopping locally, supporting local businesses and hiring local workers will make a difference.

If you have a new idea, or want to partner in an existing project, please email [northerneconomicplan@sa.gov.au](mailto:northerneconomicplan@sa.gov.au) or phone 08 8463 5563 or visit [www.looknorth.com.au](http://www.looknorth.com.au)



# Additional information and key contacts

For more information about the Northern Economic Plan, visit [www.looknorth.com.au](http://www.looknorth.com.au) or alternatively contact one of the partners below.

## Partners

Department of State Development  
[northerneconomicplan@sa.gov.au](mailto:northerneconomicplan@sa.gov.au)  
[www.looknorth.com.au](http://www.looknorth.com.au)

## City of Playford

[playford@playford.sa.gov.au](mailto:playford@playford.sa.gov.au)  
[www.playford.sa.gov.au](http://www.playford.sa.gov.au)

## City of Port Adelaide Enfield

[customer.service@portenf.sa.gov.au](mailto:customer.service@portenf.sa.gov.au)  
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## Northern Economic Leaders

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[www.polariscentre.com.au/northern-economic-leaders/](http://www.polariscentre.com.au/northern-economic-leaders/)

Industry	Contacts
Construction and urban renewal	<b>Master Builders South Australia</b> <a href="http://www.mbasa.com.au">www.mbasa.com.au</a>
	<b>Civil Contractors Federation of SA</b> <a href="http://www.ccfssa.com.au">www.ccfssa.com.au</a>
	<b>Planning Institute of Australia (SA)</b> <a href="http://www.planning.org.au/sa">www.planning.org.au/sa</a>
	<b>Urban Development Institute of Australia (SA)</b> <a href="http://www.udiasa.com.au">www.udiasa.com.au</a>
	<b>Property Council (SA)</b> <a href="http://www.propertycouncil.com.au">www.propertycouncil.com.au</a>
Health, ageing and disability	<b>Aged and Community Services SA &amp; NT</b> <a href="http://www.agedcommunity.asn.au">www.agedcommunity.asn.au</a>
	<b>Allied Health Professions Australia</b> <a href="http://www.ahpa.com.au">www.ahpa.com.au</a>
	<b>MedDev SA</b> <a href="http://www.linkedin.com/company/meddev-sa-alliance">www.linkedin.com/company/meddev-sa-alliance</a>
Agriculture, food and beverage	<b>Horticulture Coalition of SA</b> <a href="http://www.ppsa.org.au/associations/horticultural-coalition-of-sa/">www.ppsa.org.au/associations/horticultural-coalition-of-sa/</a>
	<b>Food South Australia</b> <a href="http://www.foodsouthaustralia.com.au">www.foodsouthaustralia.com.au</a>
Defence	<b>Defence Teaming Centre</b> <a href="http://www.dtc.org.au">www.dtc.org.au</a>
Mining equipment and technology services	<b>Austmine</b> <a href="http://www.austmine.com.au">www.austmine.com.au</a>
	<b>South Australian Chamber of Mines and Energy</b> <a href="http://www.sacome.org.au">www.sacome.org.au</a>
Tourism, recreation and culture	<b>South Australian Tourism Industry Council</b> <a href="http://www.satic.com.au">www.satic.com.au</a>
	<b>Recreation SA</b> <a href="http://www.recreationsa.org">www.recreationsa.org</a>





# Contact

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