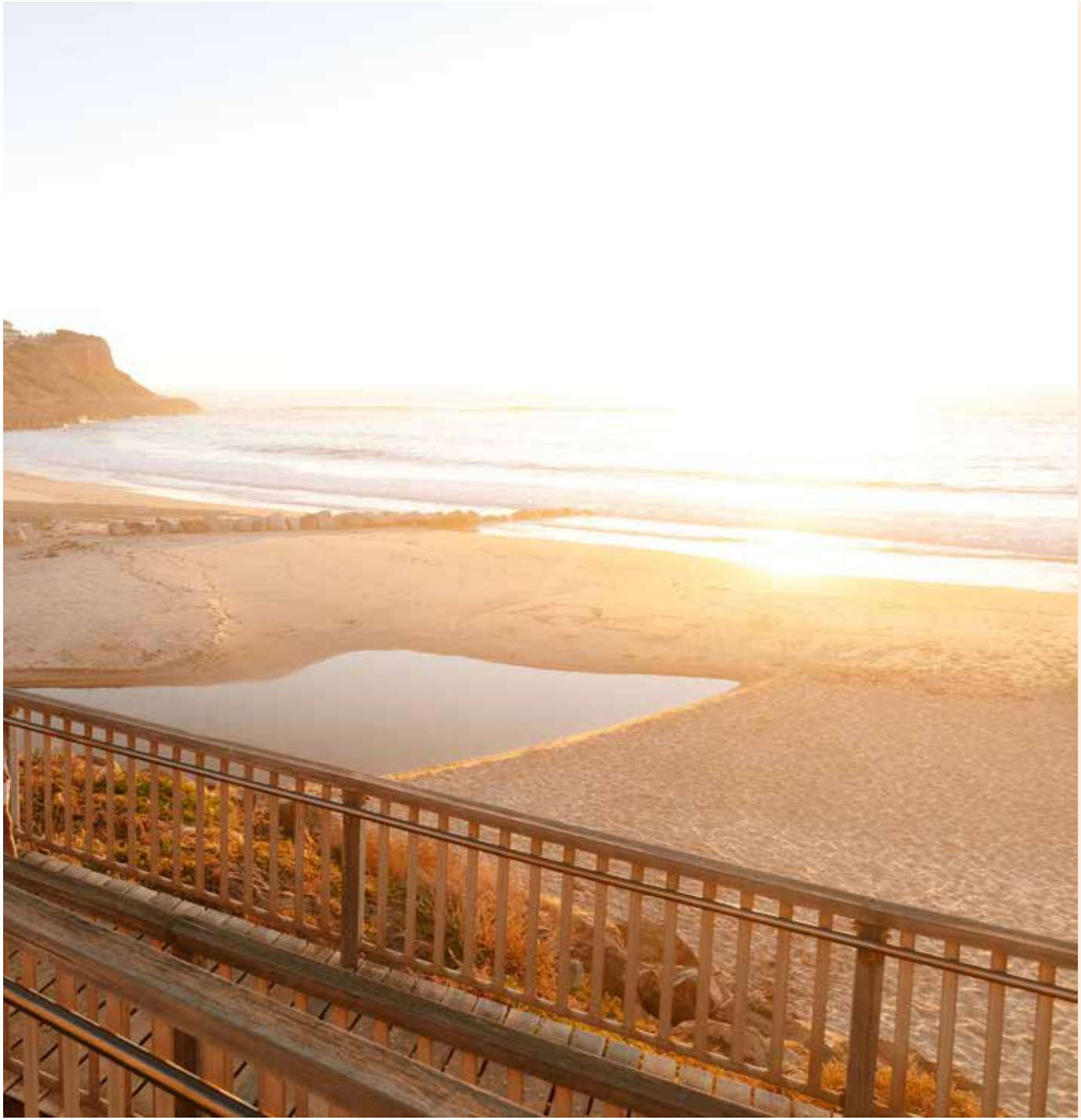
Working towards the
**Community Vision 2034**

# Draft
# **Economic Growth & Tourism Strategic Plan**
# 2025-30

CITY OF ONKAPARINGA



# Acknowledgement of Country

We acknowledge the Kaurna Nation and its people as the traditional owners and custodians of the land in the area now known as the City of Onkaparinga.

We recognise that this local living culture has developed over tens of thousands of years and that in today's contemporary context, Kaurna and other Aboriginal people are actively engaged in community life and bring their rich cultural heritage to the connected community and sustainable future to which we aspire.

We are mindful of Kaurna people's spiritual relationship with country when we make decisions about this region and that protecting places of importance to Kaurna culture has an impact on the wellbeing and prosperity of Kaurna and other Aboriginal people.

We recognise our important opportunity to facilitate positive change in the way the community works together across Aboriginal communities, non Aboriginal communities, local businesses, and service agencies, by actively engaging in a shared journey towards reconciliation.

# Mayor’s foreword

Thoughtful, smart and forward-thinking progress is essential for creating the kind of economic growth our residents, businesses and visitors want to see. As one of South Australia’s largest and most diverse councils, the City of Onkaparinga is uniquely positioned to lead with purpose to support business, foster innovation, attract visitors and investment, and strengthen the social fabric of our communities.

Our region offers an exceptional lifestyle, world-class food and wine experiences, a thriving coastal and a deeply connected metropolitan and peri urban community. These unique attributes are not just assets, they are the foundation of our economic identity.

We know that the best outcomes are achieved when we listen, so that’s exactly what we did. Through extensive consultation with our business community, industry stakeholders, and residents, we heard what matters most: a desire for greater clarity on the council’s role in economic growth and tourism, stronger collaboration, and a bold but practical roadmap for future growth. The ideas and experiences shared with us have shaped this plan, and we are grateful to everyone who contributed.

This Economic Growth & Tourism Strategic Plan 2025–2030 sets a clear direction for how we will build on our strengths. Informed by local insight, it defines the role the council will play in enabling sustainable economic growth and tourism that benefits everyone, economically, socially and environmentally.

At the heart of this strategic plan is a clear mission: to create value for local businesses and our community by amplifying what we have, advocating for what we need, and fostering meaningful connections across our city, industries, and with visitors. It’s a mission that reflects our strengths, our aspirations, and our responsibility to deliver impact where it matters most.

The plan recognises that a strong economy is about more than just business activity. It’s about local jobs that support families, vibrant precincts that bring people together, and inclusive opportunities that ensure no one is left behind. Our focus on partnerships, precinct activation, tourism growth, workforce readiness and future industries ensures that we are planning not just for today but setting the groundwork for the challenges and opportunities of the next decade.

Importantly, this plan reflects our shared aspirations. It builds on the strengths of our existing business community and outlines where the council will adapt and grow so that our region remains an attractive, innovative and connected place to live, work, invest and visit.

**Moira Were, AM**
Mayor, City of Onkaparinga

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# Background

**Why we need this plan and who it's for**

This plan provides a roadmap to guide the council's decision-making, investment and partnerships over the next five years. It outlines our strategic focus areas, objectives and the actions we'll take to create the right conditions for sustainable economic growth and a thriving visitor economy.

It also serves as a communication and collaboration tool, enabling stronger partnerships with businesses, investors, tourism operators, education providers, industry groups and government. By clearly articulating our priorities and opportunities, the plan helps attract funding and investment, supports joint initiatives, and positions Onkaparinga as a confident, forward-looking city.

Whether you're a business owner, worker, student, visitor, developer, or resident, this plan is for anyone who has a stake in the City of Onkaparinga's future and wants to contribute to and benefit from a strong, future-ready economy.

**What is economic development?**

Economic development is the process of building a strong, sustainable, and resilient local economy. It involves strategic efforts in supporting existing businesses, attracting new investment, creating employment opportunities, encouraging innovation, and enhancing the overall prosperity of the region.

At its core, economic development is about improving the quality of life for residents, helping people to access meaningful jobs, supporting local industries, and enabling the community to grow in a way that is economically, socially and environmentally responsible.

# Background

**What part does the council play?**

The council plays an important part in shaping a strong, resilient and inclusive local economy. As one of the city's largest employers, we contribute directly to the local economy, but our impact goes beyond this. We also play a key role as a facilitator, enabler, advocate and influencer of economic activity, laying the foundations for businesses to succeed, investment to grow, and tourism to thrive.

We take a collaborative approach, working with businesses, industry, community organisations and other levels of government to create the right environment for innovation, investment and inclusive prosperity. We have a wealth of collaborations at the national, state and local level.

**National**

- Tourism Australia – International marketing, and visitor attraction.
- Austrade – Export growth, international investment, and tourism infrastructure.
- Australian Tourism Export Council – Advocacy, facilitating international distribution channels, international business development and support programs.
- Business.gov.au / Department of Industry, Science and Resources – Innovation, funding, and business support.
- National Industry Associations (e.g. Wine Australia, Australian Tourism Export Council) – Sector-specific advocacy and development.

**State (South Australia)**

- South Australian Tourism Commission (SATC) – Marketing South Australia, enabling domestic and international distribution, event attraction, and tourism development.
- Tourism Industry Council of South Australia – Advocacy and industry capacity building.
- Department of State Development – Economic policy, business support programs, and industry development.
- Primary Industries and Regions SA (PIRSA) – Agritourism and regional economic development.
- Renewal SA – Investment facilitation, land development, and strategic precinct planning.
- Green Industries SA – Circular economy and sustainable business initiatives.
- TafeSA / Department for Education – Skills development, workforce planning, and vocational training partnerships.

**Regional / Local**

- Local business and tourism associations – Local business engagement and collaboration.
- RDA (Fleurieu and metro) – Investment attraction, business support, and regional economic intelligence.
- Fleurieu Peninsula Tourism – Regional marketing, industry capability and experience development.
- Universities and research bodies (e.g. Flinders University) – Innovation, research partnerships, and talent pipelines.

# Our strategic direction - Community Vision 2034

All of the council's strategies and plans are guided by the Community Vision 2034 so that they contribute to achieving its goals.

With a 10-year horizon, the Community Vision 2034 sits at the top of a planning framework that sets our vision of connected community, sustainable future.

Investment decisions are guided by the Long-Term Financial Plan (LTFP) and the Strategic Asset Management Plan (SAMP). Along with the Community Vision 2034, these three plans comprise our suite of Strategic Management Plans as required under section 122 of the Local Government Act 1999.

The Economic Growth & Tourism Strategic Plan 2025–2030 supports the 'liveability' theme of Onkaparinga's Community Vision 2034, particularly the goal of 'strong local economies'.

By aligning with the goals of the Community Vision 2034, this plan helps ensure Onkaparinga remains a place where people can live, work, visit and thrive well into the future.

**Other guiding plans**

| City of Onkaparinga | South Australian Government | Federal Government |
|---|---|---|
| Climate Change Response Plan | SA Economic Statement | Future Made in Australia |
| Affordable Housing Strategy | South Australia's Small Business Strategy 2023-2030 | The Australian Government's strategic priorities |
| Onkaparinga Local Area Plan | Greater Adelaide Regional Plan | |
| Waste Strategy | State Infrastructure Strategy 2025 | |
| Open Space Strategic Management Plan | South Australia's Transport Strategy | |

**South Australian Economic Statement**

The state government's economic statement outlines three missions:

- Capitalise on the global green transition
- Be a partner of choice in an insecure world
- Build South Australia's talent

With an eye to the future, the economic statement describes success as 'when all South Australians feel the benefits of our strong economy, we'll know we got it right.'

Local government plays a key role in delivering these ambitious missions. This plan describes how Onkaparinga will support our region and move toward the stronger economy that the statement describes.

## How we developed this plan

To develop a plan that truly reflects our city's potential and priorities, we combined research, expert advice and local voices. We engaged directly with businesses, tourism operators, industry groups, community representatives, elected members and staff. Their insights, together with strong economic data and analysis, helped shape a practical and future-focused strategy.

**Stage one**

### Information gathering

In-depth research to understand the state of play for our city included:

- **Economic health check:**
  Analysis of our city's recent economic performance, growth drivers, competitive advantages and barriers to growth. This work explored the structure of our local economy, our socio-economic profile, and identified industries and trends that will likely shape our future.

- **Tourism situational analysis:**
  A review of the current state and future potential for sustainable tourism across our region. This included interviews with a range of tourism operators and identified capability gaps, industry challenges, and opportunities to strengthen our visitor economy and position Onkaparinga as a sustainable tourism destination.

- **Tourism precinct brand and positioning analysis:**
  A detailed analysis of five key tourism precincts including Aldinga, Port Noarlunga, Christies Beach, Willunga and McLaren Vale to better understand their unique strengths and tourism potential. This work will help guide destination marketing, experience development and industry capacity-building at the local level.

**Stage two**

## Exploring options and developing direction

To help shape the draft plan, the council facilitated a series of workshops with a cross-section of stakeholders, including businesses of varying sizes and sectors, tourism operators, business and tourism associations, the Onkaparinga Ambassadors Group, elected members and council staff.

These sessions explored economic trends and visitor data, and local priorities – testing potential focus areas and strategic actions to ensure the plan reflects the needs and ambitions of our business and tourism communities.

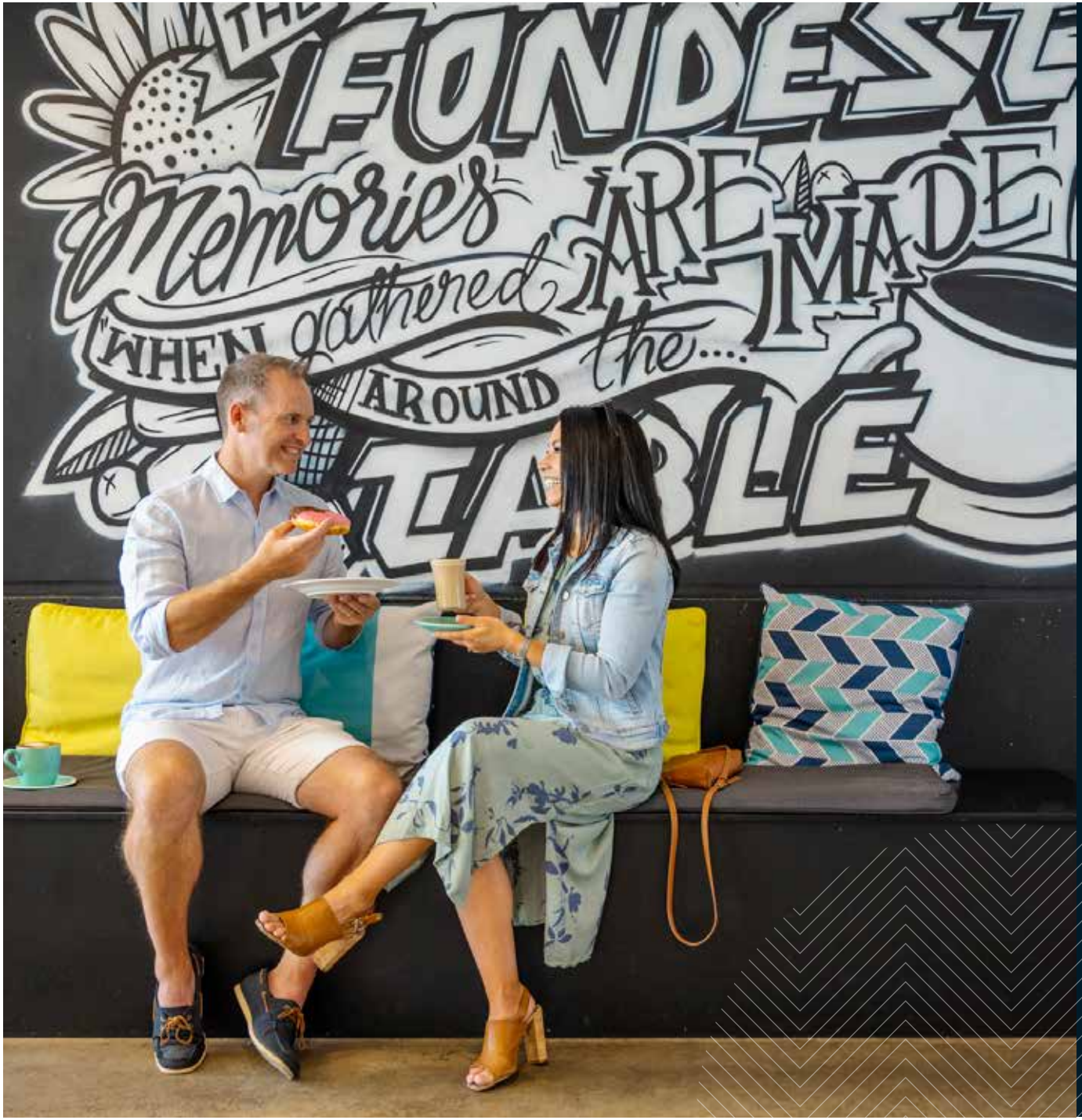
Following analysis and engagement, council developed the draft plan including the key focus areas, strategic objectives and actions. These were tested and refined through internal workshops with staff and elected members to ensure they were aligned, achievable and responsive to feedback.

**Stage three**

## Testing and refining

Community feedback on this draft plan will be sought via our Your Say platform. Feedback will be considered by elected members, and the draft plan may be updated as a result. The final plan will then be presented to the chamber for approval.

**This is what we heard:**



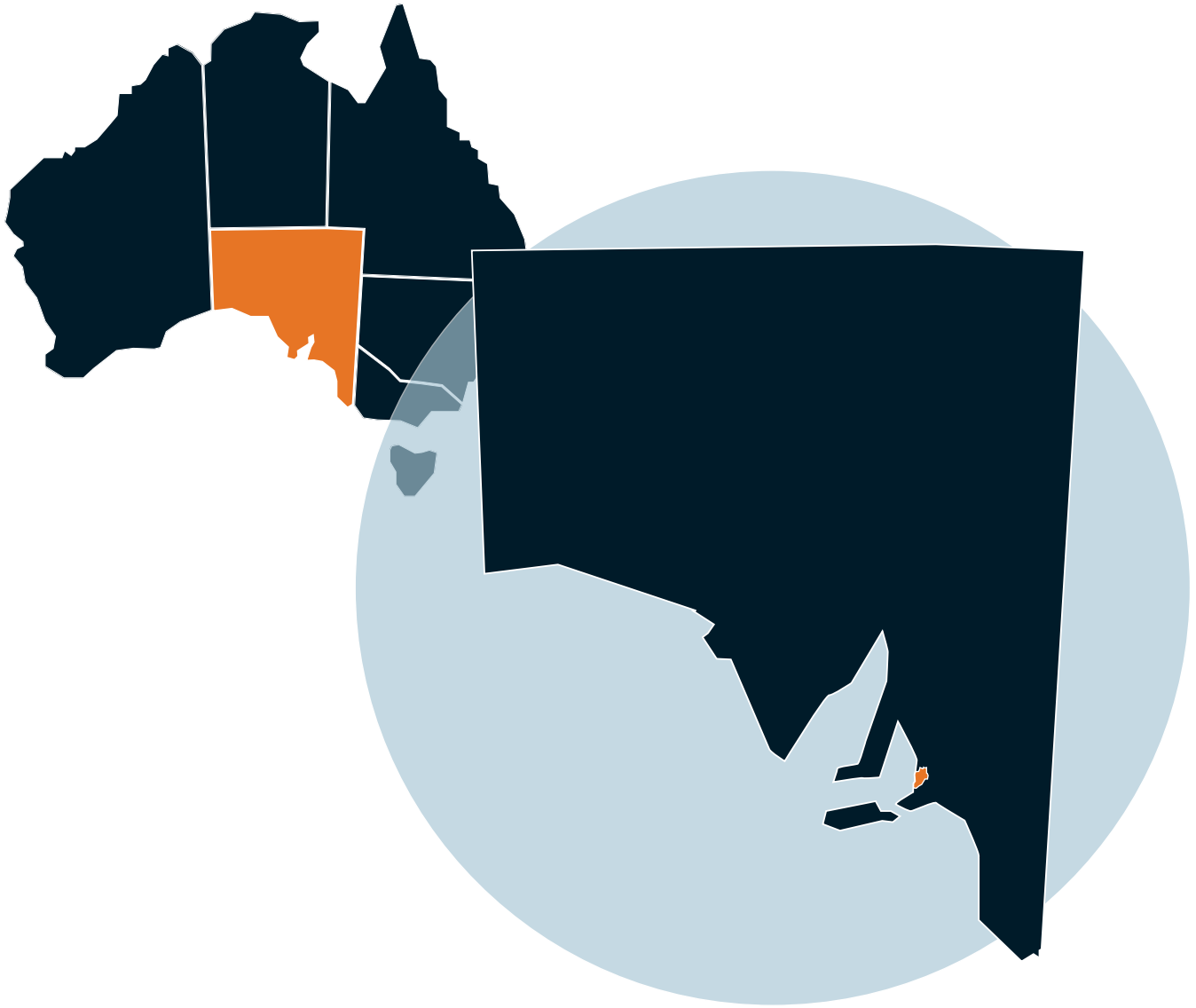

# Economic growth and tourism in Onkaparinga

# Local, state and national context

Onkaparinga is part of Greater Adelaide, Australia's fifth-largest city and South Australia's economic powerhouse, contributing significantly to the state's population, workforce and Gross State Product. Our city's economy is built on a strong mix of industries including construction, healthcare, retail, tourism, advanced manufacturing, and the globally recognised wine and food sector.

At the state level, South Australia's economic priorities are focused on innovation, advanced manufacturing, clean energy, tourism growth, and a strong regional economy. The City of Onkaparinga aligns closely with these priorities, supporting industries of strength, fostering a skilled workforce, and creating investment-ready precincts that contribute to statewide prosperity. Our region is also well positioned to benefit from the state's focus on the green economy, with growing opportunities in areas such as clean energy, circular economy initiatives, and nature-based tourism.

Nationally, the economic environment is being shaped by structural shifts such as the transition to net zero, increasing digitisation, an ageing population, and pressure on infrastructure and housing from ongoing population growth. Locally, Onkaparinga's challenge is to respond to these changes in a way that builds resilience and opportunity, particularly in areas of social disadvantage, youth employment and business support.



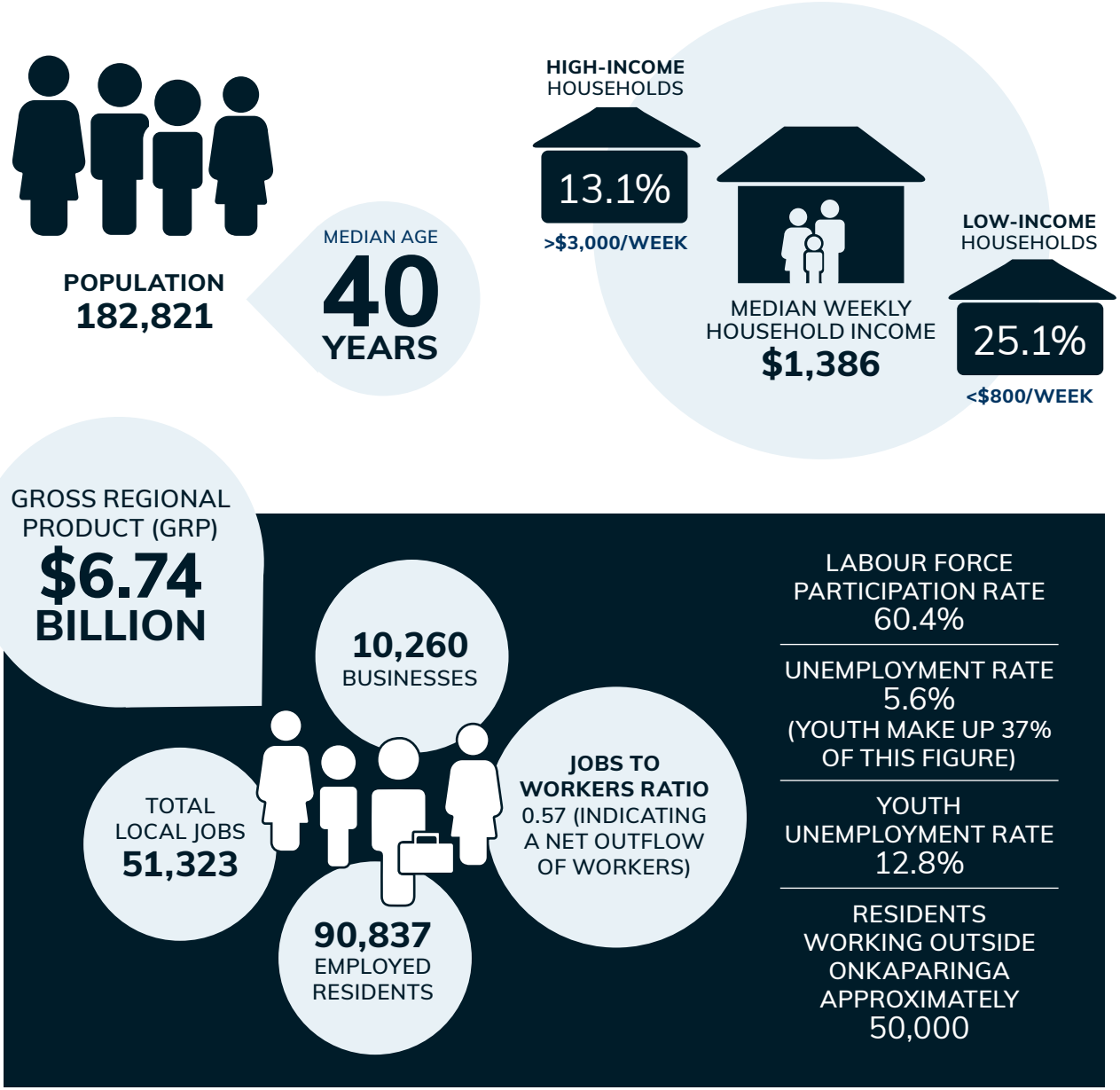
# Our city at a glance

Our city is home to one of the most diverse and dynamic economies in South Australia, generating more than $6.6 billion in Gross Regional Product each year. With over 10,000 businesses supporting more than 50,000 local jobs, we're a vital contributor to the state's economy, particularly in industries like construction, healthcare, manufacturing, retail, wine and tourism.

We're also one of South Australia's most visited tourism regions outside of Adelaide, with around 1.2 million people coming each year to explore our townships and coastline, enjoy our food and drink, and discover our natural landscapes. Tourism is a major part of our local economy, supporting jobs, small businesses and contributing to the overall vibrancy of the region.

Our economic strength is supported by a network of established precincts, including industrial hubs in Lonsdale, Aldinga and Seaford, and a growing health and education precinct in Noarlunga. We're also unlocking new economic potential through emerging precincts and future development areas that offer space to innovate, invest and grow.

While our economy is growing, parts of our community continue to face challenges, including income inequality, youth unemployment and access to education. The council is committed to addressing these issues to ensure the city's growth is inclusive and benefits everyone who lives, works and does business in Onkaparinga.



## TOP INDUSTRIES BY EMPLOYMENT

HEALTH CARE AND SOCIAL ASSISTANCE: **13.7%**

RETAIL TRADE: **10.4%**

CONSTRUCTION: **9.7%**

EDUCATION AND TRAINING: **8.9%**

MANUFACTURING: **7.6%**

## TOP INDUSTRIES BY OUTPUT

**MANUFACTURING**

**CONSTRUCTION**

**HEALTH CARE AND SOCIAL ASSISTANCE**

**RENTAL, HIRING AND REAL ESTATE SERVICES**

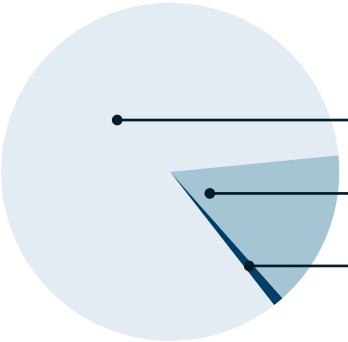
**RETAIL TRADE**

# TOURISM STATISTICS

(AS AT DECEMBER 2024)

**1.2 MILLION**
**TOTAL VISITORS**

**$253.5 MILLION**
**VISITOR EXPENDITURE**



### VISITATION

DOMESTIC DAY
**84 %**

DOMESTIC OVERNIGHT
**15 %**

INTERNATIONAL OVERNIGHT
**1%**

**OVERNIGHT VISITATION (BY STATE):**
SA **59%** | VIC **24%** | NSW **12%**

**TOP 3 INTERNATIONAL MARKETS:**
UK **31%** | US **19%** | NZ **12%**

**REASONS TO VISIT:**
Holiday **43%** | *VFR **50%** | Business **5%**

*VISITING FRIENDS & RELATIVES

## Trends influencing growth

Understanding the forces shaping Onkaparinga's economy is key to planning for sustainable and inclusive growth. These trends span global, national, and local factors, some presenting challenges, others offering new opportunities.

## Macro trends

- **Economic softening:**
  National growth is expected to remain subdued in the short term, with rising interest rates, cost-of-living pressures, and global uncertainties dampening household and business confidence.
- **Population as a growth driver:**
  Australia's population growth which is mainly driven by overseas migration is supporting demand for services but also increasing pressure on housing and infrastructure.
- **Evolving workforce and technology:**
  Automation, AI, and remote work are reshaping how and where people work. These changes bring opportunity but also risk deepening regional skills gaps.
- **Climate change and energy transition:**
  Climate-related risks, especially for sectors like wine and agriculture, are intensifying. At the same time, the shift to a green economy presents new industries and jobs.

## Current local trends

- **Service sector gaps:**
  Onkaparinga lacks depth in high-value service industries like ICT, business services, and government, resulting in many residents commuting out of the region for work.
- **Retail in transition:**
  Retail is under pressure from online competition and leakage to other areas, although localised growth is occurring in home-based and small business sectors.
- **Tourism rebound with limits:**
  Daytrip visitation has grown following the impacts of COVID-19, benefiting food, wine, and retail. However, overnight stays which provide higher value remain flat and overseas (outbound) travel continues to increase.
- **Labour market imbalance:**
  While unemployment has improved, youth unemployment remains high, and a competitive labour market makes it harder for local businesses to attract and retain staff.

## Future outlook

- **Industrial strength and construction pipeline:**
  Sectors like manufacturing, construction, and health are expected to drive growth. Key projects, such as the Noarlunga Hospital Expansion, are creating jobs and boosting investment confidence.
- **Changing demographics:**
  Future growth will be shaped by incoming families and seniors, stimulating demand for schools, aged care, health services, and local amenities.
- **Skills and education gaps:**
  Lower education levels across parts of the region may limit future growth in knowledge-intensive sectors unless training and upskilling efforts are accelerated.
- **Innovation in traditional sectors:**
  Industries such as winemaking must adapt to shifting consumer preferences, global competition, and climate impacts. Innovation and diversification will be essential to remain competitive.

# Trends influencing growth

## Projects influencing economic outlook

- **SSN-AUKUS Submarines Program:**
  The development of nuclear-powered submarines under the AUKUS partnership will be based at Osborne Naval Shipyard in Port Adelaide, with major flow-on benefits for advanced manufacturing and supply chains across southern Adelaide. Thousands of workers will be needed to design and build the supporting infrastructure, and long-term construction and maintenance will create further employment and training opportunities. Onkaparinga's manufacturing and logistics sectors are well positioned to contribute to and benefit from this generational project.

- **Port Stanvac redevelopment:**
  The 230-hectare former Port Stanvac oil refinery site is being transformed into a mixed-use precinct, including up to 3,600 new homes, employment land, and a walkable town centre adjacent to the Lonsdale Railway Station. The redevelopment will unlock industrial land for logistics, warehousing, and research, help meet housing demand, and enhance the area's natural coastal assets for recreation and tourism. The first residents are expected by 2028, marking the start of a long-term uplift in population, economic activity, and vibrancy in the southern suburbs.

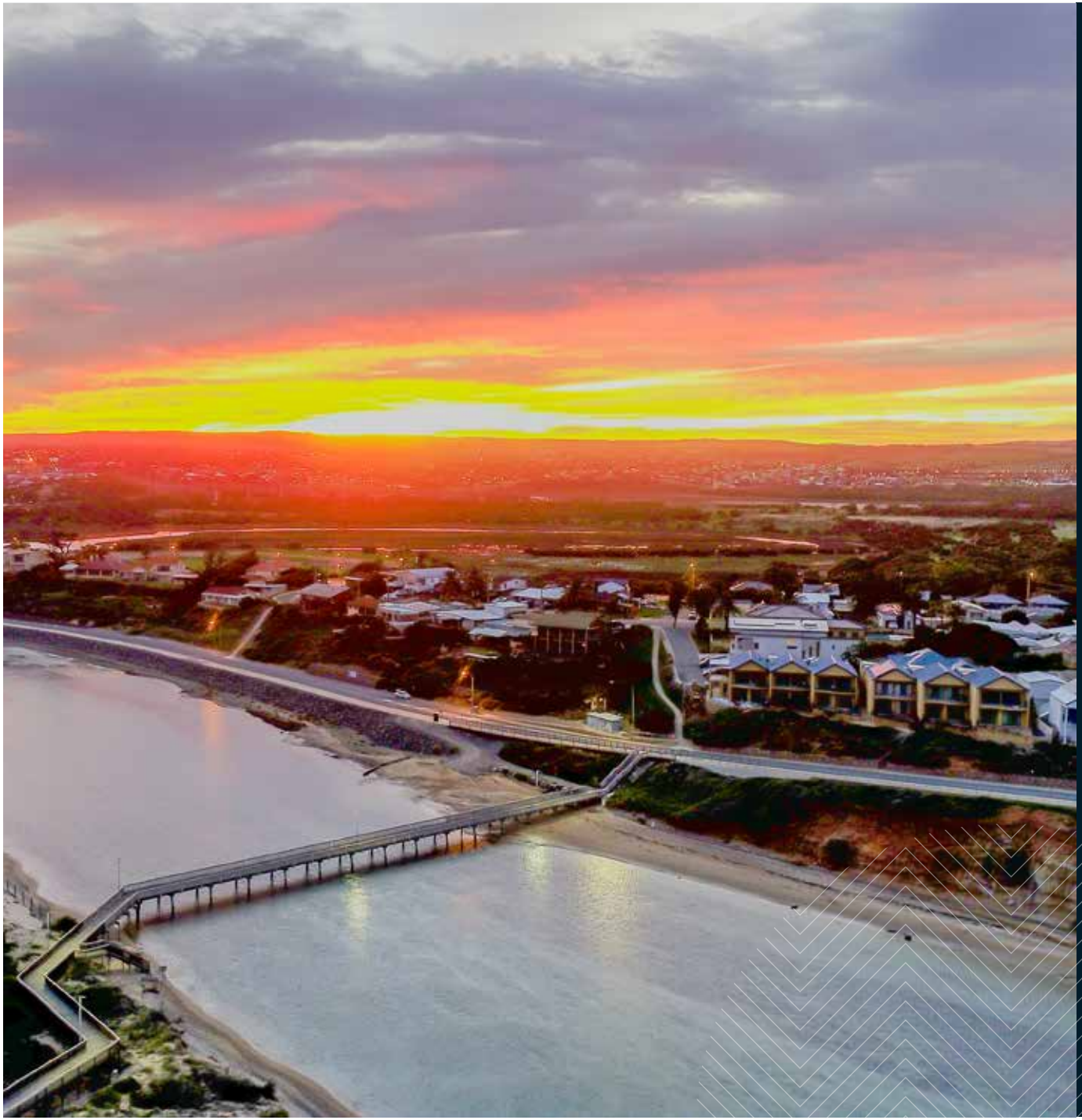
- **Transport infrastructure:**
  Major road and rail upgrades are reshaping how people and goods move through the region. Projects like the Victor Harbor Road and Main South Road duplications, the Torrens to Darlington (T2D) section of the North-South Corridor, and potential extensions to the Seaford rail line will boost connectivity, reduce travel times, and support freight efficiency. These upgrades strengthen Onkaparinga's competitiveness as a location for industry, housing, and tourism investment, while improving liveability and unlocking future growth opportunities.

- **Urban development projects:**
  New residential growth and strategic land use planning are driving population and economic expansion in key precincts. Projects such as Villawood's development at Aldinga, the Aldinga Framework Plan, and Port Noarlunga South's growth area will deliver new homes, community facilities, and open spaces, supporting construction jobs in the short term and boosting local demand for goods, services, and infrastructure in the long term.

- **Recreation and tourism infrastructure:**
  Major upgrades to key community and visitor assets are enhancing Onkaparinga's appeal as a place to live and explore. The planned refurbishment of the Noarlunga Aquatic Centre will improve health and recreation offerings, while master planning for the region's caravan parks and the golf club is set to unlock new tourism opportunities and create flow-on benefits for local businesses and the visitor economy.

"The transformation of Port Stanvac presents a unique, one-off opportunity to drive new economic, social and environmental benefits to Onkaparinga and the state. We're focused on working to deliver a balance of affordable housing, industrial land supply and open space, including access to the stunning coastline."

Mayor Moira Were, AM



# Strategic Direction

## The council's roles in economic development

We are responsible for supporting and amplifying the strengths of our local business community, and for co-creating the conditions that make our city attractive to visitors.

Our roles in economic development and tourism spans advocate, regulator, promoter, owner/custodian, initiator/ facilitator and part contributor.

In these roles, we support economic development through:

- **Business support and programs** – providing advice, activation opportunities, workshops, grants and connections to help local businesses network, adapt and succeed.
- **Procurement** – supporting local businesses by using local suppliers where possible and helping businesses become tender-ready to access council and government contract opportunities.
- **Planning and policy** – ensuring land use planning and regulation supports sustainable growth, while enabling high-quality development and business-friendly environments.
- **Strategic infrastructure** – delivering and advocating for infrastructure that supports access, connectivity, and precinct activation, from transport and digital connectivity to open space and public realm improvements.
- **Business promotion** – supporting the local economy by promoting local businesses, encouraging community support and local spending through initiatives like Go South Go Local.
- **Tourism** – promoting the destination through our brand McLaren Vale & Fleurieu Coast, supporting events and visitor infrastructure, and fostering partnerships that grow the visitor economy in a way that benefits businesses and communities alike. We also share information and promote opportunities from our state and national tourism agencies to assist local tourism operators in advancing international markets.
- **Advocacy** – representing regional priorities and working with partners to attract funding, influence government policy, and amplify the voice of local industry.
- **Amenity** – caring for and maintaining the public realm to ensure our city looks well-kept and presented for visitors, businesses and residents.

# Our mission

Our mission is to create value for the local economy by building on our region's strengths, advocating for what it needs, and strengthening connections for lasting outcomes that benefit business, people and planet.

For us, good looks like an economic and tourism future that's grounded in what makes Onkaparinga different—our coast, our culture, and our community. Moving forward, we want to see the city growing in ways that are innovative, inclusive, sustainable and ready for what's next.

## Focus areas and strategic objectives

1

**Focus area 1:**
### Connected Businesses

- **Strategic objective 1.1**

  Support a thriving and connected business network.

- **Strategic objective 1.2**

  Drive a whole of council effort to enable small businesses to start-up, adapt and grow.

- **Strategic objective 1.3**

  Foster a sustainable and environmentally conscious business community.

2

**Focus area 2:**
### Visitor Attraction & Precinct Activation

- **Strategic objective 2.1**

  Support the growth of tourism and the broader visitor economy.

- **Strategic objective 2.2**

  Deliver innovative visitor servicing, enhance visitor experiences and investment at the McLaren Vale & Fleurieu Coast Visitor Centre.

- **Strategic objective 2.3**

  Elevate the destination through iconic events and experiences that attract visitors, enable overnight stays, and foster community pride.

- **Strategic objective 2.4**

  Enable activated and connected places that drive economic activity and enhance liveability.

3

**Focus area 3:**

## Partnering for Growth

- **Strategic objective 3.1**

  Champion economic leadership to promote the region, drive strategic initiatives, and advocate for Onkaparinga's economic priorities.

- **Strategic objective 3.2**

  Strengthen partnerships between council, industry, government, and the community to facilitate investment and improvements.

- **Strategic objective 3.3**

  Embed economic development values across council and adopt a best practice approach.

- **Strategic objective 3.4**

  Leverage data and insights to support informed decision-making, enhance operational efficiency and achieve strategic objectives.

4

**Focus area 4:**

## Future-Ready Workforce & Industries

- **Strategic objective 4.1**

  Strengthen job opportunities for current and future generations by assessing skills gaps and linking industry-led training and education pathways for a skilled workforce.

- **Strategic objective 4.2**

  Foster collaborative business partnerships to strengthen industry clusters and supply chains driving economic growth and resilience.

- **Strategic objective 4.3**

  Enable a diverse and innovative business community, supporting industry specialisations, first nations businesses, entrepreneurship, and job creation.

# Action plan

## Timeframes for action

**To guide implementation, each action in the plan is assigned a timeframe:**

- Short-term – within 12 months
- Medium-term – within 2 to 3 years
- Long-term – within 3 to 5 years

# Focus area 1 – Connected Businesses

| Strategic objective 1.1 Support a thriving and connected business network. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility**<br>Driver | Contributor |
| 1.1.1 | Host regular networking events to foster local business to business connections and collaboration. | Ongoing | Economic Growth & Tourism | |
| 1.1.2 | Explore potential to strengthen industry advocacy and information sharing through collaborations such as the Onkaparinga Ambassadors Group | Short | Economic Growth & Tourism | Ambassadors Group |
| 1.1.3 | Maintain and enhance the Business Awards Program to showcase, connect, and celebrate excellence in business | Biennial | Economic Growth & Tourism | |
| 1.1.4 | Support, engage and strengthen relationships with identified business associations, which enable localised business connection, collaboration and representation. | Ongoing | Economic Growth & Tourism | |
| 1.1.5 | Establish a Customer Relationship Management (CRM) database to improve council's ability to engage with more businesses by centralising communications and identifying local business trends. | Medium | Economic Growth & Tourism | ICT, Marketing & Communications |
| 1.1.6 | Investigate a Precinct Business Referral Program to encourage businesses to promote each other within key locations. | Medium | Economic Growth & Tourism | |
| 1.1.7 | Maintain proactive working relationships with neighbouring councils and identify opportunities to work together on economic growth and tourism opportunities. | Ongoing | Economic Growth & Tourism | |

| Strategic objective 1.2 Drive a whole of council effort to enable small businesses to start-up, adapt and grow. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility**<br>Driver | Contributor |
| 1.2.1 | Undertake a 'better business benchmarking' project to optimise council processes and practices that facilitate appropriate business growth in the city. | Medium | Economic Growth & Tourism | Building & Development Compliance, Planning, Property Transactions, Customer Service |
| 1.2.2 | Develop information and factsheets to help businesses navigate the planning process and other council processes. | Medium | Economic Growth & Tourism | Planning, Building & Development Compliance |
| 1.2.3 | Refresh the 'Business Onkaparinga' identity to better connect with local businesses and unify council's business support programs and services in a more visible, consistent and engaging way, supported by a targeted communications and engagement plan to raise awareness and drive participation. | Short | Economic Growth & Tourism | Marketing & Communications |
| 1.2.4 | Provide targeted support programs, including the Southern Business Mentoring Program and one-on-one business advisory services. | Ongoing | Economic Growth & Tourism | ICT, Marketing & Communications |
| 1.2.5 | Deliver business capability and capacity building workshops which respond to business needs. | Ongoing | Economic Growth & Tourism | |
| 1.2.6 | Expand the Go South Go Local campaign to drive customer engagement with local businesses. | Short | Economic Growth & Tourism | |
| 1.2.7 | Encourage purchasing from local businesses across council services. | Ongoing | Economic Growth & Tourism | Procurement Services |
| 1.2.8 | Offer council grant funding opportunities to help businesses access resources and growth pathways (within annual approved budgets). | Annual (subject to budgets) | Economic Growth & Tourism | Engagement, Grants & Events |
| 1.2.9 | Proactively support business investment enquiries and provide preliminary advice on suitability of sites for proposed uses. | Ongoing | Economic Growth & Tourism | Building & Development Compliance, Planning |

| Strategic objective 1.3 Foster a sustainable and environmentally conscious business community. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility** Driver | Contributor |
| 1.3.1 | Support business capacity and access to funding to improve energy, water, waste and resource efficiency to reduce costs and environmental impacts (including actions within the Climate Change Response Plan 2022-2027). | Medium | Economic Growth & Tourism | Sustainability |
| 1.3.2 | Support initiatives outlined in the Waste Management Strategy which enable increased diversion from landfill and facilitates circular economy opportunities. | Long | Economic Growth & Tourism | Waste & Recycling |
| 1.3.3 | Utilise data identifying large energy users in Onkaparinga, to encourage reduction in energy and water usage through awareness and education. | Long | Economic Growth & Tourism | Sustainability |
| 1.3.4 | Promote programs and funding opportunities to enable businesses to adopt a managed approach to sustainability, respecting culture and creating positive social impact. | Ongoing | Economic Growth & Tourism | Sustainability |
| 1.3.5 | Identify and enable opportunities that advance the positioning of McLaren Vale and Fleurieu Coast as a sustainable tourism destination. | Ongoing | Economic Growth & Tourism | |

# Focus area 2 – Visitor Attraction & Precinct Activation

| Strategic objective 2.1 Support the growth of tourism and the broader visitor economy. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility**<br>Driver | Contributor |
| 2.1.1 | Sustain strategic partnerships that foster destination development and industry collaboration. | Ongoing | Economic Growth & Tourism | |
| 2.1.2 | Observe the South Australian Tourism Commission's (SATC) regional tourism review and when outcomes are released, ensure the city's priorities are represented. | Medium | SATC | Economic Growth & Tourism |
| 2.1.3 | Facilitate tourism investment attraction to encourage new developments that enhance the region's appeal, prioritising accommodation, coastal, trails and nature/outdoors, where supported by market demand. | Long | Economic Growth & Tourism | |
| 2.1.4 | Leverage council owned tourism related infrastructure and activities which strongly contributes to visitation (eg visitor centre, trails, iconic playgrounds, caravan parks, golf course, state/national events etc). | Ongoing | Economic Growth & Tourism | Golf & Tourist Parks, Parks & Natural Resources, Engagement, Grants & Events |
| 2.1.5 | Undertake targeted destination promotion and campaigns utilising the McLaren Vale & Fleurieu Coast tourism brand reflecting the unique selling proposition (USP) – close to the CBD, coast and vines etc. | Ongoing | Economic Growth & Tourism | |
| 2.1.6 | Identify and deliver dedicated tourism programs and initiatives which foster experience development, improved storytelling and capability building. | Ongoing | Economic Growth & Tourism | |

| Strategic objective 2.2 Deliver innovative visitor servicing, enhance visitor experiences and investment at the McLaren Vale & Fleurieu Coast Visitor Centre. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility** Driver | Contributor |
| 2.2.1 | Maintain National Visitor Centre Accreditation status achieved through welcoming experiences, local stories and insights, and service that evolves and adapts to visitor trends. | Annual | Economic Growth & Tourism | |
| 2.2.2 | Deliver initiatives identified in the five-year Visitor Information Centre Strategic Business Plan, balancing increased commercial activity with resourcing to grow visitation, generate revenue, and enhance the region's tourism appeal. | Medium - long | Economic Growth & Tourism | |
| 2.2.3 | Review the McLaren Vale & Fleurieu Coast Visitor Centre's financial operating model to ensure it remains a leading South Australian visitor centre and influential tourism showcase hub to disperse visitors across the city and region. | Short - medium | Economic Growth & Tourism | |
| 2.2.4 | Undertake a strategic land review for the McLaren Vale & Fleurieu Coast Visitor Centre land to identify opportunities for economic growth and investment. | Medium | Economic Growth & Tourism | Planning |

| Strategic objective 2.3 Elevate the destination through iconic events and experiences that attract visitors, enable overnight stays, and foster community pride. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility** Driver | Contributor |
| 2.3.1 | Identify, support and leverage existing iconic events and experiences that support local business, drive visitation and overnight stays in the region. | Medium | Economic Growth & Tourism | Engagement, Grants & Events |
| 2.3.2 | Develop an iconic event attraction plan supported by event attraction grant funding to bring events to the region, with a focus on winter and the night-time economy. | Short – medium | Economic Growth & Tourism | Engagement, Grants & Events |
| 2.3.3 | Enable, support and where appropriate scope precinct level experience development opportunities which have the potential to grow visitation, as identified in the Tourism Precincts Strategic Framework. | Ongoing | Economic Growth & Tourism | |
| 2.3.4 | Support business and First Nations led initiatives to develop cultural tourism experiences. | Ongoing | Economic Growth & Tourism | Arts, Reconciliation & Cultural Development |
| 2.3.5 | Identify, advocate, and secure funding for economic growth and tourism projects and initiatives (including the Great Australian Wine Trail). | Ongoing | Economic Growth & Tourism | Strategy |

# Focus area 2 – Visitor Attraction & Precinct Activation

| Strategic objective 2.4 Enable activated and connected places that drive economic activity and enhance liveability. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility**<br>Driver | Contributor |
| 2.4.1 | Continue to improve the presentation and amenity of precincts and places to support business, stimulate investment, and maximises visitation. | Ongoing | Assets & Technical Services, Construction, Projects | Economic Growth & Tourism |
| 2.4.2 | Deliver the expanded City-Wide Place and Business Activation Program, developing and implementing activation initiatives to enliven key places and create welcoming places to visit through events, creative initiatives, and business engagement. | Short | Economic Growth & Tourism | Waste & Recycling, Parks & Natural Resources, Community Safety, Property Transactions, Infrastructure Asset Management, Engagement, Grants & Events |
| 2.4.3 | Promote and administer council's newly created Destination Activation Grant. | Short | Economic Growth & Tourism | Engagement, Grants & Events |
| 2.4.4 | Develop and activate the nighttime economy by trialling initiatives in identified tourism precincts (including Aldinga, Christies Beach, McLaren Vale, Port Noarlunga and Willunga). | Medium | Economic Growth & Tourism | |
| 2.4.5 | Evolve the Parklet and Bollard Subsidy Programs to a precinct activation focus, enhancing vibrancy and local business opportunities | Short – medium | Economic Growth & Tourism | Infrastructure Asset Management, Property Transactions |
| 2.4.6 | Encourage year-round visitation to identified tourism precincts by focusing on uniqueness, strengths, positioning, and storytelling opportunities. | Ongoing | Economic Growth & Tourism | |

# Focus area 3 – Partnering for Growth

| Strategic objective 3.1 Champion economic leadership to promote the region, drive strategic initiatives, and advocate for Onkaparinga's economic priorities. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility**<br>Driver | Contributor |
| 3.1.1 | Position Onkaparinga as the gateway to the south, through strategic promotion of the region's unique economic and tourism opportunities. | Ongoing | Economic Growth & Tourism | Marketing & Communications |
| 3.1.2 | Advance strategic opportunities through partnerships and collaboration to realise identified region-building priorities and infrastructure including:<br>• North-South Corridor connection to improve transport accessibility and economic connectivity.<br>• Redevelopment of Port Stanvac to unlock economic, housing, and job opportunities.<br>• Rail extension to Aldinga/Sellicks to improve public transport access and support population and tourism growth.<br>• Large-scale accommodation with conference facilities to address visitor and business demand.<br>• Great Australian Wine Trail. | Long | Economic Growth & Tourism | Planning, Strategy |
| 3.1.3 | Investigate opportunities to maximise employment land to advance investment attraction and enable job creation. | Long | Economic Growth & Tourism | |
| 3.1.4 | Encourage initiatives which advance the blue economy (ocean economy) through industry innovation, investment attraction and experience development. | Long | Economic Growth & Tourism | Construction, Projects |

# Focus area 3 – Partnering for Growth

| Strategic objective 3.2 Strengthen partnerships between council, industry, government, and the community to facilitate investment and improvements. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility**<br>Driver | Contributor |
| 3.2.1 | Encourage investment and improvements across industrial areas to ensure they are accessible and fit for purpose. | Ongoing | Economic Growth & Tourism | Construction, Projects |
| 3.2.2 | Scope opportunities to leverage the Witton Bluff Base Trail and Port Noarlunga Jetty Precinct to attract more visitors and increase economic activity. | Medium | Economic Growth & Tourism | |
| 3.2.3 | Work with relevant teams across council to support opportunities for funding attraction for council owned assets to improve visitor experiences and drive economic activity. | Ongoing | Economic Growth & Tourism | |
| 3.2.4 | Develop master plans for the Moana and Christies Beach Tourist Parks to guide upgrades and diversify accommodation options. | Short – medium | Golf & Tourist Parks | Economic Growth & Tourism |
| 3.2.5 | Develop a master plan for the Willunga Golf Course that supports its transformation into a multi-use tourism and community hub. | Medium – long | Golf & Tourist Parks | Economic Growth & Tourism |
| 3.2.6 | Support the implementation of the Affordable Housing Strategy which advances housing outcomes and highlights the opportunity to attract new social / affordable housing developers to operate within the city. | Long | Strategy | Economic Growth & Tourism |
| 3.2.7 | Through large housing releases occurring within the city, investigate opportunities to liaise with developers to target potential homeowners to address identified employment or skill gaps. | Ongoing | Economic Growth & Tourism | |
| 3.2.8 | Support the development of First Nations businesses through available programs and increase the awareness of their business offerings. | Ongoing | Economic Growth & Tourism | |
| 3.2.9 | Collaborate to identify solutions to:<br>• Enable diversification opportunities for wineries facing oversupply issues.<br>• Create and enable tourism zoned land within the city (currently exhausted).<br>• Increase industrial and commercial land available within the city following the employment land review study. | Long | Economic Growth & Tourism | Planning, Development Policy |
| 3.2.10 | Advocate to state government on policy changes and reviews that inform the city's economic activity (e.g. Character Preservation Act Review, Tourism Development Code Amendment, Regional Tourism Review). | Ongoing | Planning | Economic Growth & Tourism |

| | | | | |
|---|---|---|---|---|
| 3.2.11 | Advocate for new green industries to establish and operate within the City of Onkaparinga. | Ongoing | Economic Growth & Tourism | Sustainability |
| 3.2.12 | Support business grant applications for state and federal funding that align with strategic priorities. | Ongoing | Economic Growth & Tourism | Strategy |
| 3.2.13 | Actively contribute to project planning discussions and advocate for local businesses as part of major State and Federal Government infrastructure projects. | Ongoing | Economic Growth & Tourism | |
| 3.2.14 | Review options for low cost overnight stays within the city. | Medium – long | Golf & Tourist Parks | Economic Growth & Tourism |

Strategic objective 3.3 Embed economic development values across council and adopt a best practice approach.

| **Actions** | | **Timeframe** | **Organisational Responsibility** Driver | Contributor |
|---|---|---|---|---|
| 3.3.1 | Integrate economic growth considerations into council decision-making by strengthening cross-team collaboration and aligning key projects, policies, and planning processes. | Ongoing | Economic Growth & Tourism | |
| 3.3.2 | As a signatory to the South Australian Small Business Commissioner's Business Friendly Council Charter, continue to deliver on its commitments by strengthening support for small businesses and reducing barriers to doing business across council operations. | Ongoing | Economic Growth & Tourism | Procurement Services, Financial Accounting |

Strategic objective 3.4 Leverage data and insights to support informed decision-making, enhance operational efficiency and achieve strategic objectives.

| **Actions** | | **Timeframe** | **Organisational Responsibility** Driver | Contributor |
|---|---|---|---|---|
| 3.4.1 | Invest in data infrastructure, analytics capabilities and business relationship management platforms to identify emerging trends, improve business performance, and drive competitive advantage. | Ongoing | Economic Growth & Tourism | ICT |
| 3.4.2 | Investigate how relevant economic data and modelling can be shared externally to support business needs. | Short | Economic Growth & Tourism | |
| 3.4.3 | Develop a new City of Onkaparinga Business Investment Prospectus. | Short – medium | Economic Growth & Tourism | |

# Focus area 4 – Future-Ready Workforce & Industries

| Strategic objective 4.1 Strengthen job opportunities for current and future generations by assessing skills gaps and linking industry-led training and education pathways for a skilled workforce. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility** Driver | Contributor |
| 4.1.1 | Collaborate with industry, government, and education and training providers to identify and address skills shortages in key industry sectors to encourage more residents to work locally, reducing commuting and supporting the local economy. | Medium | Economic Growth & Tourism | |
| 4.1.2 | Partner with state and federal agencies to map education gaps within the city. | Medium – long | Economic Growth & Tourism | |
| 4.1.3 | Support youth employment programs in partnership with the Youth team and Onkaparinga Youth Enterprise Hub (OYEH) to create viable career and self-employment pathways. | Ongoing | Economic Growth & Tourism | Youth |
| 4.1.4 | Support First Nations and skilled migration employment opportunities through identified state and federal initiatives and partnerships. | Ongoing | Economic Growth & Tourism | Community Development |
| 4.1.5 | Promote council traineeships and graduate placements to provide skill development and initiate career pathways. | Ongoing | People & Culture | Economic Growth & Tourism |

| Strategic objective 4.2 Foster collaborative business partnerships to strengthen industry clusters and supply chains driving economic growth and resilience. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility** Driver | Contributor |
| 4.2.1 | Support industry clusters and facilitate connections and opportunities to encourage tendering for large government contracts. | Ongoing | Economic Growth & Tourism | Procurement Services |
| 4.2.2 | Facilitate local supply chain connections to help businesses collaborate and grow together. | Ongoing | Economic Growth & Tourism | |
| 4.2.3 | Prioritise key sectors to map local supply chains to identify gaps and opportunities for investment attraction. | Medium | Economic Growth & Tourism | |
| 4.2.4 | Prioritise key industry sectors for support, ensuring resources are directed where they will have the greatest impact. | Medium | Economic Growth & Tourism | |

| Strategic objective 4.3 Enable a diverse and innovative business community, supporting industry specialisations, first nations businesses, entrepreneurship, and job creation. | | | | |
|---|---|---|---|---|
| **Actions** | | **Timeframe** | **Organisational Responsibility**<br>Driver | Contributor |
| 4.3.1 | Encourage innovation, entrepreneurship, exporting, and smart city outcomes through business support programs, funding opportunities, and networking. | Ongoing | Economic Growth & Tourism | |
| 4.3.2 | Develop a workforce attraction toolkit that businesses and recruiters can utilise to attract and retain workers. | Short – medium | Economic Growth & Tourism | |
| 4.3.3 | Through council's Reconciliation Action Plan, continue to strengthen links with organisations like The Circle, and National Bank Blak Coffee initiatives. | Ongoing | Economic Growth & Tourism | Arts, Reconciliation & Cultural Development |
| 4.3.4 | Engage with home-based businesses to identify their needs and provide targeted support, including practical resources and access to networking and learning opportunities. | Short – medium | Economic Growth & Tourism | |
| 4.3.5 | Continue to offer an annual Aboriginal School Based Traineeship through the McLaren Vale and Fleurieu Coast Visitor Centre. | Ongoing | People & Culture | Economic Growth & Tourism |

# Monitoring and evaluation

The Community Vision 2034 wellbeing indicators relevant to this strategy are:

- Local employment
- Gross Regional Product
- Visitors to Onkaparinga (tourists).

We will monitor these indicators to assess whether the actions in this plan are driving progress toward its strategic objectives.

We will undertake an annual check-in to monitor progress, with a full evaluation at the conclusion of the five-year period to assess overall impact and inform future planning.

**Indirect influence (broader economic indicators)**

These are longer-term outcomes influenced by a variety of external factors (i.e. state and federal policy, market conditions), but still provide a snapshot of local economic health.

| Indicator | Target | Rationale |
|---|---|---|
| **Gross Regional Product (GRP)** | Increase by **12%** over 5 years | A 12% growth aligns with trends observed in comparable sized Australian councils and reflects robust economic development and diversification efforts. |
| **Business registrations (GST-registered)** | Increase by **10%** | Encouraging a 10% rise in GST-registered businesses supports local entrepreneurship and indicates a healthy business environment. |
| **Employment rate** | Reduce local unemployment rate to **below 5%** | Achieving and maintaining an unemployment rate below 5% is consistent with national averages and reflects effective workforce development and job creation strategies. |
| **Tourism expenditure** | Increase by **6%** over 5 years | A 6% boost in tourism spend is ambitious yet attainable, considering the destinations' unique selling proposition and potential for tourism development. The tourism sector will continue to play a vital role in the growth of the local economy. |
| **Overnight stays** | Increase by **10%** over 5 years | Enhancing overnight stays by 10% supports local hospitality sectors, however this growth is reliant on new large-scale accommodation being developed. |
| **Private and public investment** | Target **$500 million** in new investments | Targeting $500 million in combined private and public investments over five years is a commitment to infrastructure and economic projects and growing community assets within the region. |

**Direct influence (council led outputs and outcomes)**

These are measures that the council has clear control or a strong influence over. We will include these in our Annual Business Plan and Budget, and report on them in our Annual Report.

| Indicator | Target | Rationale |
|---|---|---|
| **Economic CRM activation** | Implement new CRM database and have captured a minimum of **3,000 businesses within 5 years.** | The new CRM will capture business engagement and allow for more streamlined two-way communication with businesses. |
| **Southern Business Mentoring Program advisory bookings and service satisfaction rating** | 160 bookings annually and 8/10 satisfaction rating | The Southern Business Mentoring Program provides accessible, tailored advice to local businesses. Tracking annual bookings and satisfaction ensures the service remains relevant, responsive, and high quality, helping businesses build capability and confidence to grow. |
| **Users of the McLaren Vale & Fleurieu Coast tourism website and the reach of destination social media activities** | 120,000 website users and 400,000 social media reach annually | Website traffic and social media reach are key indicators of awareness and interest in the region. These metrics help gauge the effectiveness of destination marketing efforts and support ongoing promotion of local tourism experiences, operators and events. |

**Funding**

Actions in the draft plan represent a mix of existing, enhanced and new activities that will be funded primarily through operational budgets, subject to approval through the Annual Business Plan and Budget process. External funding will be sought where appropriate.

# Overview of Onkaparinga

## About Onkaparinga

The City of Onkaparinga is a diverse and rapidly growing region on the southern edge of metropolitan Adelaide. Home to more than 180,000 people, it is South Australia's largest council by population, representing over 10 per cent of the state's residents.

Stretching from Adelaide's southern suburbs through to the world-renowned McLaren Vale wine region and along the coast, Onkaparinga spans 518 square kilometres and includes 31 kilometres of breathtaking coastline. Its landscape ranges from vibrant urban centres and residential suburbs to coastal villages, productive agricultural land, and national parks.

The region's natural beauty, rich cultural identity and enviable lifestyle, just 40 minutes from Adelaide's CBD, make it one of South Australia's most liveable and attractive places to live, work and visit.

# Unique strengths and value proposition

Onkaparinga is well-positioned for sustainable economic growth, thanks to a unique blend of natural advantages, strategic assets and community-driven momentum. The region already boasts strong foundations from its lifestyle appeal and growing population to its thriving industries and distinctive visitor experiences. This plan builds on what we already have, enhancing what works, supporting what's emerging, and unlocking opportunities to future-proof the economy.

## A place people want to live, visit and invest

Onkaparinga's lifestyle appeal, natural beauty, and visitor experiences make it a premier destination for living, tourism and business investment.

### A premier lifestyle destination

With our unique blend of coastline, rolling hills, vineyards and open space, Onkaparinga offers a lifestyle that's hard to match. Our liveability is a major drawcard, combining stunning natural landscapes with the convenience of nearby shops, schools and essential services.

### Internationally recognised wine region

McLaren Vale stands apart as one of Australia's most iconic wine regions, renowned for its scenic coastal vineyards, premium experiences and strong visitor appeal. Its blend of world-class wineries, local produce, and vibrant tourism offerings reinforce Onkaparinga's position on the world stage and make it a major contributor to the region's economy.

### A thriving visitor economy

Tourism plays a vital role in the local economy, with 1.2 million visitors each year drawn to McLaren Vale & Fleurieu Coast's award-winning wineries, pristine beaches, and diverse experiences. As one of the few places in Australia where coast and vines meet so close to a capital city, the city's visitor offering is unmatched and growing in importance as a driver of local jobs, spending and economic activity.

### Affordability and space to grow

Compared to other metropolitan areas, Onkaparinga is committed to supporting affordable commercial land and housing options, making it attractive for both businesses and talent seeking room to grow.

## A connected and strategic location

Located just 40 minutes from Adelaide's CBD with strong transport links and key employment hubs, Onkaparinga is well-positioned for economic activity and growth.

**Strategic location and connectivity**

Onkaparinga offers seamless connections via the Southern Expressway and major road corridors. This strategic location enhances workforce mobility, strengthens supply chains and supports a thriving visitor economy.

**Industry-ready precincts**

Lonsdale and surrounding areas provide industrial and employment land with access to infrastructure and workforce, positioning Onkaparinga as a key contributor to the state's industrial and logistics capacity.

## A diverse and growing economy

With strengths across multiple sectors and a dynamic mix of established and emerging businesses, Onkaparinga is home to a resilient and evolving economy.

**A growing and diverse economy**

Home to over 10,000 businesses across industries including wine, advanced manufacturing, retail, tourism, healthcare and construction, Onkaparinga has a strong and diverse economic base. Many businesses are locally owned and operated, with new ventures emerging and long-standing businesses looking to grow.

**A region with momentum**

With strong community values, geographical diversity and an expanding population, Onkaparinga is a region with momentum and emerging opportunities. These unique strengths not only define the region, but they also create a powerful value proposition for businesses, investors and governments looking to partner in its next chapter.

## A supportive business and innovation ecosystem

The council's commitment to enabling business success through support programs, partnerships and advocacy fosters a collaborative, future-ready economic environment.

### A supportive business environment

Through grants, mentoring, workshops, business awards and support local initiatives, Onkaparinga provides a strong foundation for businesses to grow and succeed. Council-led programs are complemented by active business and tourism associations, targeted marketing support and opportunities for collaboration, creating a connected business community that encourages knowledge sharing and networking across the region.

## Environmental leadership and sustainability

The council's commitment to protecting our environment and advancing sustainability helps safeguard our region's natural assets, reduce risk and support long-term economic and community wellbeing.

### Climate resilience and sustainable practices

The council's integrated approach to protecting and enhancing our environment, through initiatives including coastal management, waste and resource recovery through the Southern Region Waste Resource Authority (SRWRA), and climate change adaptation and mitigation projects balances economic growth with sustainability, positioning Onkaparinga as a responsible and future-focused region.

# Your Say

Provide your feedback on the draft

Economic Growth & Tourism Strategic Plan 2025-30

**Consultation closes** Tuesday 12 August

Scan the QR code or visit onkaparingacity.com/yoursay