



**UNEARTH
WHYALLA**

Investing in Whyalla
is investing in
South Australia's future

**ECONOMIC
DEVELOPMENT
STRATEGY
2022-2030**





Whyalla City Council acknowledges the Barngarla people as the Traditional Custodians of the land our city is built on.

We respect the Barngarla people's spiritual relationship with their Country and acknowledge and pay respect to Elders past, present and emerging.

This artwork was created by Barngarla artists and sisters Debra Brown and Jeanne Miller. Debra has been painting for more than twenty years, after being taught by her husband Michael, and has been teaching Jeanne over the past couple of years. The artwork is a representation of the Desert meeting the Sea, reflecting Whyalla's location on the Eyre Peninsula and our connection with local communities. Debra and Jeanne hope the artwork will bring people of all cultures together in the spirit of reconciliation.

*front cover looking over Whyalla city and Hummock Hill. Helipad, seaplane and additional moorings in the marina are computer generated artwork designed to convey a sense of future changes to services and infrastructure available in the region.

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CITY OF WHYALLA STRATEGIC PLAN VISION

Whyalla will be a vibrant, attractive city offering the community a diverse range of sustainable economic, social, environmental, and cultural opportunities.



Introduction

Since Australian Federation (1901), the Regional City of Whyalla has richly contributed to the building of the Australian Commonwealth through mining and heavy industry, the exporting of high-quality iron ore, the production of high-quality steel and, at one time, ship building. A portion of local iron ore went into the making of steel destined for the Sydney Harbour Bridge. Australia's largest bulk carrier, the 83,000 tonne Clutha Capricorn, carried the stamp 'made in Whyalla'.

Like a phoenix rising from the global pandemic; Whyalla is now building back smarter, better and stronger. A regional leader as a member of the Upper Spencer Gulf cities and service centre for Eyre Peninsula.

Today, high-quality magnetite creates world-class steel, while hematite ore continues to be exported globally. Whyalla steel remains in high demand along with exports of agribusiness products such as Gourmet Salt and Beta Carotene. The emerging tourism and existing hospitality industries continue to grow.

Agriculture, farm gate to plate and the processing of Eyre Peninsula primary industry produce in Whyalla is a significant growth sector. The sunrise Green Hydrogen industry is estimated to result in billions of dollars of new investment for the Whyalla region.

Fast becoming a regional city centre of excellence for the provision of applied tertiary and secondary learning, the city is widely recognised for its high-quality medical and allied health training and education services normally associated with a capital city centre. The outstanding Whyalla public hospital is an important training hospital within the South Australian regional hospital network.

The local small business community continues to grow and attract knowledge workers to administer recent investment in local rare earths exploration and new 21st century industry sectors, such as solar farms, aquaculture and green hydrogen.

The expansion of the nearby Australian Defence Force (ADF) Cultana Training Range has opened doors for local business suppliers.

Successful local 'start-up' Micro Breweries and home-based businesses reflect the unique opportunities the city is offering entrepreneurs and innovators needing a supportive environment with the enabling infrastructure to facilitate the exploration of new markets, new ideas and new products.

City of Whyalla will continue to advocate and partner with the Federal and State governments (in collaboration with Regional Development Australia – Eyre Peninsula) to 'green' and leverage the competitive advantage of Whyalla's geographic location. Whyalla's abundant and significant natural resources require resilient people and businesses, with the ingenuity, skills and resourcefulness to build greater wealth while improving community wellbeing, that in-turn creates greater economic diversity and improved social advantage for all.

Proud of its past and excited by its future, Whyalla is at a critical pivot point in its evolution. Whilst its past and present have focused largely on the mining of natural resources and heavy industry in the form of steelmaking and ship building, the city's future is diversifying towards the production of renewable green energy and advanced manufacturing.

This includes becoming a national mega-hub for decarbonisation of heavy industry; and a global source of 21st century resources. A successful Whyalla post COVID-19 and post the Glasgow COP-26 will have global ramifications that are critical to our State's and Nation's sovereignty and wellbeing.

The City of Whyalla's Economic Development Strategy is a bold plan for the future. We invite you to work with us to accelerate the delivery of our key priority projects.

Clare McLaughlin
Mayor

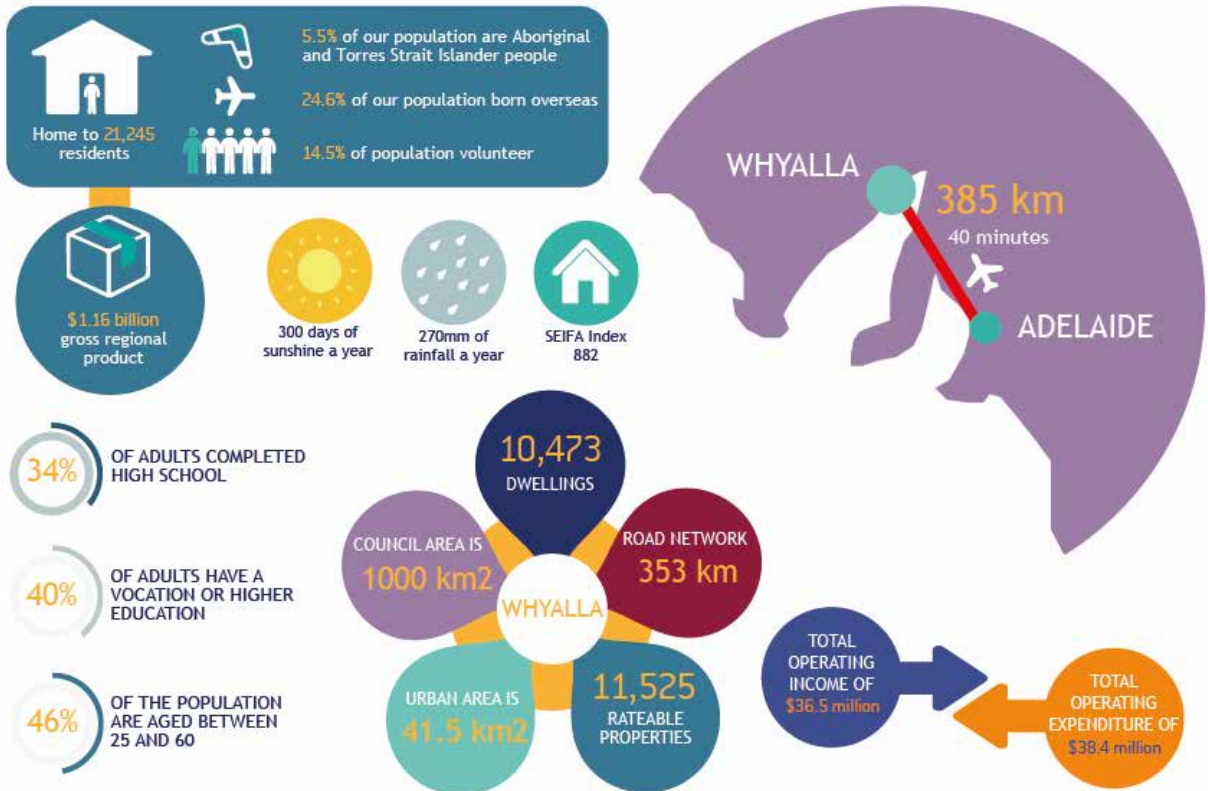
Justin Commons
CEO

WHYALLA MAJOR PROJECTS 2021



Project	Developer	Estimated Development Value
1. Adani Solar Farm	Adani	\$195m
2. EP High Voltage Transmission Link	Electranet	\$290m
3. Cultana Training Area	ADF/Defence SA	\$100m
4. Eyre Peninsula Gateway Hydrogen Project	H2U Hydrogen Utility	\$240m
5. Port Bonython Hydrogen Hub; Fortescue Future Industries, Origin Energy, Santos and H2U, along with international companies such as Eneos, Chiyoda, Mitsubishi and AMP Energy.	South Australian Government	\$13b
6. Port Bonython Jetty Upgrade	Department of Energy and Mining	\$37m
7. Yellow Tail Kingfish Farm	CleanSeas	\$10m
8. Cuttlefish Sanctuary Tourism Trail	City of Whyalla	\$4m
9. Cultana Solar Farm	SIMEC Energy Australia	\$350m
10. Rolling Mill	GFG Alliance Whyalla Steelworks	\$585m
11. Steel Processing and Galvanising Facility	Ferretti International Ottoway Pty Ltd	\$12m
12. International Hotel Development	Thrive Construct	\$100m
13. Whyalla Foreshore Revitalisation	City of Whyalla	\$20m
14. Whyalla Secondary College	Education Department	\$100m
15. Whyalla Airport Upgrade	City of Whyalla	\$12m
16. Construction of a large-scale green hydrogen production facility, hydrogen storage facility and hydrogen power station.	The Government of South Australia	\$593m

WHYALLA AT A GLANCE



GRP=\$1.16 BILLION



REGIONAL ECONOMIC OUTPUT \$2.4 BILLION



TOTAL VALUE ADDED \$860MIL



POPULATION =21,245t



41 MEDIAN AGE



673 LOCAL BUSINESSES



8783 LOCAL JOBS



MEDIAN WEEKLY INCOME \$1188



104,000 AVERAGE ANNUAL OVERNIGHT VISITORS



TOTAL VISITORS 171,000



AVERAGE ANNUAL VISITOR SPEND (2016-2019) \$77MIL



TOTAL TOURISM & HOSPITALITY SALES \$42.1MIL

GLOBAL, NATIONAL AND STATE CONTEXT

Over the coming decade, City of Whyalla will continue to diversify its local economy to contribute significantly to the wealth and wellbeing of South Australians and our nation. This will be achieved by aligning Whyalla’s Economic Development Strategy, action plans and goals to those of our National and State government’s Economic Plans.

Global Leadership

In September 2015, Australia was one of 193 countries to commit to the United Nations Sustainable Development Goals (the SDGs). City of Whyalla is being proactive in the strategic implementation and action on the SDGs. Central to this has been the implementation of the SDGs in our core strategy documents and membership of the Heavy Industry Low Carbon Transformation (HILT) Cooperative Research Centre (CRC). The Economic Development

Strategy will provide vision and delivery programs for the Whyalla economy over the next ten years. Consequently, the global language of the SDGs has been applied, not just at a goal level but embedded as targets and indicators throughout this Strategy. City of Whyalla has an essential role in educating and leading the achievement of the SDGs for the region. The core alignment and implementation has been outlined as follows:

SUSTAINABLE DEVELOPMENT GOALS (SDG AND TARGETS)	HOW IT IS ADDRESSED IN THE ECONOMIC DEVELOPMENT STRATEGY
<ul style="list-style-type: none"> • SDG 4 Quality Education – Ensure inclusive and equitable high-quality education and promote lifelong learning opportunities for all • SDG 8 Decent Work and Economic Growth - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all • SDG 9 Industry, Innovation and Infrastructure - Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation • SDG 12 Responsible Consumption and Production - Ensure sustainable consumption and production patterns. All of the targets for this SDG directly relate to the reduction of waste and the growth of a circular economy • SDG 17 Partnerships for the Goals - Strengthen the means of implementation and revitalise the global partnership for sustainable development • SDG 13 - Take urgent action to combat climate change and its impacts. Green transition - investments must accelerate the decarbonisation of all aspects of our economy. This will lead to the development of green jobs and sustainable and inclusive growth 	<ul style="list-style-type: none"> • A skills-based labour market is one of the priorities of this Strategy. A number of programs will provide local residents with opportunities to gain new skills • The vision of this Strategy is to create new opportunities for all. Every program is designed to be inclusive and to remove barriers to access • The Innovation Economy and City-Shaping Initiatives (including advocacy and digital infrastructure) are priorities of this Strategy. City analytics incorporating scientific research is embedded throughout the Strategy • This Strategy identifies the economic development opportunity of the circular economy and proposes more work to be taken both by the City of Whyalla and across industry • This Strategy is centred around a collaborative approach to implementation. By virtue, it follows that our actions will require partnerships to achieve them • The Strategy supports the transition of our existing skills base to green jobs and highlights the opportunity of a Renewable Energy Zone in Whyalla

National Economic Plan

“A better future for Australia relies on a stronger, broader, more inclusive, and more sustainable economy – powered by cleaner and cheaper energy, a better-trained workforce with higher participation, and key investments in the care economy, digital economy, and a future made in Australia”.

The Australian Federal Government’s five-point Economic Plan is calibrated to;

1. Reduce the costs of living;
2. Drive productivity growth
3. Expand the capacity of the economy to alleviate supply side pressures;
4. Get wages growing so that Australians aren’t held back or left behind; and
5. Invest public money in a way that delivers genuine economic value.

Achieving this broad, sustainable and inclusive economic growth together through productivity gains will be the key factor in creating and maintaining more jobs, better pay and better living standards, putting the Budget on a more sustainable footing.

Labor’s Budget Strategy is tailored to Australia’s economic conditions and is designed to:

- Make room for smart, targeted investments that expand the capacity of the economy, so that it can grow stronger, broader and more sustainably.
- Improve the quality of spending to generate a budget position that will allow us to reduce debt as a share of the economy over time, while delivering real outcomes for Australians in essential areas like Medicare, aged care and child care.

This will be achieved by:

- Prioritising smart, responsible and targeted investments that deliver economic value.
- Trimming spending on contractors, consultants and labour hire in the public service.
- Conducting a waste and rorts audit.
- Closing down loopholes which allow multinationals to avoid their tax obligations to Australians.

Labor’s policies will boost wages growth by:

- Boosting participation in the workforce with child care reforms, so that people can work more and earn more.
- Adequately funding education and training to address skills shortages and help people qualify for higher-wage opportunities.
- Investing in industries that will provide large employment and growth opportunities in the future, for example, renewable technologies, advanced manufacturing, and the care sector.
- Supporting minimum wage cases that take the cost of living into account, and key wage determinations in the care economy, especially aged care.

- Ensuring there are more secure jobs, by addressing issues in labour hire, empowering The Fair Work Commission to turn insecure jobs into more secure ones and regulating the gig economy.

The Australian Government’s five-point Economic Plan is:

- To invest in cleaner and cheaper energy through our Powering Australia policy to cut power bills by \$275 a year by 2025, unlock \$76 billion in investment and create over 600,000 jobs, most of these in the regions.
- To better train our workforce through fee-free TAFE and more university places to equip Australians with critical skills to address shortages.
- To invest in cheaper child care which will reduce cost pressures for 1.26 million working families, and boost GDP through higher workforce participation by at least three times as much as the Government’s alternative.
- To upgrade the NBN as the first step in modernising our infrastructure to begin capturing the digital economic opportunity, which could be worth up to \$207 billion in GDP per year by 2030 if Australia caught up to global leaders.
- To create a Future Made in Australia with procurement and co-investment plans through the National Reconstruction Fund to stimulate billions of dollars in private investment, secure supply chains and revitalise regions through more jobs and opportunities in more parts of the country.

This plan will lift the productive capacity of the economy and lift the speed limits on growth, without adding unnecessarily to inflationary pressures.

The Federal Government’s approach will be focused on collaboration - working with business, unions and all relevant stakeholders to give the private sector the confidence to invest and grow.

The Australian Government recognises that much more can be done by working with our \$3.5 trillion superannuation sector to boost economic growth. The government will establish an all-of-government framework for facilitating partnerships between super funds and projects of national importance such as large-scale and regional infrastructure projects, affordable housing, seed investment or farm and manufacturing technologies.

The Australian Government’s new spending will:

- Create jobs and boost participation.
- Invest in lifting productivity, especially through investment in human capital.
- Generate new business investment.
- Increase wages and grow incomes.

SOUTH AUSTRALIAN ECONOMIC AGENDA

The recently elected South Australian government has been in discussions with Council and local industry to identify areas of growth and how government can assist in unlocking and accelerating local business expansion and job creation.

The State government's role is to foster sector wide growth by establishing and maintaining a competitive business environment which has been embraced and welcomed by local businesses.

To achieve a realistic growth target, a range of the state's industries will need to grow significantly beyond their current trajectory.

Initially four priority areas have been identified by the new State government as focus areas because of their strong potential to meet increasing interstate and global demand, attract private sector investment and leverage comparative local advantages.

Businesses, researchers and other influencers across these sectors are sharing their ideas and thoughts on how to best ensure the growth of our state, resulting in the development of an industry-led strategy for each of the following four aspects:

- Jobs and the Economy
- Health
- Education
- Environment

As these evolve, the State government will continue to listen and commit to policies, programs and projects, collectively designed to lift the state's competitiveness and private sector investment.

With the right private and public partnerships, City of Whyalla is positioned well to advocate and work with the new State government to make a significant local contribution that delivers micro and macro benefit from all four State priority segments.





WHYALLA'S ECONOMIC DEVELOPMENT 2022-2030

The following integrated projects and initiatives will drive the local Whyalla economy. The delivery of each project/initiative will be the measure of the success of this Economic Development Strategy.

The projects and initiatives are symbiotic. Some require the investment and support of the three levels of government, others must be driven by the private sector. Importantly when governments invest in the private sector and community, the returns to the community will translate into sustainable jobs and ongoing revenue (taxes/rates)

that in turn supports the socio-economic wellbeing of the entire community.

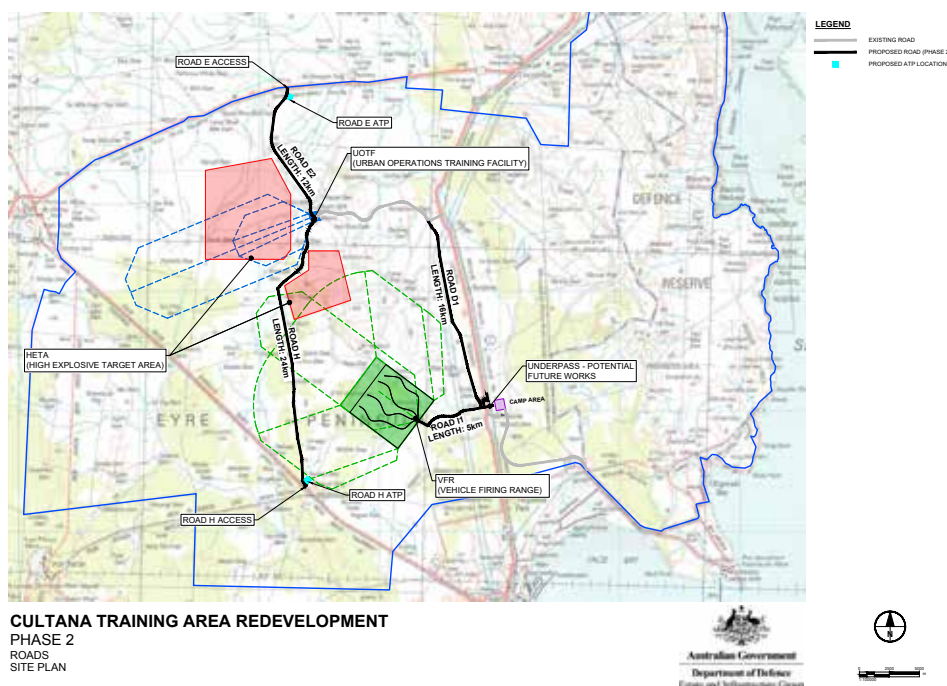
Whyalla's economic strategies, actions and targets have been aligned with the State government's Growth State priority industry sectors as follows.

1. Defence Industry

South Australia is at the forefront of the renewed nation's defence and space industries. Renowned for its innovation, world-class research and development, and a highly skilled workforce, the state's defence industry has a proud history of delivering some of Australia's largest and most complex defence projects. City of Whyalla seeks to continue to maximise investment and jobs from the Australian Defence Force (ADF) and the private sector defence industry suppliers.

Working closely with the ADF, Defence SA and defence industry, City of Whyalla will target defence expansion opportunities, major defence projects and new defence facilities, and will pursue the location of additional Defence units and capabilities within the Whyalla Council Region [Cultana].

City of Whyalla will play a key role in supporting the Australian Government's strategic defence policy through seeking an



[The Cultana Expansion Area (CEA) – Cultana Training Area expanded from approximately 502 to 2090 square kilometres]

increase in local business participation in providing Defence services and local defence infrastructure, and a highly skilled, industry-ready workforce at a local level to underpin local defence projects.

The Defence vision for the Cultana Training Area (CUTA) Redevelopment Phase 1 Project is to create a state-of-the-art training establishment in South Australia (SA) that enables Brigade level manoeuvre and live firing exercises.

Expansion of the Cultana Training Area supports future joint training needs and the capability of 1st Brigade and 7th Battalion, Royal Australian Regiment (7 RAR) Battle Group, which is established at the Edinburgh Defence Base, SA.

The Cultana Training Area is only one of two areas in Australia able to support joint and combined training. It is primarily used for Defence training activities or operations and has the potential to host training exercises involving allied forces.

Of particular interest to council is building a closer relationship between the ADF and defence industry suppliers and local businesses.

Council will continue to work with Defence SA and the ADF to encourage local Small and Medium-sized Enterprises to become certified defence ready suppliers. We will advocate

and support local educators and training organisations to prepare and build a pipeline of local skilled workers, capable of meeting Defence contractors' needs relating to the Cultana training grounds. Council will also encourage contractors engaged by Defence to redevelop and expand Cultana to use local business, suppliers and contract workers where possible.

City of Whyalla is keen to see the development, adjacent to Cultana, on Council or crown land, a land forces vehicle maintenance precinct (cluster), capable of providing deep maintenance for the Abrams tank and general-purpose vehicles used by the ADF at Cultana.

Council invites the ADF and allied forces to take advantage of and utilise the Whyalla Airport for the movement of fixed and rotary military aircraft (including drones) participating in training exercises at Cultana.

The ports of Whyalla or Bonython could play host to visiting naval vessels supporting troops training at Cultana.

City of Whyalla values its long-standing association with Cultana and the ADF. The city will strengthen its position as a 'defence friendly city' and looks forward to being a key support stakeholder as Cultana is expanded and developed into the ADFs premier training ground for the ADF and Allied Forces.

ACTIONS

- 1.1 Council will continue to support the growth and diversity of the local business community to ensure the diversity of military personnel and the ADF needs can be met at a local level.

- 1.2 Council will work with the head contractor to ensure the engagement of local businesses to delivery services and products required to redevelop and upgrade the training range

2. Energy and mining

21st Century Energy Production - Whyalla Green Hydrogen Hub

City of Whyalla supports Whyalla heavy industry transitioning to a green industry hub, built around renewably powered green hydrogen.

Hydrogen is presently attracting strong investment, green electricity, net-zero hydrogen and the circular economy will also be important in driving future investment for the heavy industrial sector. For example

- Industry is anticipating an increasing role of electrification, such as in electric arc furnaces in future green steel production.
- While hydrogen will be vital to the net-zero transition for iron and steel, it does not necessarily need to come from green electricity - there a wide range of potential pathways for future production, including those that

will be bypass electricity. Natural gas sources that go beyond the currently available 'blue' route are among these, as are emerging green options such as photo-catalysis.

The CSIRO has created a national 'roadmap' to hydrogen production. While hydrogen has served mostly as an input into a range of industrial processes, it has the potential to be used across a number of applications locally and has enormous export potential. If produced using low or zero emissions energy sources, (green) hydrogen can enable deep decarbonisation across the energy and heavy industry sectors.

The Australian government has made a 2021-22 budget commitment of \$275m over five years to help develop five hydrogen "hubs" in regional Australia. The government's pledge is to support "clean" hydrogen, which could include "green" hydrogen made with renewable energy and "blue" hydrogen fossil fuels backed by carbon capture and storage

2. Energy and mining (cont.)

Other potential sites announced by both the Federal and State governments include the Hunter Valley, Tasmania's Bell Bay, the Pilbara region in Western Australia, Gladstone in Queensland, Victoria's Latrobe Valley, and Darwin.

Expansion of Port Bonython to be a Green Hydrogen Valley hub

Hydrogen Valley hubs will play a critical role in scaling up a new hydrogen industry.

The Port of Bonython is a 2,000-hectare site currently accessible to:

- Santos Refinery
- A Hydrocarbon Export berth
- Mitsubishi Diesel Import Terminal
- Liberty Group Whyalla Steel works (30km by road)
- Liquid Pipeline from Cooper Basin

A co-location industry 'cluster' presents opportunities for sector coupling and decarbonisation for energy, minerals and advanced manufacturing.

The first 'demonstrator' stage of the H2U Eyre Peninsula Gateway Hydrogen Project will see the construction of a 75MW electrolyser plant in Whyalla, set to be Australia's largest green electrolyser built to date, which will supply hydrogen for the production of an estimated 40,000 tonnes of ammonia annually, and will target export markets.

H2U plans to use a 75MW electrolyser as part of the first stage of the company's planned investments, and the project will be later expanded to boost output by as much as 20-fold, with the aim of further boosting the supply of green ammonia into the Asian region.

The project has been supported by a \$4.7 million grant and a

\$7.5 million loan from the South Australian government, under its Renewable Technology Fund.

The State Government recently undertook (closed 29 June 2021) an expression of interest (EOI's) to develop land at nearby Port Bonython, with the State Government labelling the site 'one of SA's most prospective hydrogen export hubs'. In a statement, Former State Govt Treasurer Rob Lucas said the state-owned site has outstanding access to multiple renewable energy zones and boasts over 2,000 hectares of available land, as well as access to an existing deep-water port, including the 2.4km-long jetty which has been approved for a \$37 million State Government-funded upgrade.

The EOIs have been assessed on their ability to develop major projects that have the potential to create economic growth and regional development for the Eyre Peninsula, as well as South Australia more broadly, contributing to Port Bonython as a multi-user, export-focused precinct (cluster) to leverage the State's advantages in renewable energy, fuels and rare minerals. Port Bonython is strategically important and has the potential to create economic and jobs growth, not only for the Upper Spencer Gulf, but for the whole of South Australia.

Having a green hydrogen hub located at Port Bonython, supplying local heavy industry, as well as exporting green hydrogen to Australian and international markets, will leverage the \$20 billion pipeline of large-scale renewable energy projects under development in South Australia.

A hydrogen facility at Port Bonython will assist with the State's commitment to becoming a national and international exporter of clean power while achieving its goals of 100 per cent renewables and 50 per cent reduction in greenhouse gas emissions by 2030. Hydrogen will play a key role in Whyalla's environmental ambitions by helping transition our heavy industry to a low-carbon future, which will be essential to competing successfully in a global marketplace and significantly reducing emissions.

ACTIONS

- 2.1 Council will continue to advocate and seek the ongoing support of the Federal government for Whyalla to be a designated Green Hydrogen Hub.
- 2.2 Council will explore the use of land (including council land) as the foundation for an industry cluster and supporting the development of the Hydrogen Hub and its linkages to local business and industry, and the regional HILT CRC Hub.
- 2.3 Council will advocate for the adaptive reuse of the Whyalla High School site to become a centre of excellence for heavy industry, including a focus

on education, research, technology; an interpretive centre for resources and renewables industries; and home of the regional HILT CRC Hub in the Upper Spencer Gulf region.

- 2.4 Whyalla will increasingly be the gateway to the expansion of energy hubs (Hydrogen) in adjoining region/s. The city region being both an energy incubator as well as a green hydrogen production source and export centre, spreading the consumption of green energy throughout the region, Australia and around the globe.

Solar Farms

Whyalla is renowned for its open space and 300 days plus of sunshine each year - well suited to solar energy (potentially lowering energy costs for new and existing businesses).

The 6MW DC solar farm on Edwards Road in Whyalla was the first utility-scale solar project to be completed in South Australia. It is Stage One of a three-stage project within the Whyalla industrial zone, totalling 18MW. The project is located on 10ha of land in the Whyalla Industrial Estate. It uses 17,280 solar panels and 180 SSE solar inverters converting power ready for export direct to the SA electricity network.

The \$660m **Cultana Solar Farm** will be a large-scale solar farm that will generate up to 280 MW of solar energy on vacant land to the north of the Whyalla Steelworks. The Cultana Solar Farm is being delivered by SIMEC Energy Australia and is gearing up to start construction. SIMEC Energy Australia is a part of the GFG Alliance.

Adani Renewables ongoing bid for regulatory approval for its \$200m 140MW Whyalla solar farm is back with the state's Essential Services Commission after an updated application for an electricity generation licence was recently submitted.

Amp Power Australia Pty Ltd - the Australian operating company of global developer Amp Energy ('Amp') - together with initiating project developer EPS Energy, have announced the execution of an Agreement for Lease with the Barnjarla Determination Aboriginal Corporation RNTBC ("BDAC") for the strategically located Yoorndoo Ilga (388 MW) solar farm ("YIS") and hybridised 150MW Battery Energy Storage system located in Whyalla.

The Agreement for Lease relates to land recently secured by BDAC in accordance with the terms of an Indigenous Land Use Agreement with the South Australian government, which followed the recognition of the Barnjarla People as native title holders of large parts of the Upper Spencer Gulf and Eyre Peninsula. The YIS is one of three sites announced by Amp with the establishment of the Renewable Energy Hub of South Australia ("REHSA") in May 2021. With land secured, once development and other approvals are completed, YIS will create up to 400 equivalent full-time jobs during construction including the regional workforce, and will generate electricity production to power the equivalent of 100,000 homes each year. Total investment in the Whyalla region of South Australia would exceed \$500 million.

Wind Farms

Whilst the current private sector interest within the Whyalla area is on solar energy production, a number of studies have previously confirmed the reliability of wind within the Whyalla region that would support wind energy production.

ACTION:

- 2.4 Council will play a liaison role to bring together green energy producers, local suppliers and potential customers setting up business in Whyalla.

Mining and Rare Earths

Open-cut mines in the Middleback Ranges, approximately 60 kilometres west of the City of Whyalla, continue to supply and export ore from Whyalla's sea port. Recent high demand and high prices being paid for commodities has resulted in significant State government royalties being paid to State Treasury and higher corporate tax being paid at a Federal government level. The mines will remain a major contributor to Gross Regional Product for the foreseeable future and will remain a major local employer and source of income for local SMEs. Should mining operations increase, it is highly likely artificial intelligence (AI) and automation will deliver efficiency gains and a greening of the mining sites.

ACTION:

- 2.5 An important role of Council, through the Business SA business growth program, and in conjunction with Whyalla Business and Tourism, will be to stimulate increased B2B in Whyalla to capitalise on the opportunity that exists to increase outsourced mine contract work to local Whyalla based small and medium businesses.

GFG's SIMEC Mining owns and operates a ten million tonne per annum iron ore mine in the Middleback Ranges.

SIMEC operations incorporate the Iron Baron, Iron Knob and South Middleback Ranges mine sites. SIMEC mine both hematite and magnetite iron ore which is respectively railed and piped to Whyalla.

The majority of the magnetite is pelletised (c.1.3mtpa) and used within the steel works. The hematite ore (c.10mtpa) and excess magnetite is loaded onto ships for transport to primarily an Asian customer base.

2. Energy and mining (cont.)

Total Middleback Ranges known reserves and resources are just under half a billion tonnes, representing a 50 year plus mining life.

The three levels of government need to work closely with the mine operators to ensure:

- Overseas markets remain accessible
- There is a pipeline of locally qualified and skilled people to work on the mines
- Local infrastructure is maintained and expanded to meet mining needs
- Appropriate and diverse housing is available locally to keep mining staff living and working in Whyalla

South Australia is estimated to have some 83% of Australia's known rare earth deposits. Our rare earths cover off 90% of the elements required to make lithium-ion batteries, destined for electric vehicle manufacturing.

Whyalla will play a lead role in the processing of regionally located rare earths.

The world's leading vehicle manufacturers are transitioning from combustion engines to electric engines much faster than anticipated, resulting in huge demand for EV batteries.

Importers will be knocking on Whyalla's doorstep not just for our iron ore, but the raw materials like lithium, nickel, cobalt and graphite.

The processing and exporting of graphite has the potential to be an enormous new mine growth industry for South Australia and Whyalla. Halfway between Whyalla and Port Lincoln, just outside the small fishing town of Arno Bay, lies one of the world's largest graphite deposits.

Whyalla is ideally positioned to be home to the necessary processing and packaging plant to export the graphite. Possibly adding value to the feasibility of Whyalla Port handling containers and additional container ships.

ACTIONS

- | | |
|---|---|
| <ul style="list-style-type: none"> • 2.6 City of Whyalla will work with miners to understand their needs and future plans. The city will also: <ul style="list-style-type: none"> - Host, in conjunction with the cities of Port Augusta and Port Pirie, the annual Upper Spencer Gulf Maintenance Conference, to bring together miners, mining processors, and thought leaders from the resources and renewables sectors, on future mining potential for the region - Work with the Federal and State governments to put in place levers to encourage further regional exploration for rare earths in and around Whyalla - Attract and host an annual Mining and Resources conference/congress field day in partnership with the South Australian Exploration & Mining Conference | <ul style="list-style-type: none"> - Work with the State government to establish a partnership with the Future Battery Industries Cooperative Research Centre that is enabling the growth of battery industries to power Australia's future - Set up a centre to increase local exploration for rare earths • 2.7 The three levels of government will maintain and grow the liveability, amenity and essential services in Whyalla to meet the needs of miners and their families • 2.8 City of Whyalla will work with the mining companies to support the community as AI automation of mining is introduced to add value to mining operations [i.e. autonomous mining vehicles] |
|---|---|

3. Space industry

As the State's Space Industry develops, City of Whyalla stands ready to support space industry initiatives. Whyalla has the vacant land, skilled resources, manufacturing capabilities and community assets such as the Whyalla Airport, to underpin the development or trialling of space industry initiatives.

Whyalla's proximity to Woomera is a strategic advantage for businesses and research entities seeking a location to establish or expand their operations.

ACTION:

- 3.1 Council will continue to liaise with Defence SA and the South Australian Space Industry Centre to identify opportunities to support the State's Space Industry from Whyalla

4. Hi-Tech

Green industries - Resource Recovery

It is critical over the next five years that Council play a leading role in enabling, facilitating, advocating and leading by 'best practice' the initiatives, actions and behaviours to conjoin the economy with environmental sustainability.

City of Whyalla will be a lead proponent of – **'Supporting the Circular Economy', South Australia's Waste Strategy 2020-2025**. Put this alongside Whyalla's leading role in **South Australia's Green Hydrogen Action Plan**, along with other port, mineral resources and renewable developments (Greensteel Transformation) and Whyalla will have a cluster of renewal, resource and resilience projects that bring both Greater Adelaide and Whyalla employment relief, growth and diversification for future prosperity and sustainability.

Whyalla is rich in many ways, but its three standouts are a skilled workforce, land availability and transport infrastructure (road, rail, port). Waste and resource management that leads to a circular economy is crippled by processing technology costs, distance to markets and large geographical areas for collection. Whyalla is well served by road, rail or port facilities and the human capital to support innovative green fields development. The city sits strategically within the state, in a geologic and climatically advantageous location. Whyalla is ideally situated to be home to a nationwide (if not southern hemisphere) **Advanced Waste to Resource Processing Facility or SA Circular Economy Hub (AWRP)**.

AWRP is the alternative available to South Australia to decrease waste to landfill and stop ocean waste disposal. AWRP solutions are proven technologies that recover valuable materials for reuse and repurpose or produce energy from waste. AWRP facilities are being developed and used safely and reliably around the world.

They provide an essential and cost-effective service to communities and businesses, enabling sustainable growth and a healthy environment in which to live.

Local job creation in Whyalla and reduction in greenhouse gas emissions for South Australia will be significant. South Australia's Waste Strategy 2020-2025, **'Supporting the Circular Economy'** targets zero avoidable waste to landfill by 2030 and its priorities for action are:

1. Transitioning to a circular economy
2. Market development
3. Infrastructure capability and capacity
4. Food waste
5. Plastic packaging

Whyalla, at a minimum, will service the Eyre Peninsula, Spencer Gulf Cities, Far North and Legatus (Yorke Peninsula, Barossa, Flinders, Central and Mid-North) Regions. This catchment alone would manage the following current volumes (refer Table 1 and Table 2), noting that many of the regions do not offer waste and resource management services beyond landfill and ocean (via wastewater treatment plant) disposal, which is a missed opportunity for the seafood and viticulture suppliers of South Australia to demonstrate a circular economy and clean green credentials. The nutrient enrichment and degradation to Spencer Gulf, Boston Bay and Proper Bay could be prevented and jobs created as a result.

Rail Transport Hub

Whyalla is connected to the standard gauge national rail network and if combined with the spin off benefits of hydrogen, the potential exist to trial and manufacture for Australasia, hydrogen fuelled, high-speed passenger trains.

ACTIONS

- 4.1 City of Whyalla will work closely with Green Industries SA to drive local economic development that reflects the State government's five strategic circular economy priorities:
 1. Circular products and services
 2. Circular consumption
 3. Circular resource recovery
 4. Circular sectors
 5. Circular capacity over the next five years
- 4.2 Peats Group's compost and renewable energy manufacturing site located at Whyalla City Council's Mount Laura Waste and Resource Recovery Centre, opens the door to the City seeking support for a feasibility study, to grow existing private sector investment (if the feasibility study confirms viability) for the following:
 - A regional processing facility for second-hand tires
 - A regional processing facility for plastics
 - A regional processing facility for green waste

Expansion of the Port of Whyalla

SIMEC and port operator Qube have demonstrated their long-term commitment to the Whyalla Port operations with the installation of a second Mobile Harbour Crane (MHC), doubling the port's handling capacity.

The state-of-the-art port handling equipment complements Qube's existing crane, which was delivered in 2019.

It can handle the import/export of a variety of commodities, mining consumables and project-based equipment such as wind farm turbine blades and solar panel infrastructure.

The doubling of handling capacity will make Whyalla Port one of the most competitive ports in the region, further enhancing its appeal to any third parties seeking a capable and competitive operation through which to transport their materials.

ACTIONS

- 4.3 Council will advocate for the expansion and increased use of the Whyalla Port as an important strategic infrastructure project for Eyre Peninsula of national/state significance.

Whyalla Port Diversification

City of Whyalla will consult further with GFG, SIMEC and McMahon Services, the Federal and State governments and the Australian Defence Forces to develop a feasibility study and Business Plan to establish the Whyalla Port as a hub for the deconstruction, scrapping and recycling (DSR) of decommissioned military ships (Royal Australian Navy and allied forces navy ships).

SIMEC Mining have conducted a number of successful trials with a variety of cargo and intends on partnering with McMahon Services to further undertake DSR of naval ships.

The current slipway could well become the destination for decommissioned navy vessels, allowing them to be recycled into new steel products.

The project will diversify the usage of the port.

The DSR process would align with GFG Alliance's broader GREENSTEEL strategy - creating scrap which can be recycled through the Whyalla Steelworks or GFG's other Australian scrap businesses.

Whyalla Port is the only facility in Australia with the capacity to handle vessels over 200 metres in length, and it presents as a genuine opportunity for ongoing DSR operations.

SIMEC Mining have already committed to complying with strict environmental conditions as part of the DSR work, with a development application for the slipway activity recently approved by the Department of Planning, Transport and Infrastructure.

ACTIONS

- 4.4 Council will liaise with SIMEC and Defence SA and the Australian Defence Force to encourage and support (where possible) the establishment of the Whyalla Port as a hub for the DSR of decommissioned ships, building this new industry sector for Australia in Whyalla.

Decarbonising Heavy Industry

City of Whyalla believes the decarbonisation of heavy industry presents an exciting point of difference for Whyalla to diversify its economy and support the development of new technologies that will deliver a global ‘green steel’ advantage, capable of delivering significant benefit to our state and national economy. Consequently, City of Whyalla has become an affiliate member of the Adelaide University led Heavy Industry Low-Carbon Technology Collaborative Research Centre (HILT CRC). HILT- CRC is Australia’s leading

collaboration, transitioning broader heavy industry to a low-carbon economy and will develop and demonstrate the technologies needed to grow Australia’s industrial green economy, unlocking potential value of \$48.7 billion in annual revenue and \$92 billion in investments, (whilst mitigating CO2 emissions).

GFG Alliance and City of Whyalla are continuing their plans for an even bigger push to turn the Whyalla region into a green industrial powerhouse.

ACTIONS

- 4.5 City of Whyalla will continue to advocate for Whyalla to be a world leader in green heavy industry.

5. Food, Wine and Agribusiness

Agriculture

The opportunity exists to use the Whyalla Green program to partner with PIRSA, University of Adelaide (Roseworthy/Waite), UniSA and local farmers/landowners to establish a new local farm gate product that includes a produce processing plant/s that can double as a Cooperative Research Centre. This offers valuable opportunities, generating both seasonal work on farms and in the off-farm milling and processing industry.

Groves of olives or argan trees (known to be suited to the local environment) could supplement local farming activities and groves could be irrigated from a local desalination plant powered by green solar energy.

Aquaculture

Clean Seas is the global leader in full cycle breeding, production and sale of Spencer Gulf Kingfish and the largest producer of aquaculture Yellowtail Kingfish outside Japan. Spencer Gulf Kingfish has a compelling provenance proposition, delivering culinary excellence around the world.

Clean Seas cold-water reared fish is renowned for not only its unparalleled quality but also its extraordinary versatility and is certified by the Aquaculture Stewardship Council. Spencer Gulf Kingfish has also been awarded the “Best Fish” prize at the Australian Food Awards several years running.

Clean Seas is recognised for innovative aquaculture practices and reliability in supplying the highest quality fresh fish to markets all over the world, 52 weeks a year. Clean Seas local operational footprint includes a Hatchery and R&D facility on South Australia’s Eyre Peninsula, multiple farm sites across the Spencer Gulf and a world-class seafood processing facility in Adelaide. Clean Seas work closely with a network of distributors, wholesalers and retailers to develop long term relationships in markets all around the world. Clean Seas Sales and Marketing teams are strategically located across Australia, the US and Europe to best serve a growing global customer base. Environmentally sensitive expansion of Clean Seas operations is set to continue to meet strong global consumer demand for fish products.

ACTIONS

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| <ul style="list-style-type: none"> • 5.1. Council will explore (with PIRSA) the opportunity to establish a significant olive and argan industry that includes an oil processing plant that is a Cooperative Research Centre for the study of both fruits. • 5.2. City of Whyalla will work with CleanSeas and the State Government (PIRSA, DIT), to enable CleanSeas’ Fitzgerald Bay operations from The Landing site (north of Point Lowly). | <ul style="list-style-type: none"> • 5.3. City of Whyalla will seek to encourage the establishment of other aquaculture businesses within the region, including production and harvesting of sea grasses, that are complementary to CleanSeas operations. • 5.4. Council will liaise with PIRSA and through its Regional Strategic Plan, explore the cultivation of salt bush and development of a Whyalla hogget meat product. |
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6. International and Domestic Students

Education, Training, Skills Development

With the known pipeline of major projects earmarked for the council area, the training and education of local and Eyre Peninsula students seeking employment to meet local employment demands, will be essential to the success of the major projects. Whyalla as a broader education hub would reduce the need for Whyalla and Eyre Peninsula youth to relocate to Adelaide to pursue further study.

City of Whyalla will advocate to establish Whyalla as a Regional Education Centre of Excellence, expanding the city's University/VET/TTAFE offerings, in particular leveraging UniSA's significant presence in the City and its commitment to regional South Australia. This includes establishing a community-and-local-industries-focussed tertiary mining and engineering campus and related research centre, attracting interstate and overseas students. It could also offer 'on

campus student accommodation' to complement and add to existing UniSA student accommodation and the opportunity for all students to apply learnings with local businesses, through student and research partnerships with local employers.

Central to the tertiary education expansion, it is proposed to convert the 'old' Whyalla High school into a university campus that is home to a new school of green hydrogen manufacture, mining and engineering. This would have a focus on 'green' heavy industry, underpinned by the new energy resource production of green hydrogen and the HILT CRC. The repurposed site will mesh with local heavy industry to create a local supply of qualified and experienced workers to meet local and regional industry needs.

It is also intended to pursue the establishment of tertiary aviation programs with UniSA, utilising the Whyalla regional airport as an applied training centre.



Secondary Schooling

The new \$110 million state-of-the-art Whyalla Secondary College is now opened and building to a campus of some 1500 students in years seven to seven to 12 (including 48 inclusive places for students living with a disability).

The new secondary college is located on Nicolson Avenue in Whyalla Norrie between the UniSA and TAFE campuses, forming an education precinct to provide students with strong links to further local study opportunities.

The college replaces Whyalla's three existing high school campuses - Edward John Eyre High, Whyalla High and Stuart High.

Significant stakeholder consultation was undertaken by the Education Department to inform plans for the new school,

with the college designed to reflect contemporary education environments and focuses on supporting future local work skills needs that lead to meaningful employment.

An opportunity exists for Council to play a role, along with Whyalla Business and Tourism, to facilitate a close working relationship between the new college, UniSA and Adelaide University, and the local business community, fostering a local pipeline of future employees for the local business community.

To complement and enhance the existing student accommodation provided by UniSA in the City, Council will also seek to promote the education precinct to attract public/private investment in residential student accommodation to support students living and studying in Whyalla, particularly final year students completing their final year placements.

ACTIONS

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| <ul style="list-style-type: none"> • 6.1. Lobby and advocate for the former Whyalla High School site to be used as a hub to support teaching, research and administration with a focus on 21st century rare earth mining, hydrogen production and 'green' heavy industry. • 6.2. Liaise with universities to build and/or expand their offering and expand their presence in Whyalla . • 6.3. Promote Whyalla as a Regional Education Centre of Excellence. | <ul style="list-style-type: none"> • 6.4. Play a key role as a liaison between local businesses and education/training institutions, to encourage work experience and bring students into contact with real local business environments. • 6.5. Partner with local schools, TAFE/VETS to run a major annual career expo in Whyalla. • 6.6. Work with the private sector, universities, State and Federal governments to increase the availability of student accommodation in Whyalla. |
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Former Edward John Eyre High

The potential future land use and development outcomes for the former John Edward Eyre High School site include the establishment of a contemporary civic precinct incorporating modern offices that accommodate State government functions including SAPOL, SES, other State government agency offices; as well as a new office facility for Council (potentially incorporating a new childcare centre).

The proximity of this site to the new combined high school, the UniSA campus, TAFE, the Middleback Arts Centre, the Westland Shopping centre, and the large Council owned Civic Park open opportunities to collaborate with a wide range of partners to facilitate outcomes that they may also be seeking. Regeneration of the Whyalla central precinct will also generate opportunities for residential development surrounding and within proximity to be regenerated.

The school site is large enough to accommodate the above infrastructure while also having area for green space and high density living (town houses). The location of the high school is in the area covered by Gig City which further supports relocation of multiple agencies to this central Whyalla location.

This initiative would also be supported by establishing Whyalla as an immigration city that facilitates jobs growth in:

- manufacturing
- renewable energy investment
- education (with opportunities to create high school boarding accommodation, and university student housing that would attract and retain talent in Whyalla)
- space and robotics industries
- remote primary and allied health training and development, supported by the tertiary education sector

Council's value proposition will also need to be supported by unlocking the potential for contemporary and affordable key worker housing and the provision of key social infrastructure that would support the community of Whyalla and the broader Upper Spencer Gulf and Eyre Peninsula.

This outcome is to be supported by a bespoke governance framework to ensure that state and local government, education and private and business sector interests are captured to maximise collective impact and to achieve the necessary collaborative efforts. It will be necessary for the State Government to take a lead role, by committing to establishing a governance vehicle to drive the outcome. This governance framework will facilitate the establishment of a place making framework that captures all interests.

ACTIONS

- 6.7 Council will advocate for a State and local government partnership to fund a dedicated Whyalla Central Master Plan and its implementation around the 33.1 ha combined state and local government land parcels - with government administration, housing, environmental sustainability and recreation pillars as the overarching framework.

7. Tourism

Tourism Opportunities

In 2019/20, tourism and hospitality spend in the Whyalla area totalled \$37.5m, the total value added was \$21.2 million, employing nearly 400 people. Historically Whyalla has not been known as a tourism destination. This industry sector is a sleeping giant for the local economy as the city takes advantage of its geographic position as the boutique gateway to Eyre Peninsula, with stunning landscapes, beaches, coastal mangroves and coastal reserves. Between May and August each year, these are home to the Australian Giant Cuttlefish - these luminescent goliaths are some of the largest cuttlefish in the world and are of unique, global importance.

Whyalla has excellent recreational fishing opportunities, friendly local dolphins at its marina, and fascinating museums that highlight the history and legacy of this important coastal city.

The opportunity exist as a gateway for the city of Whyalla to work with the other Eyre Peninsula Councils to package up Whyalla's attractions with that of the wider Eyre Peninsula region attractions.

Council will continue to monitor and be opportunistic in securing funding to review, upgrade and expand the popular Maritime Museum. HMAS Whyalla is an important asset that celebrates the history of ship building in Whyalla and the cities close ties to the Royal Australian Navy.

With the proposed development of a new \$100m destination five-star hotel on the city foreshore, together with the recent upgrade of the Whyalla Airport and investment in other tourism infrastructure, including the northern coastline and Cuttlefish Sanctuary; this industry sector is estimated to double in size over the next five years. With the support of the local TAFE/VET/ University providers and the new Whyalla Secondary College (hospitality training and education facility), tourism is growing to be a significant economic contributor to both Whyalla and the State. The Universities and VETs also have a part to play in coordinating student placements, tourism projects, and research opportunities for tourism and business students and academics..

ACTIONS

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| <ul style="list-style-type: none"> • 7.1. City of Whyalla will continue to work with the South Australian Tourism Commission to promote Whyalla, and the Eyre Peninsula, as a major tourism destination. • 7.2. Council will invest in the development of new tourism products (e.g. the Northern Coastline, Cuttlefish Coast, Point Lowly Cottages, Whyalla Foreshore, etc.) to add to visitor experience. • 7.3. Council will develop and improve existing tourism assets (e.g.: Maritime Museum. HMAS Whyalla, Tanderra, Mount Laura Homestead and Trails) to improve visitor experience. | <ul style="list-style-type: none"> • 7.4. Council will provide visitor centres, both on Port Augusta Highway and at the Whyalla Foreshore, to provide information to visitors. • 7.5. Council will improve tourism infrastructure such as gateway and wayfinding signage, RV parking facilities, dump points etc. • 7.6. Council will continue to monitor and be opportunistic in securing funding to review, upgrade and expand the popular Maritime Museum. HMAS Whyalla is an important asset that celebrates the history of ship building in Whyalla and the cities close ties to the Royal Australian Navy. |
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Events

Major events provide important economic stimulus to the local economy.

This Economic Development Strategy will add value to existing major events and will complement and support endeavours to work with the local business community to create new major events.

These efforts will include attracting annual Australian Football League (AFL) and SANFL games, including hosting a major amateur country football League event.

City of Whyalla will also seek to support other major sport events for soccer, tennis, golf, netball, fishing, aviation and aims to host a round of the Australian Drag Racing Championship (Australian National Drag Racing Association).

Events provide opportunities for people to connect, learn something new, see something amazing, or just have fun. Events also showcase our city, develop our sense of place and identity and contribute to economic and community development. Importantly, events also play a major role in attracting visitors to our city and extending their stay.

Council recognises the importance of events to the local economy and will be developing an Events Action Plan 2021-2024 to guide this program of work. The Events Action Plan will provide a holistic and strategic approach to the entire events lifecycle including principles and guidelines for identifying, attracting and promoting events in Whyalla.

Most importantly, the Events Action Plan will develop a consistent framework for identifying and evaluating the economic output of events to the City. The Events Action Plan will also discuss best practice approach for the planning and management of open public space and major event infrastructure.

ACTIONS	
<ul style="list-style-type: none"> • 7.7. City of Whyalla will continue to work with the South Australian Tourism Commission and local business community to plan out an annual Events calendar. • 7.8. City of Whyalla will provision suitable infrastructure (such as RV parking at key locations) to support events and tourism within our city. • 7.9. City of Whyalla will reimagine existing festivals/ events and attract new events to the City/region. • 7.10. City of Whyalla will seek to engage with - and 	<p>facilitate the delivery of - a leadership program to the leaders...and associations. This will aim to support them in developing facilities, programs and events that attract visitation to our city, as well as on-line booking and ticketing systems.</p> <ul style="list-style-type: none"> • 7.11 Council will collaborate with the South Australian Tourism Commission and local educational institutions to apply locally the South Australian Tourism Workforce Directions Paper.

8. Health and medical industries

Health and Wellbeing Sector

14.2% of workers who work within the Whyalla LGA currently work within the health care and social assistance industry. A growing and ageing population within our City will create additional demands on, and employment opportunities for, those individuals, businesses and organisations that provide 'health and wellbeing services'.

Council is one of the partners (along with education providers including UniSA) of an Interagency Group, an alliance of committed primary health, human services and community care organisations that are working together

to achieve better health and well-being outcomes for our community.

Council understands the importance of providing accommodation and support service options that enable both "Age in Place" and the desire of many to move into Retirement Resorts. Aged care and retirement resort facilities are not prevalent within our City/region at present and it is anticipated there will be a growing demand for these facilities into the future. Similarly, with a changing demographic, it is anticipated that there will be increasing demand for preventative health and services supporting lifestyle and wellbeing.

ACTIONS	
<ul style="list-style-type: none"> • 8.1. Council will advocate for additional aged care providers/facilities to establish in Whyalla to increase aged care beds/services • 8.2. Council will work with local business, professional bodies and industry associations to encourage and support allied health professionals required for NDIS, Health Care, Aged Care, etc to live and work in Whyalla • 8.3. Through its Public Health Plan, Council will promote and advocate for the health and wellbeing 	<p>services required to support our communities health and wellbeing needs</p> <ul style="list-style-type: none"> • 8.4. Promote and work with UniSA as the university expands its education programs to train local people to be nurses, midwives and social workers within our community, as well as podiatry, physiotherapy and exercise physiology in rural health clinics will provide thousands of placement hours for Nursing and Allied health students in Whyalla, to encourage graduates to consider regional employment.

Supporting our Workforce - Drug free Whyalla

City of Whyalla aspires to create a drug free community.

A Whyalla Drug-Free Community Program will mobilize the local community to prevent and reduce illegal substance use across the general community, with a special focus on drug free workplaces.

The Program will be aimed at mobilizing community leaders to identify, understand and respond to drug use challenges in Whyalla and change where possible local community conditions tied to illegal substance use.

The Program goals are to:

- **Establish and strengthen collaboration** among local businesses, community, public and private non-profit agencies, the Federal, state, local governments to strengthen efforts to prevent and reduce local drug use.
- **Reduce substance use among youth** and, over time, reduce substance use among adults by addressing the factors in the local community that increase risk for substance use and promote factors that minimize risk for substance use.
- **Minimise drug use in the workplace** Drug use is a major barrier to unemployed people finding employment, with local job seekers required to prove they are drug free prior to applying for a local job vacancy.

ACTIONS

- 8.4. City of Whyalla will join and collaborate with the National Wastewater Drug Monitoring Program, undertaking Quarterly analysis of Whyalla wastewater to determine the probable level of drug use in the community.
- 8.5. The city will work with the State government (Work Safe SA) to develop an effective response to eradicating illicit drugs from the region's workplaces.

- 8.6. Council will work with Business SA to create a Zero Tolerance to Drugs in the Workplace Policy for adoption by Whyalla Businesses.
- 8.7. Council will work with local businesses, health agencies and professionals to provide support to those struggling with drug use but want to work or stay in employment.

9. Creative Industries

Whyalla is a creative city with an established history of dynamic individuals across all the creative sectors. Our Creative Economy covers the full spectrum from music, performing arts, visual arts, architecture, fashion, advertising and design, publishing, radio, through to an emerging film industry. Within these sectors of the economy, there are considerable employment opportunities with clear social and financial benefits.

Creative industries are connected to future urban growth and investment, city marketing and employment generation.

Our delivery program will have two distinct focuses to enable local infrastructure for the Creative Economy. Firstly, enhancing performance and exhibition infrastructure to showcase creativity. Venues such as the Middleback Arts Centre, Whyalla Secondary College (Visual and Performing Arts faculties), Tanderra and Library are essential to supporting and educating the community on the value of our Creative Economy. These cultural institutions provide important markers of cultural value, allow us to tell and showcase our own stories, and drive significant economic value to the city.

There is an opportunity to define a framework for planning to enable further growth. Secondly is the need for infrastructure to support creative development. The primary cultural and civic institutions are only the most high-profile surface of a deeply embedded cultural infrastructure supporting the production, distribution and consumption of creative products and outputs.

Arts and Culture

Arts and culture provide value across a range of areas – not just on a creative level but also on an economic, community wellbeing level.

City of Whyalla aims to create a thriving Creative Economy that supports professional artists, and the creative industries. In so doing, this Economic Development Strategy is aligned

with Council's Arts and Culture Strategy which has the following objectives:

- Increasing career pathways for artists across business development, employment and education
- Increasing opportunities for visitors to engage with the culture and heritage of the region in unique and meaningful ways
- Considering unique opportunities, such as constructing an outdoor amphitheatre by remediating the Hummock Hill open cut quarry

Supporting the capacity of the live music industry to develop and grow. Refer to the Arts and Culture Strategy for further details on identified actions.

ACTIONS	
<ul style="list-style-type: none"> • 9.1. City of Whyalla will work with Country Arts SA and the South Australian Art Gallery to annually host a national travelling art exhibition in Whyalla. • 9.2. City of Whyalla will advocate for the upgrade of the Middleback Arts Centre in line with Country Arts SA's Master Plan for this site. 	<ul style="list-style-type: none"> • 9.3. City of Whyalla will progressively implement actions listed in its Arts and Culture Strategy. • 9.4. Council will work with UniSA to implement the Arts and Culture Strategy through 'UniSA Creative', 'SAMSATG Museum and Museum of Discovery programs' and expertise.

PLACEMAKING STRATEGIES – PLACE LED STRATEGIES

10. Housing and Accommodation

Whyalla is a master planned city. It remains the largest master planned city outside of metropolitan Adelaide. The bedrock foundations for living, including essential services, health, education, training and open space are in place. There is no lag time in Whyalla for development to reach a critical mass for infrastructure provision, it is here.

The \$100 million Whyalla Secondary College investment by the South Australian government that opened in early 2022 demonstrates confidence in the city's future vibrancy. Family attraction will be crucial to Whyalla's growth. Whyalla is the connective hub of the Upper Spencer Gulf, Eyre Peninsula and Far North regions. The City will be the centrepiece for international investor attraction for mineral resource recovery in the Gawler Craton (copper, magnetite and graphite) and renewable energy transformation (decarbonisation, electrification, battery, blue/green hydrogen, solar and wind). City of Whyalla is aiming to deliver a \$20 million foreshore revitalisation master plan and is constructing a \$4 million Cuttlefish Coast visitor experience redevelopment.

All these initiatives need to be supported over the coming ten years with forward movement in diverse housing provision and a catalyst project to stimulate market confidence.

City of Whyalla is working regularly to harness local knowledge and insights to help markets address the specific needs of communities as requested in the State Government Our Housing Future 2020-2030 Strategy.

A significant barrier to Whyalla's economic wellbeing, (as it transitions to green heavy industry and diversifies its socio-economic base), is a current and looming larger, housing and accommodation shortage.

Historically in Whyalla, worker housing needs were initially met in the 1960s by BHP and the State government through a strong public housing policy. This policy attracted business investment and workers to a relatively remote regional city to manufacture steel, mine ore and construct ships.

Rapid investment in new industry sectors such as solar power and major associated infrastructure construction has seen a flood of contractors and permanent workers move to the Whyalla region, placing unprecedented demand on local housing and accommodation providers.

The unavailability of suitable housing is delaying major projects and forcing workers to either fly in and fly out and/or Drive In and Drive Out; not the ideal social solution and detrimental to maximising local economic benefit of growth.

Whyalla has a legacy of public housing that has fallen into disrepair in recent decades. This therefore requires redevelopment to build a mix of housing (first-home owner, investor etc) to cater for those seeking to buy their first home, move up to, or invest in; to cater for those moving to Whyalla for work and/or lifestyle reasons.

Such housing can be catered for through private-public partnerships and shared equity housing. Current needs open the door to Council to invest in its vacant land holdings and partner with the Federal and or State governments, private developers and potential owner-occupiers, to build the necessary housing to meet demand.

There is also opportunity to build additional student accommodation for university, vet and TAFE students. The provision of student accommodation will allow existing tertiary campuses to grow and adds value to opening new tertiary offerings and research in industry sectors critical to Whyalla's future.

In line with the governments' Housing Plan, 'we need to consider a variety of solutions that meet a range of housing needs; solutions that are accessible, affordable and appropriate for all income levels, all ages, all circumstances – solutions that help people move along the housing continuum, and where possible, realise the dream of owning

a home. We also need to consider how we improve and better maintain the social housing we currently have and ensure support services are person-centred and outcomes-driven'.

The conservative consensus from major and critical employers in Whyalla is that a further estimated 1000 affordable houses are required over the immediate term with (conservatively) another 250-300 affordable houses added to total stock by 2030. These numbers are to be considered a stimulus for market response in delivering other housing types, such as transient worker housing and general market gaps for professionals seeking lifestyle properties (for either purchase or rent).

Employers have been reporting that they cannot recruit all their staff needs, with one of the key issues being lack of availability of suitable housing (condition, size, location) to either buy or rent. In addition, short term accommodation is at capacity, and this is hindering the scheduling of shutdown and project initiatives which temporarily spike the workforce numbers. Kindred Living recently closed their Annie Lockwood Aged Care facility due to a shortage of 18 registered nurses – with lack of housing cited as a detrimental factor in securing the required nursing workforce.

Whyalla's existing social and affordable housing is mostly tired and doesn't generally meet contemporary living standards. More renewal and infill is required and at a greater pace.

The pipeline projects that are at or near development assessment works will conservatively add 4,000 construction related workers to Whyalla with around 810 ongoing workers required – current workforce positions available are approaching 100 (over double those in surrounding Upper Spencer cities).

ACTIONS

- 10.1. Council believes the situation requires immediate escalation by all three tiers of government to respond to these specific conditions with a catalyst housing project(s) to progress within three years.
- 10.2. Council will seek partners to undertake a model residential development on the 'Old Pony Club' site to provide a mixed-use residential lifestyle retirement village, affordable accommodation and workers accommodation.
- 10.3. Council will seek to partner with the State Government (Renewal SA) to develop, in conjunction

with the private sector, two significant residential precinct developments within the Whyalla Foreshore precinct in line with the Whyalla Beach and Foreshore Master Plan.

- 10.4. Council will liaise with and seek Federal government support to provide suitable accommodation for a growing local aged demographic. Retirement and aged care living require government and private sector investment to meet immediate and growing needs.

11. Main Street Redevelopment

Forsyth - Patterson Streets and Darling Terrace, once the centre of the Whyalla retail and business centre, requires new public and private sectors investment to rejuvenate and create a hospitality/retail strip that will increase visitations and attract increased passing foot traffic to stimulate retail trade and support existing services available on the main streets.

Investment is required to create a distinctive green main street 'oasis' that:

- Accentuates and add value to the role of existing retail and business services
- Complements and protects the existing Art Deco architecture that dominates the streetscape.
- Attracts new investment and new businesses through government investing in the amenity of Whyalla CBD and a new Whyalla Council Civic and Administration -

Government Hub

- Creates a special all year, all weather meeting place for residents, business people and visitors
- Explore creation of a heritage corridor of unique Art Deco boutique architecture to revitalise the shopping and hospitality precinct
- Supports events and tourism
- Encourages outdoor amenity upgrade that encourages alfresco dining, food and hospitality
- Advocate and seek grants and heritage investment incentives to redevelop and protect the existing Art Deco architecture

ACTIONS

- 11.1. Council will create and deliver a masterplan to revitalise the Forsyth and Patterson Street main streets, with a particular focus on creating a unique Art Deco heritage precinct and food-hospitality strips
- 11.2. Council will seek Federal government funding and/or work with the National Art Deco Society to undertake an audit of the Art Deco buildings within Whyalla
- 11.3. Council will explore the opportunity to host an annual 'Art Deco event' celebrating its unique 1940s art deco architecture
- 11.4. Council will develop a policy framework that enables development, including residential development, within the current main streets precinct

- 11.5. Council will seek to encourage property owners to clean and maintain shop front and building facades, particularly the Art Deco hotels that could be an attractor offering Art Deco accommodation and dining experiences
- 11.6. Council will support traders with street activation initiatives, such as street buskers, street parties, public art installations, etc
- 11.7. Council will work with UniSA Creative, business owners and Renew Adelaide to curate desired business opportunities within the main streets

12. Whyalla Beach and Foreshore Redevelopment

Council has developed the Whyalla Beach and Foreshore Master Plan that will see Whyalla's foreshore precinct revitalised and developed over coming years.

The Master Plan aims to achieve the following three main goals:

- To unlock vacant Council and Crown land for development
- Improve public infrastructure, which is currently run down and tired
- Redirect traffic past the beach through an esplanade, to promote the city as a coastal city

Our vision for Whyalla Beach and Foreshore is for a fun, active place with more things to do, more reasons to stay, and attracts more people to Whyalla. We want a place that reveals what's great about Whyalla and brings new energy and life to the surrounding city.

The Whyalla Beach and Foreshore Revitalisation will include a waterfront development that will include the adaptive reuse of the Whyalla High School, mixed density residential housing options, additional commercial/retail offering, tourism and event infrastructure, passive recreational open spaces and play spaces for young and old.

ACTIONS

- 12.1 Council will seek to partner with the State and Federal Governments, University sector, TAFE, Secondary College, private sector and existing/future users of the precinct to implement the Whyalla Beach and Foreshore Master Plan over the coming years

13. Whyalla Foreshore Hotel

A central catalyst to the Whyalla Beach and Foreshore Master Plan is a proposed \$100 million dollar, five-star hotel development that is set to replace the existing Whyalla Foreshore Motel and Restaurant.

The nine-storey hotel of 180 rooms and 44 apartments would be a premiere destination for business travel, leisure and up-market accommodation. It will set a new leisure and recreation, corporate hospitality benchmark for the Eyre Peninsula as a waterfront icon for tourists and locals.

To be built using Smart Constructions Methodologies, the venue would include a world class hotel marketplace,

reception, function room, café, bistro, restaurant, pool, gym, bar and underground parking.

The hotel plans to attract international, interstate and intrastate visitors, and has been attached to a highly regarded international hotel brand. It's anticipated the hotel development would create hundreds of jobs and include residential apartments, fine dining and bars, a functions facility, with a focus on local produce and local employment, working closely with the local TAFE and Secondary College to train and employ local.

ACTIONS

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| <ul style="list-style-type: none"> • 13.1. Council, the Developer, and the Hotelier, collectively referred to as the Parties, will work together to develop City of Whyalla as a key tourism and business destination within Regional South Australia • 13.2. The Parties will work together to ensure the Hotel is successfully integrated into the Whyalla Foreshore | <p>precinct and becomes one of the primary drawcards of the revitalised Whyalla Foreshore Precinct</p> <ul style="list-style-type: none"> • 13.3. The Parties will collaborate, for mutual benefit, in enhancing Whyalla as a premier tourism visitation and business location in Regional South Australia |
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14. Waterproofing Whyalla

Water Sensitive Whyalla

City of Whyalla is committed to being a water sensitive city. A city defined by an arid climate, transitioning to a Water Sensitive City is a crucial step to becoming a resilient, climate-adapted city that can respond constructively to the current climate emergency. The quality of our parks, open spaces and backyards owes much to the life-giving qualities of water, whether it has been harvested locally, or brought from far away catchments.

Our stewardship of this precious resource and how we manage the interrelationship between water and the services we provide to the community, is important to the vitality of our City. Council plays a key role in water management, as a service provider and a land manager

and as a collaborator with community. Through effective water management, we can unlock opportunities which will enhance the liveability of our city and protect the environment. This Strategy provides the direction to continue support in our transition to a 'Water Sensitive City'.

A water sensitive city is a city in which water cycle management is integrated into all aspects of the city. It is a city that is healthy, green, productive and resilient to climate change impacts; created through collaboration and which interacts with the urban water cycle in ways that:

- Provide water security for economic prosperity through efficient use of diverse water resources available
- Enhance and protects the health of watercourses, wetlands and aquatic environments

- Mitigate flood risk and damage
- Create high quality, healthy, cool and connected public spaces and landscapes that harvest, clean and recycle water

The three principles of a Whyalla water sensitive city are:

- Cities as water supply catchments: Access to suitable water through a diversity of sources from a diverse range of supply scales – small local scale supply solutions through to mains water supplied to Whyalla

- Cities providing ecosystem services: The built environment supplements and supports the function of the natural environment including local biodiversity through to using or replicating natural water treatment systems
- Cities comprising water sensitive communities: Communities are engaged with decision makers and enabled to participate in creating a water sensitive city through political support and their own local actions

ACTIONS

- 14.1. Council will implement water sensitive principles to become a water sensitive city.

Desalination

Critical to the future of Whyalla's socio-economic growth will be access to - and supply of - potable water, as well as water to complement local industry needs, such as proposed hydrogen production, ongoing mining and Greening Whyalla Program.

Whyalla should not rely on potable water pumped from the River Murray. Council is a supporter of major developments for our region, but these cannot be at the expense of the environment. We will continue to advocate for the critical need for extensive environmental studies for all proposed projects, ensuring any

potential adverse impacts on our treasured cuttlefish are identified and addressed.

The current water supply is unsustainable and a supply risk to businesses and residents.

A new desalination plant ideally would be a private-public partnership with a focus on working with the CSIRO to discover innovative ways to dispose of or put to better industrial base application, the hypersaline wastewater produced through the desal process; negating the need to pump the hypersaline water back out into the gulf.

ACTIONS

- 14.2. Council will invite representatives of the Federal and State governments, SA Water, high-level local industry leaders to work with the University Sector and CSIRO within a 'skunk works' team to devise innovative solutions for commercial uses for the concentrated brine produced through desalination & applying the principle of Zero Waste Discharge.

- 14.3. Council will advocate to Federal, State governments and SA Water representatives for the Northern desalination plant to be a designated major strategic infrastructure project to also include supply to Eyre Peninsula, providing an alternative, secure water source other than the River Murray, for residential, business and industry needs in Whyalla and on the broader Eyre Peninsula, using and extending existing pipeline infrastructure.

Greening Whyalla

Living in a city blessed with more than 300 days of sunshine every year, World Economic Forum research clearly shows a correlation between greener cities and economic benefit. Green cities reduce consumption of resources such as water and electricity and increase liveability. Increased tree canopies have a cooling effect on the 'urban heat island' effect which can mean a city is up to ten degrees Celsius hotter than the surrounding countryside. Green cities across the globe are attractive centres for private sector investment. Cooler cities

increase labour productivity and improve public health.

The city will plant more street trees and increase its footprint of dedicated public parkland modelled on the city's first park - Ada Ryan Gardens. Increased tree canopy is associated with attracting precipitation and reducing carbon dioxide and reducing energy consumption associated with air conditioning.

Modelled on the Phoenix (USA) Green program; Greening Whyalla will aim to plant 1,000 shade trees every year for ten years, expanding beyond the city with new native forest plantings.

ACTIONS

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| <ul style="list-style-type: none"> • 14.4. City of Whyalla will partner with the State government to take full advantage of the Premier's Greener Neighbourhoods program to increase tree canopies by five times across City of Whyalla. • 14.5. City of Whyalla will explore the opportunity of generating Australian Carbon Credit Units (ACCU's) from the planting of trees (green carbon credits) and | <p>the protection of coastal and marine ecosystems (blue carbon credits).</p> <ul style="list-style-type: none"> • 14.6. Work with local farmers to establish groves of fruit bearing trees for commercial harvest and processing (also refer Action 5.1). |
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15. Whyalla Airport

Whyalla Airport is undergoing significant renewal and redevelopment as a key aviation hub for the City and Eyre Peninsula, providing daily passenger connections with Adelaide and a base for a growing number of aviation-industry businesses.

The airport is located seven kilometres south of Whyalla. By car, the airport is a short ten-minute drive from the centre of Whyalla.

Council will review the Whyalla Airport Masterplan with the view to futureproofing this important gateway to serve local industry and resident needs. A priority focus will be the promotion of aviation refuelling infrastructure; upgrading the main runway to attract larger and/or faster aircraft; military operations and pilot training; creation of an aeropark; establishing a bi-annual air show event; and joint ventures with a university to support aviation management training.

The Whyalla Airport has significant potential:

- To grow weekly aircraft movements and vary aircraft types (military, general aviation (GA) and passenger aircraft targeting particular aircraft types such as the QANTAS e190)
- Increase general aviation business on airport land
- Implement residential development planning for residential homes with a separate (or integrated) hangar, with taxiway access to runways (Aeropark)
- Increased charter flights, serving local industry such as tourism and mining exploration
- Encourage and explore air freight opportunities for local industry (e.g. seafood) and Eyre Peninsula.
- Increase recreational aircraft movements, partnering with the local Whyalla Aero Club, creating a nationally promoted 'fly-in' and air show, involving the RAAF and HARS Aviation Museum (NSW).
- Repurposing of existing temporary terminal facilities for aviation training.
- Establish a 'Whyalla Club' to serve frequent flying passengers in and out of the new \$21m passenger terminal
- Attract a pilot training business along with UniSA Aviation to develop Whyalla airport as an aviation training aerodrome
- Create an airport web portal to specifically promote the airport services (e.g. refuelling) and facilities (amenity) on offer and available infrastructure for new ventures, such as use of drone aircraft.
- Partner with the Australian Defence Force and Defence SA to develop Whyalla Airport as a shared airport facility.
- Establish the airport to support refuelling of hydrogen-powered and electric-powered aircraft.
- City of Whyalla will embrace and work with aviation industry leaders developing and supporting new aviation technologies. Autonomous, Electric Vertical Take-off and Landing (eVTOL) aircraft will dominate relatively short connections between regional centres and Adelaide. Whyalla will be a regional centre for the operation of eVTOL aircraft for freight, passenger and tourist aerial mobility.

ACTIONS

- 15.1 Council will review the Whyalla Airport Masterplan with the view to maximising the economic opportunities (listed above) as well as futureproofing this important gateway into Whyalla and increasing capacity for different aircraft types.
- 15.2 Develop a proposal to work with the Australian Defence Force (ADF) to create a Military Precinct on Whyalla Airport land that would cater to the needs of

the transient military operations conducted at Cultana. The facility would enable military organisations to stage, train and demobilise their troops and equipment with minimal interaction with civilian operations. The site would also open up potential for new value added service opportunities that are not currently available to Military users of the Airport. The end goal is to transition Whyalla Airport to a joint defence Civil user facility.



16. 21st Century Telecommunications

Broadband Services

Smart Whyalla City 4.0 is leveraging new digital technologies to improve local citizens' quality of life, fostering sustainability, and driving economic diversification.

GigCity Internet

GigCity Internet is an internet service connecting local businesses in Whyalla to ultra-fast and affordable internet. GigCity offers internet speeds of download and upload at 1000 Mbs. GigCity Internet Whyalla is delivered by Wide Networks in partnership with MIMP Connecting Solutions.

As at June 2021, Whyalla has ten base stations offering GigCity services. SMEs within 350m of the base stations can receive a GigCity service.

nbn Business

nbn is making business-grade fibre more accessible, delivering on-request+ fibre upgrades to business nbn™ Enterprise Ethernet to more businesses than ever before. nbn is levelling the playing field by improving the availability of fibre builds and flattening traditional pricing structures that typically favoured capital city centres.

Enterprise Ethernet is nbn's premium wholesale business product, built upon a robust fibre network that's designed to help businesses of any size, now and into the future. With wholesale symmetrical speed options of close to 1Gbpsffi, dedicated 24x7 service support to providers, and a wide choice of service providers.

ACTIONS

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| <ul style="list-style-type: none"> 16.1. Council will collaborate with the nbn, Federal and State governments to build an optical fibre area network to connect the Whyalla Port Bonython and Cultana precincts to 21st century broadband | <ul style="list-style-type: none"> 16.2. Council will work with nbn, GigCity and telcos to provide 21st century telecommunications infrastructure to underpin new digital technologies that improve local citizens' quality of life, foster sustainability, and drive economic diversification |
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PLACEMAKING STRATEGIES – PLACE LED STRATEGIES

17. Skilled Workforce Immigration

Acknowledging the need for a significant increase in skilled workforce to live and work in the region, Council will proactively work with relevant authorities to encourage skilled workforce immigration.

This initiative would see Whyalla established as an immigration city that facilitates jobs growth in:

- Manufacturing
- Renewable energy investment

- Education (with opportunities to create high school boarding accommodation, and university student housing that would attract and retain talent in Whyalla)
- Space and robotics industries
- Remote primary and allied health training and development, supported by the tertiary education sector

ACTIONS

- 17.1 Once international travel resumes post Covid, City of Whyalla will work with the State and Federal Governments and Tertiary Education and VET/TAFE to promote employment and lifestyle opportunities within Whyalla to attract skilled migrants and 'international students' to our city.

18. Business Support

Whyalla Business and Tourism (WBT) is an apolitical business network that supports business growth in greater Whyalla both socially and economically. WBT provides a forum for local business leaders to share their collective knowledge, to influence government policy, and identify business trends and opportunities to make Whyalla the best place in regional South Australia to base a business. The group will provide strategic business advice to Council and State and Federal governments on the business needs and trends relating to Whyalla.

Business SA Business Growth Partnership - City of Whyalla has partnered with Business SA (BSA) to establish a special Local Business Support and Growth Program, in conjunction with Whyalla Business and Tourism.

Noting that BSA is a membership organisation that provides a staple of services and benefits for its members and clients, this unique Local Business Support and Growth Program is tailored to meet the extraordinary needs of all businesses within the City of Whyalla local government area.

This new tri-partnership, funded by Whyalla City Council, is designed to help many of the small businesses in Whyalla to not only remain viable, but expand, generate additional income, employ more local people and help Whyalla's economy thrive.

In the form of a 12-month business growth program, businesses within the Whyalla City Council area (with an ABN) will have access to the full array of services provided by Whyalla Business and Tourism and Business SA, including the Business Advice Hotline, Business Accelerator Program, grants and tenders support, networking events and more.

Business SA will deliver Growth Support Services such as:

- Personal engagement with businesses and deployment of BSA support services including making available all

BSA tools, products, and services to local businesses

- The mechanism for providing business support will be the free provision of Business SA membership to businesses in the City of Whyalla area
- Capturing the feedback and contacts made during this period and report on the extent of the work leads, meetings, topics raised, assistance provided etc
- Complimentary Business Accelerator Program (BAP) workshop participation allocation. (This program has a retail value of \$1995 and consists of 10 x 2-hour workshops over a 12-month period)
- Business SA will undertake several video blogs of key businesspeople talking about the importance of good business advice to support businesses through this time and leading to and promoting the support on offer
- By virtue of being present in the region further leads and identified need for help are expected to surface

Business Data Base - To facilitate a close, supportive relationship between Council and the local business community, it is essential Council build and maintain a confidential data base of local business owners, operators and/or managers.

The data base will sit under control of the Director for Growth City and would be updated annually.

Digital Economy - No matter what your business, Council will work with the Federal and State governments and local training providers to deliver training and development programs to upskill our local business community, to ensure every local business can compete successfully online, from a local perspective to a national and global marketplace. The digital economy offers a world of opportunity that requires more than just a website, or social media presence.

ACTIONS

- 18.1. Council will work in partnership with Business SA and Whyalla Business and Tourism to support local businesses through the Business Growth Program and through B2B networking opportunities within the city
- 18.2. Council will seek to encourage other industry associations (e.g. Motor Traders, Master Builders) to establish a presence in Whyalla
- 18.3. Continue to review, develop and expand the Business Support and Growth Program to meet the needs of local businesses, in conjunction with Business SA and Whyalla Business and Tourism

- 18.4. Council will build and maintain a confidential data base of local business owners, operators and/or managers to facilitate two-way communications between Council and local businesses
- 18.5. Programs will be offered to teach the fundamentals of deriving revenue from online sales using a digital economy strategy for each business in Whyalla, including startups and online-only businesses
- 18.6 Promote UniSA's local suite of business growth programs, leadership programs and incubator support programs to complement the business growth program

REALISING OUR VISION – ECONOMIC ACTION PLAN

Council and key stakeholders have already committed to a number of key projects and initiatives that focus on economic development. These aim to create and drive a more liveable, smart and environmentally sustainable community that will be recognised on the world stage for its unique environment, and economic and social enterprise.

Whyalla City Council is building the infrastructure and support services expected of a 21st century municipality, partnering with the private sector, the local universities, State and Federal government departments and agencies to realise our vision. These projects will create short- and long-term employment, opportunity and wealth that will stimulate both our City's and the State and National economies.

In consultation with key stakeholders, this Action Plan and work program has been developed to implement the actions listed within the Economic Development Strategy. This work program determines priorities, timeframes, and milestones that will enable the Council and community to monitor progress of the implementation of this strategy.

The following Action Plan comprises actions to contribute positively to the local/regional economy, of which are extremely high priorities, high priority and medium priority actions.

Priority has been determined based on an initial assessment of the actions potential impact on the following:

- Support increase population/tourism visitation
- Economic stimulus
- Jobs created
- Increase in number of businesses
- Increase in private sector investment
- Support for existing businesses
- Revenue generation/cost reaction investment for Council

- Wealth creation
- Opportunity/availability of external funding and/or partners to progress the action

Business cases/feasibility studies to quantify the “value proposition”/value creation opportunities for each initiative will be developed over time.

Council will consult and/or engage with residents and businesses in addition to the ‘Other Key Stakeholders’ listed in the following table. Timeframes and actions listed in this table are subject to change depending on Council’s budget deliberations and external funding received.

Role of Council

The role of Council is diverse and complex. Council’s role varies from project to project and reflects the diversity of the responsibilities of Council when serving the residential and business ratepayers, visitors, workers, residents, key stakeholders and indeed the State of South Australia. These roles can be categorised as:

- Leader
- Service Provider (funder, provider, partner, agent)
- Regulator
- Advocate
- Facilitator
- Asset Owner

The role of a Council may also change during the implementation and evaluation of projects.

Action Plan

Strategy Area	Action	Council's Role	Priority	Time Frame	Other Key Stakeholders (Not Exhaustive list) – Note [1]
1. Defence	<p>1.1 Council will continue to support the growth and diversity of the local business community to ensure the diversity of military personnel and the ADF needs can be met at a local level.</p> <p>1.2 Council will work with the head contractor to ensure the engagement of local businesses to delivery services and products required to redevelop and upgrade the training range</p>				
2. Energy and mining	<p>2.1 Council will continue to advocate and seek the ongoing support of the Federal government for Whyalla to be a designated Green Hydrogen Hub.</p> <p>2.2 Council will explore the use of land (including council land) as the foundation for an industry cluster and supporting the development of the Hydrogen Hub and its linkages to local business and industry, and the regional HILT CRC Hub.</p> <p>2.3 Council will advocate for the adaptive reuse of the Whyalla High School site to become a centre of excellence for heavy industry, including a focus on education, research, technology; an interpretive centre for resources and renewables industries; and home of the regional HILT CRC Hub in the Upper Spencer Gulf region.</p> <p>2.4 Council will play a liaison role to bring together green energy producers, local suppliers and potential customers setting up business in Whyalla.</p> <p>2.5 An important role of Council, through the Business SA business growth program, and in conjunction with Whyalla Business and Tourism, will be to stimulate increased B2B in Whyalla to capitalise on the opportunity that exists to increase outsourced mine contract work to local Whyalla based small and medium businesses.</p>				

Strategy Area	Action	Council's Role	Priority	Time Frame	Other Key Stakeholders (Not Exhaustive list) – Note [1]
2. Energy and mining	<p>2.6 City of Whyalla will work with miners to understand their needs and future plans. The city will also:</p> <ul style="list-style-type: none"> - Host, in conjunction with the cities of Port Augusta and Port Pirie, the annual Upper Spencer Gulf Maintenance Conference, to bring together miners, mining processors, and thought leaders from the resources and renewables sectors, on future mining potential for the region - Work with the Federal and State governments to put in place levers to encourage further regional exploration for rare earths in and around Whyalla - Attract and host an annual Mining and Resources conference/congress field day in partnership with the South Australian Exploration & Mining Conference - Work with the State government to establish a partnership with the Future Battery Industries Cooperative Research Centre that is enabling the growth of battery industries to power Australia's future - Set up a centre to increase local exploration for rare earths <p>2.7 The three levels of government will maintain and grow the liveability, amenity and essential services in Whyalla to meet the needs of miners and their families</p> <p>2.8 City of Whyalla will work with the mining companies to support the community as AI automation of mining is introduced to add value to mining operations (i.e. autonomous mining vehicles).</p>				
3. Space industry	<p>3.1 Council will continue to liaise with Defence SA and the South Australian Space Industry Centre to identify opportunities to support the State's Space Industry from Whyalla</p>				
4. Hi-Tech	<p>4.1 City of Whyalla will work closely with Green Industries SA to drive local economic development that reflects the State government's five strategic circular economy priorities:</p> <ol style="list-style-type: none"> 1. Circular products and services 2. Circular consumption 				

Strategy Area	Action	Council's Role	Priority	Time Frame	Other Key Stakeholders (Not Exhaustive list) – Note (1)
4. Hi-Tech	<p>3. Circular resource recovery</p> <p>4. Circular sectors</p> <p>5. Circular capacity over the next five years</p> <p>4.2 City of Whyalla seeks funding for a feasibility study and seeking private sector investment (if the feasibility study confirms viability) for the following:</p> <ul style="list-style-type: none"> • A regional processing facility for second-hand tires • A regional processing facility for plastics • A regional processing facility for green waste <p>4.3 Council will advocate for the expansion and increased use of the Whyalla Port as an important strategic infrastructure project for Eyre Peninsula of national/state significance.</p> <p>4.4 Council will liaise with SIMEC and Defence SA and the Australian Defence Force to encourage and support (where possible) the establishment of the Whyalla Port as a hub for the DSR of decommissioned ships, building this new industry sector for Australia in Whyalla.</p> <p>4.5 City of Whyalla will continue to advocate for Whyalla to be a world leader in green heavy industry.</p>				
5. Food, wine and agribusiness	<p>5.1. Council will explore (with PIRSA) the opportunity to establish a significant olive and argan industry that includes an oil processing plant that is a Cooperative Research Centre for the study of both fruits.</p> <p>5.2. City of Whyalla will work with CleanSeas and the State Government (PIRSA, DIT), to enable CleanSeas' Fitzgerald Bay operations from The Landing site (north of Point Lowly).</p> <p>5.3. City of Whyalla will seek to encourage the establishment of other aquaculture businesses within the region, including production and harvesting of sea grasses, that are complementary to CleanSeas operations.</p>				

Strategy Area	Action	Council's Role	Priority	Time Frame	Other Key Stakeholders (Not Exhaustive list) – Note (1)
5. Food, wine and agribusiness	5.4. Council will liaise with PIRSA and through its Regional Strategic Plan, explore the cultivation of salt bush and development of a Whyalla hogget meat product.				
6. Education	<p>6.1. Lobby and advocate for the former Whyalla High School site to be used as a tertiary campus with a focus on 21st century rare earth mining, hydrogen production and 'green' heavy industry</p> <p>6.2. Liaise with universities to build and/or expand their offering and expand their presence in Whyalla</p> <p>6.3. Promote Whyalla as a Regional Education Centre of Excellence.</p> <p>6.4. Play a key role as a liaison between local businesses and education/training institutions, to encourage work experience and bring students into contact with real local business environments</p> <p>6.5. Partner with local schools, TAFE/VETS to run a major annual career expo in Whyalla</p> <p>6.6. Work with the private sector, universities, State and Federal governments to increase the availability of student accommodation in Whyalla.</p> <p>6.7 Council will advocate for a State and local government partnership to fund a dedicated Whyalla Central Master Plan and its implementation around the 33.1 ha combined state and local government land parcels - with government administration, housing, environmental sustainability and recreation pillars as the overarching framework.</p>				

Strategy Area	Action	Council's Role	Priority	Time Frame	Other Key Stakeholders (Not Exhaustive list) – Note [1]
7. Tourism	<p>7.1. City of Whyalla will continue to work with the South Australian Tourism Commission to promote Whyalla, and the Eyre Peninsula, as a major tourism destination.</p> <p>7.2. Council will invest in the development of new tourism products (e.g. the Northern Coastline, Cuttlefish Coast, Point Lowly Cottages, Whyalla Foreshore, etc.) to add to visitor experience.</p> <p>7.3. Council will develop and improve existing tourism assets (e.g.: Maritime Museum. HMAS Whyalla, Tanderra, Mount Laura Homestead and Trails) to improve visitor experience.</p> <p>7.4. Council will provide visitor centres, both on Port Augusta Highway and at the Whyalla Foreshore, to provide information to visitors.</p> <p>7.5. Council will improve tourism infrastructure such as gateway and wayfinding signage, RV parking facilities, dump points etc.</p> <p>7.6. Council will continue to monitor and be opportunistic in securing funding to review, upgrade and expand the popular Maritime Museum. HMAS Whyalla is an important asset that celebrates the history of ship building in Whyalla and the cities close ties to the Royal Australian Navy.</p>				
8. Health and medical industries	<p>8.1. Council will advocate for additional aged care providers/facilities to establish in Whyalla to increase aged care beds/services</p> <p>8.2. Council will work with local business, professional bodies and industry associations to encourage and support allied health professionals required for NDIS, Health Care, Aged Care, etc to live and work in Whyalla</p> <p>8.3. Through its Public Health Plan, Council will promote and advocate for the health and wellbeing services required to support our communities health and wellbeing needs</p> <p>8.4. City of Whyalla will join and collaborate with the National Wastewater Drug Monitoring Program, undertaking Quarterly analysis of Whyalla wastewater to determine the probable level of drug use in the community.</p>				

Strategy Area	Action	Council's Role	Priority	Time Frame	Other Key Stakeholders (Not Exhaustive list) – Note (1)
8. Health and medical industries	<p>8.5. The city will work with the State government (Work Safe SA) to develop an effective response to eradicating illicit drugs from the region's workplaces.</p> <p>8.6. Council will work with Business SA to create a Zero Tolerance to Drugs in the Workplace Policy for adoption by Whyalla Businesses.</p> <p>8.7. Council will work with local businesses, health agencies and professionals to provide support to those struggling with drug use but want to work or stay in employment.</p>				
9. Creative Industries	<p>9.1. City of Whyalla will work with Country Arts SA and the South Australian Art Gallery to annually host a national travelling art exhibition in Whyalla.</p> <p>9.2. City of Whyalla will advocate for the upgrade of the Middleback Arts Centre in line with Country Arts SA's Master Plan for this site.</p> <p>9.3. City of Whyalla will progressively implement actions listed in its Arts and Culture Strategy.</p>				
Placemaking Strategies – Place led strategies					
10. Housing and Accommodation	<p>10.1. Council believes the situation requires immediate escalation by all three tiers of government to respond to these specific conditions with a catalyst housing project(s) to progress within three years.</p> <p>10.2. Council will seek partners to undertake a model residential development on the 'Old Pony Club' site to provide a mixed-use residential lifestyle retirement village, affordable accommodation and workers accommodation.</p> <p>10.3. Council will seek to partner with the State Government (Renewal SA) to develop, in conjunction with the private sector, two significant residential precinct developments within the Whyalla Foreshore precinct in line with the Whyalla Beach and Foreshore Master Plan.</p> <p>10.4. Council will liaise with and seek Federal government support to provide suitable accommodation for a growing local aged demographic. Retirement and aged care living require government and private sector investment to meet immediate and growing needs.</p>				

Strategy Area	Action	Council's Role	Priority	Time Frame	Other Key Stakeholders (Not Exhaustive list) – Note [1]
11. MainStreet Redevelopment	<p>11.1. Council will create and deliver a masterplan to revitalise the Forsyth and Patterson Street main streets, with a particular focus on creating a unique Art Deco heritage precinct and food-hospitality strips</p> <p>11.2. Council will seek Federal government funding and/or work with the National Art Deco Society to undertake an audit of the Art Deco buildings within Whyalla</p> <p>11.3. Council will explore the opportunity to host an annual 'Art Deco event' celebrating its unique 1940s art deco architecture</p> <p>11.4. Council will develop a policy framework that enables development, including residential development, within the current main streets precinct</p> <p>11.5. Council will seek to encourage property owners to clean and maintain shop front and building facades, particularly the Art Deco hotels that could be an attractor offering Art Deco accommodation and dining experiences</p> <p>11.6. Council will support traders with street activation initiatives, such as street buskers, street parties, public art installations, etc</p> <p>11.7. Council will work with business owners and Renew Adelaide to curate desired business opportunities within the main streets</p>				
12. Whyalla Beach and Foreshore Redevelopment	<p>12.1 Council will seek to partner with the State and Federal Governments, private sector and existing/future users of the precinct to implement the Whyalla Beach and Foreshore Master Plan over coming years</p>				
13. Whyalla Strategy Area	<p>13.1. Council, the Developer, and the Hotelier, collectively referred to as the Parties, will work together to develop City of Whyalla as a key tourism and business destination within Regional South Australia</p> <p>13.2. The Parties will work together to ensure the Hotel is successfully integrated into the Whyalla Foreshore precinct and becomes one of the primary drawcards of the revitalised Whyalla Foreshore Precinct</p>				

Strategy Area	Action	Council's Role	Priority	Time Frame	Other Key Stakeholders (Not Exhaustive list) – Note (1)
13. Whyalla Strategy Area	13.3. The Parties will collaborate, for mutual benefit, in enhancing Whyalla as a premier tourism visitation and business location in Regional South Australia				
14. Waterproofing Whyalla	<p>14.1. Council will implement water sensitive principles to become a water sensitive city.</p> <p>14.2. Council will invite representatives of the Federal and State governments, SA Water and high-level local industry leaders to work with the CSIRO within a 'skunk works' team to devise radical innovative uses for the waste produced through desalination.</p> <p>14.3. Council will advocate to Federal and State government representatives for a new desalination plant to be a designated major strategic infrastructure project for Eyre Peninsula, to provide an alternative water source other than the River Murray, needed to provide water security for residential, business and industry needs in Whyalla</p> <p>14.4. City of Whyalla will partner with the State government to take full advantage of the Premier's Greener Neighbourhoods program to increase tree canopies by five times across City of Whyalla.</p> <p>14.5. City of Whyalla will explore the opportunity of generating Australian Carbon Credit Units (ACCU's) from the planting of trees (green carbon credits) and the protection of coastal and marine ecosystems (blue carbon credits).</p> <p>14.6. Work with local farmers to establish groves of fruit bearing trees for commercial harvest and processing (also refer Action 5.1).</p>				
15. Whyalla Airport	15.1 Council will review the Whyalla Airport Masterplan with the view to maximising the economic opportunities (listed above) as well as futureproofing this important gateway into Whyalla and increasing capacity for different aircraft types.				

Strategy Area	Action	Council's Role	Priority	Time Frame	Other Key Stakeholders (Not Exhaustive list) – Note [1]
16. 21st Century Telecommunications	<p>16.1. Council will collaborate with the nbn, Federal and State governments to build an optical fibre area network to connect the Whyalla Port Bonython and Cultana precincts to 21st century broadband</p> <p>16.2. Council will work with nbn, GigCity and telcos to provide 21st century telecommunications infrastructure to underpin new digital technologies that improve local citizens' quality of life, foster sustainability, and drive economic diversification</p>				
Placemaking Strategies – Place led strategies					
17. Skilled Workforce Immigration	<p>17.1 Once international travel recommences post Covid, City of Whyalla will work with the State and Federal Government's to promote employment and lifestyle opportunities within Whyalla to attract skilled migrants and international students to our city.</p>				
18. Business Support	<p>18.1. Council will work in partnership with Business SA and Whyalla Business and Tourism to support local businesses through the Business Growth Program and through B2B networking opportunities within the city</p> <p>18.2. Council will seek to encourage other industry associations (e.g. Motor Traders, Master Builders) to establish a presence in Whyalla</p> <p>18.3. Continue to review, develop and expand the Business Support and Growth Program to meet the needs of local businesses, in conjunction with Business SA and Whyalla Business and Tourism</p> <p>18.4. Council will build and maintain a confidential data base of local business owners, operators and/or managers to facilitate two-way communications between Council and local businesses</p> <p>18.5. Programs will be offered to teach the fundamentals of deriving revenue from online sales using a digital economy strategy for each business in Whyalla, including startups and online-only businesses</p>				



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