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This is a joint initiative of Port Pirie Regional Council and Regional Development Australia Yorke Mid North.







# FOR\<sub>\</sub>/ARD

### 'Port Pirie: South Australia's Premier Regional Centre'

Port Pirie has embarked on a bold plan to transform its economic base, environmental conditions and community facilities; increase the appeal of its towns and to change people's perceptions of the City. Plans and projects are in train to establish and promote Port Pirie as an attractive residential and business base with a view to attracting investment in the City.

Nyrstar is spending in excess of \$AU650 million to transform its business model and smelting processes which will ensure that it remains in Port Pirie for many years to come. This provides many benefits and opportunities for the region.

In order to maximise the opportunities of the Nyrstar transformation for the rest of the community, Council is seeking to transform the City of Port Pirie into an attractive residential and business base with a view of attracting more investment in the City. To achieve this, Council has set about improving the City's community facilities, the appearance of the City, people's perspective of Port Pirie and the City's economic base. Port Pirie Regional Council and Regional Development Australia Yorke and Mid North are undertaking this in a strategic, planned manner to maximise our opportunities.

A large investment has already been made, and more will continue to be made, into improving the community infrastructure in Port Pirie.

Port Pirie has all the ingredients required for solid economic growth over the next ten years. Investor and community confidence has returned with the achievement of long term sustainability for Nyrstar as its major employer. Significant civic and commercial investment continues to be made. The population is stable and opportunity exists to reskill and upskill workers to take on new opportunities.

'The heartbeat of any community is its people and the pulse has been reinvigorated in the South Australian town of Port Pirie through the nearly complete transformation of the Nyrstar smelter.'

Diversifying the economy by capitalising on core strengths and comparative advantages; providing opportunities for growth for existing businesses; and attracting investment are the core drivers for development of *Aspire 2027*, the Port Pirie Growth Plan 2017-2027. Key growth industries and project opportunities have been identified; supported by enabling initiatives and deliverable and sustainable actions to facilitate economic growth and future investment.

This document is the culmination of the completion of the 2012 Port Pirie Growth Plan which achieved 80% of its goals and provides a basis where the transformation of Port Pirie will continue. *Aspire 2027* calls for bold local leadership, driven by cohesive works and changing the perceptions of Port Pirie to match the growing economic prosperity which is currently underway and which will be enhanced under this Growth Plan.

'Port Pirie is a pioneering town – the first Provincial City in South Australia and will be South Australia's Premier Regional Centre by 2027.'

This is our bold aspiration for our City and what this Plan seeks to achieve.

Mayor John Rohde Port Pirie Regional Council Bill Vanderpeer RDA Yorke Mid North



# INTRODUCTION

Port Pirie is a Globally Significant City, Critical to Australia's Supply Chain

## **Background**

Port Pirie has a path set for a bright future; ably led by the Port Pirie Planning Group comprising the Port Pirie Regional Council, the Member for Frome the Hon Geoff Brock MP, Hon Rowan Ramsey MP, Port Pirie Chamber of Commerce & Industry, Primary Industries and Regions SA (PIRSA), Department for State Development (DSD), Upper Spencer Gulf Cities, Legatus and Regional Development Australia Yorke and Mid North (Chair). The group meets monthly and is driving economy and community prosperity for the City. *Aspire 2027* is designed to deliver key projects (both public and private sector) in the next five years that work towards the longer term 2027 vision for the Port Pirie economy and community.

The Port Pirie Planning Group launched its inaugural Economic Development Strategy, titled Port Pirie Growth Plan, in 2012. This landmark document has guided the City with many successes. The Growth Plan was designed to outline what we have jointly achieved to attract investment to the region and our priorities for the next five years. It outlines our investment attraction strategy, improvements required to the City's social infrastructure, how we intended to support business growth, our economic infrastructure priorities, and how we intended to implement the Growth Plan.

The original Port Pirie Growth Plan 2012 was extremely successful with significant progress being made against most of the identified actions. A number are currently in progress and a small number were deferred due to not being feasible in the current environment. Included in the appendix to this current Plan is a report card and status report on the actions resulting from the 2012 Growth Plan.

Following the immense success of the 2012 Growth Plan, the Port Pirie Regional Council and Regional Development Australia Yorke and Mid North (RDAYMN) embarked on a major review and update of its economic priorities and strategy for the City. This Economic Development Strategy; *Aspire 2027* is a result of this review.

### **Our Vision**

We have a strong vision for the City of Port Pirie and the surrounding region. It involves transforming Port Pirie into an attractive modern regional capital supported by a prosperous region.

To maximise the opportunities that the redevelopment of Nyrstar provides, we are seeking to transform the City of Port Pirie into an attractive residential and business base with a view of attracting more investment in the City. To achieve this, we have set about improving the City's community facilities; the appearance of the City and regional towns, people's perspective of Port Pirie as well as the region's economic base.

In order to determine what our key economic priorities and initiatives should be for the next five years, we have looked beyond that period to 2027 to envision what the ideal economy might look like. In developing that vision, aspirations of key stakeholders were canvassed and current identified opportunities for growth considered. The initiatives identified in this Plan are aimed at achieving this longer term vision.

Our long term vision incorporates:

- Providing attractive and much needed social and economic infrastructure
- Attracting new investment to Port Pirie
- Revitalising and activating the CBD and foreshore
- Investigating value-added agriculture, mining and manufacturing opportunities
- Enhancing innovation, technology and education in the region
- Having a robust Tourism and Events Strategy to attract people to the region
- Changing perceptions of Port Pirie
- Having a focus on our youth and the opportunities available to them
- Improve business capacity, capability and profitability
- Incubate new business

# **Our Community Aspirations**

In order to achieve this vision, we have derived four key aspirations for the community over the next ten years. These four aspirations, which are outlined in the table below, include details of our key objectives in achieving these aspirations. In addition, *Aspire 2027* outlines how we intend to measure and monitor the success in meeting these aspirations; the 'Game Changing' initiatives that will see us reach our goals; as well as the strategies and actions that we will implement over the coming years to make Port Pirie South Australia's Premier Regional Centre.

**Aspire 2027** outlines the socio-economic outcomes Port Pirie seeks to achieve over the next ten years and the strategies and actions Council, RDAYMN and our regional partners will put in place to achieve these outcomes.



### **ASPIRATION 1 - A NEW PORT PIRIE (COME SEE CHANGE)**

Perceptions of Port Pirie will have changed

- The City will be seen as a great place to live, work and invest.
- Port Pirie will be recognised as the Premier Regional Centre in South Australia.
- Proud of its industrial past and the engine room of the future.



### **ASPIRATION 2 - PRODUCTIVE PORT PIRIE**

Productivity will be improved

- Core utilities (gas, water and electricity) will be secure.
- Technology and innovation will be driving profitability.
- The Jobless Rate and Participation Rates will be in line with or better than the state average.



### **ASPIRATION 3 - FLOURISHING COMMUNITY**

Community prosperity and quality of life will be greatly improved

- City pride increased facilities and services exceeding community expectations.
- Targeted Lead Abatement Program levels will be achieved.
- Port Pirie is renowned for being one of the most liveable cities in regional South Australia.



### **ASPIRATION 4 - ECONOMIC PROSPERITY**

Economic prosperity will be strong

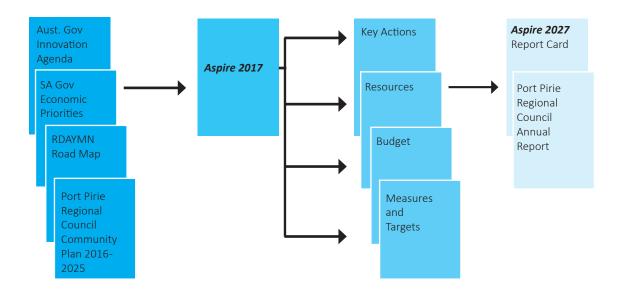
- Nyrstar's long term sustainability will be even further reinforced.
- New jobs and investment created in existing and new businesses.
- The CBD will be vibrant, meeting expectations as a major regional centre.

Economic diversification will be achieved

- No longer reliant on one employer.
- Job and investment opportunities will exist across a range of industries.

# **Strategic Context**

**Aspire 2027** has not been written in isolation. It has been prepared with reference to Port Pirie Regional Council's Community Plan 2016-2025, Regional Development Australia Yorke and Mid North's Regional Road Map 2016, the South Australian Government's Economic Priorities; as well as the Australian Government's Innovation Agenda. The relationship between these documents is illustrated below.



More specifically, Regional Development Australia Yorke and Mid North (RDAYMN) has a commitment and a responsibility to develop the region's economic, social and cultural capital as well as ensuring regional sustainability.

RDAYMN has five key roles and responsibilities to facilitate in the Region:

- Community and Economic Development;
- Consultation and Engagement with the Community;
- Improved Regional Planning;
- Whole of Government Activities;
- Promotion of Government Programs.

In addition, RDAYMN's vision is "Growing our Region – Shaping a Positive Future." While its mission is "To lead and facilitate regional development through partnerships with local communities, business and government."

To achieve its vision and mission RDAYMN has identified six 'Pillars of Strength and Support' that they believe are essential to enhance our region's development. The correlation between these 'Pillars of Strength and Support' applicable to *Aspire 2027*.

RDAYMN Road Map Pillar	Aspire 2027 Reference
Pillar 1: Economic Enhancement & Growth	Aspiration 4: Economic Prosperity
Pillar 2: Infrastructure for the Future	Aspiration 2: Productive Port Pirie
Pillar 3: Growing a Vibrant Community with a Positive Future	Aspiration 3: Flourishing Community
Pillar 4: People Power: Developing Education, Knowledge and Skills	Aspiration 3: Flourishing Community
Pillar 5: Environmental Sustainability	Aspiration 3: Flourishing Community
Pillar 6: Regional Cohesion	Aspiration 2: Productive Port Pirie

Port Pirie Regional Council has recently overhauled its strategic plan resulting in the Port Pirie Regional Council Community Plan 2016-2025. Central to this Community Plan is the Council's vision that 'by 2025 the Port Pirie Region is the Premier Regional Centre in South Australia where residents and visitors want to be'.

This is reflective in Council's desire to be a Regional Leader, an Economic Hub and to offer a Quality Lifestyle and is outlined in its Community Plan under the Key Theme Economic Prosperity — Objective - Build a sustainable economically thriving and competitive Council area.

**Aspire 2027** supports this vision which is reflective in the table below.

PPRC Community Plan Theme	Aspire 2027 Reference
Goal EP1: Grow the regional economy by supporting existing businesses and attracting new businesses and industry sectors	Aspiration 4: Economic Prosperity
<b>Goal EP2:</b> Tourism: Establish the Port Pirie region as a must visit destination	Aspiration 4: Economic Prosperity
<b>Goal EP3:</b> Primary production: Value add to existing products to maximise economic benefit to the region	Aspiration 4: Economic Prosperity
<b>Goal EP4:</b> Mining: Leverage off the mining, petroleum and geothermal energy exploration and operations within the northern areas of Australia	Aspiration 4: Economic Prosperity
Goal EP5: Infrastructure: Build on the good levels of infrastructure currently in place within the region and encourage the development of new infrastructure that will drive the regional economy	Aspiration 4: Economic Prosperity

The Government of South Australia has set nine Economic Priorities for the State to meet its vision of making South Australia 'a Place Where People and Business Thrive'.

The correlation between these nine Economic Priorities and Aspire 2027 is outlined in the table below.

SA Government Economic Priorities	Aspire 2027 Reference	
The Knowledge state	Aspiration 2: Productive Port Pirie	
Premium food and wine	Aspiration 4: Economic Prosperity	
A destination of choice	Aspiration 4: Economic Prosperity	
Global leader in health and ageing	Aspiration 4: Economic Prosperity	
Best place to do business	Aspiration 2: Productive Port Pirie	
Growth through innovation	Aspiration 2: Productive Port Pirie	
International connections	Aspiration 4: Economic Prosperity	
Vibrant Adelaide	N/A	
Opening doors for small business	Aspiration 4: Economic Prosperity	

The Australian Government has emphasised that innovation and science are critical for Australia to deliver new sources of growth, maintain high-wage jobs and seize the next wave of economic prosperity. Innovation is about new and existing businesses creating new products, processes and business models.

It is also about creating a culture that backs good ideas and learns from taking risks and making mistakes. Innovation is important to every sector of the economy – from ICT to healthcare, education to agriculture, and defence to transport.

The Australian Government has outlined four pillars provide a framework for Australian innovation policy. They include.

- 1. Culture and capital
- 2. Collaboration
- 3. Talent and skills
- 4. Government as an exemplar

Aspire 2027 supports the Australian Government 's four pillars of innovation which is reflective in the table below.

Aust. Government 's Pillars of Innovation Aspire 2027 Reference		Aspire 2027 Reference
1.	Culture and capital	Aspiration 4: Economic Prosperity
2.	Collaboration	Aspiration 4: Economic Prosperity
3.	Talent and skills	Aspiration 2: Productive Port Pirie
4.	Government as an exemplar	Aspiration 4: Economic Prosperity



### **Document Structure**

**Aspire 2027** has been written to provide a brief introduction highlighting the background to the Plan, our Vision and our Community Aspirations before putting these and the Plan in a broader strategic context. **Aspire 2027** then provides some broad economic, social and environmental background on Port Pirie as well as outlining the City's strategic advantages, in order to set the scene for the key initiatives to drive the economic and community growth in the coming years.

**Aspire 2027** then outlines the four aspirations that we intend to target in order to meet our vision of making Port Pirie South Australia's Premier Regional Centre. Each of these four aspirations provide details on how we intend to measure and monitor the success in meeting these aspirations; the 'Game Changing' initiatives that will see us reach our goals; as well as the strategies and actions that we will implement over the coming years.

### Where To From Here?

The challenge for our City leaders, and indeed the challenge for the Port Pirie community, is to take direct actions to meet the ambitious aspirations outlined in this document.

**Aspire 2027** outlines a number of 'Game Changing' initiatives that will see us reach our goals; as well as the strategies and actions that we will implement over the coming years to make Port Pirie South Australia's Premier Regional Centre. These will be incorporated into an action plan, where a clear time frame and responsible organisation will be assigned to each activity. A quarterly report card will be presented to Council, with the years activities included in the Council's Annual Report to ensure transparency and accountability and to celebrate the achievement of our collective goals.

**Aspire 2027** facilitates the unique opportunities presented by growth in the tourism industry, Nyrstar's \$AU660 million transformation, emerging agriculture sector and \$33 million in civic works is a privilege to oversee. Our task is to be bold and push to the new level of awareness and investment that firmly consolidates Port Pirie's place as South Australia's first and Premier Regional Centre.







# PORT PIRIE REGIONAL CAPITAL

# 'Regional Leader - Economic Hub - Quality Lifestyle'

The City of Port Pirie is located in the Upper Spencer Gulf region of South Australia, 220km north of Adelaide and is the gateway to the Southern Flinders Ranges.

Port Pirie plays a vital role in servicing and supporting the region beyond its boundaries and serves the function of a Regional Capital to the Yorke and Mid North regions of South Australia.

It boasts many attributes such as being a major regional centre with a strong industrial base, surrounded by a vibrant agricultural sector.

The Port Pirie City is the main centre supporting the region. Port Pirie is home to numerous government services particularly in the areas of education, health and community support services. Port Pirie has a good supply of government housing. Importantly, Port Pirie has a major regional hospital and a Technical and Further Education College.

Port Pirie has a good a range of shopping outlets with a major internal mall style shopping centre in addition to the CBD shopping precinct. These two key shopping precincts provide for a good level of comparison items such as white goods, furniture, leisure and sporting goods, homewares and the like and are supported by a network of smaller centres providing for residents' local and weekly shopping needs.

A recent retail assessment on Port Pirie undertaken by Connor Holmes indicates that Port Pirie attracts around 30-40% of food and 40-50% of non-food expenditure from its Secondary Catchment in the surrounding region. This surrounding region stems from Peterborough in the east, to Port Germein in the north to Kadina in the

south. Thus Port Pirie plays a vital role in servicing and supporting the region beyond our boundaries and acts as the Regional Capital of the Yorke and Mid North region of South Australia.

Port Pirie has a large range of high quality recreation facilities and recreation and sport forms an essential part of the community. Port Pirie is frequently home to major sporting events. These facilities provide a large tourism opportunity as does Port Pirie's environment.

The City of Port Pirie provides a range of social infrastructure that services the Mid North of the State, including the Northern Festival Centre which hosts many live performances and conferences; regional sporting facilities hosting many state and national titles; as well as a range of passive recreation facilities and activities which cater for both residents and visitors to Port Pirie.



Port Pirie boasts major regional health facilities, offering a variety of services. Housing prices are still relatively affordable, with good growth and rental returns being experienced. This coupled with the selection of high quality education facilities provides an enviable lifestyle and provides numerous opportunities to businesses and residents.

Port Pirie has a strong industrial history and is home to the Nyrstar smelter which is undergoing a \$660 million transformation into an advanced poly-metallic processing and recovery facility, capable of processing a wide range of high value, high margin raw materials. This provides access to a skilled work force, metal fabrication businesses and a large range of mining support services.

The Port Pirie region's economic base is founded on mineral resource processing, a vibrant agricultural sector and emerging tourism industries. The largest employment sectors being health care and social assistance, manufacturing and retail trade. Port Pirie is promoted as the "City of Opportunity" with a full range of services and facilities that could be expected in a major regional centre, without the problems associated with a metropolitan area.

The region is ideally placed to be a service centre for growth in the resources sector and offers many lifestyle advantages for families moving to the region. Port Pirie Regional Council has developed an Industrial Park for service providers and several developers are building new residential estates. Combine this with a Mediterranean climate and Spencer Gulf, renowned for its fishing, along with the Southern Flinders Ranges, known for its scenery and tourism facilities, and you have a great place to live, work and play.

Industry is attracted to the area for a number of reasons such as good power supplies including natural gas and the large electricity sub-station at Bungama. Its situation on National Highway One is complemented by excellent rail services both from the Adelaide to Darwin and the Perth to Sydney routes. It has a large open access shipping port to support the local industry, particularly the Nyrstar smelter.

The Council, Regional Development Australia Yorke and Mid North and its Partners' main aim is towards the Port Pirie region being a clean, vibrant, thriving region that encourages sustainable new business development, supports existing business to expand, and has a growing population base. Council intends to achieve this through growing the regional economy, by attracting new businesses and employment opportunities through a diverse business base. It will also be important to develop and support tourism and promotional initiatives and programs that will enhance the Port Pirie region's reputation as a must see destination for tourists and visitors. Given the region's ageing population, Council and its partners will need to ensure the region's population grows by promoting it as an attractive place to live and by ensuring that health, education and other services and lifestyle attributes meet community needs.

Council and its partners are seeking to transform the City of Port Pirie into an attractive residential and business base with a view of attracting more investment in the City. To achieve this, Council has set about improving the City's community facilities; the appearance of the City, people's perspective of Port Pirie and the City's economic base.

# PORT PIRIE PROFILE

# **Our People**

Port Pirie Regional Council has a population of 17,364, with a majority (81%) of around 14,007 residing in Port Pirie. Over the ten year period between 2005 and 2014, the population of the Port Pirie Regional Council grew by 0.8%. The medium age of those residing in Port Pirie is 44; while medium weekly household income amounts to \$875 and medium weekly rents are \$170.

# **Our Economy**

Port Pirie City's economy is dominated by industrial activity within the manufacturing and mining sectors – the City's most significant employer being Port Pirie's smelter which is owned and operated by Nyrstar. Flinders Ports operates the City's major port which exports lead, zinc concentrates and general cargo. Surrounding districts are engaged in various types of agricultural production (e.g. cereal cropping, viticulture and livestock) which are supported by major retail, education and health services located in Port Pirie City.

People	14,007
Male	6,845
Female	7,162
Median age	44
Population growth rate	0.8%
SEIFA Score	882
Families	3,582
Average children per family	1.9
All private dwellings	6,835
Average people per household	2.3
Median weekly household inco	me \$875
Median monthly mortgage	
repayments	\$1,000
Median weekly rent	\$170
Economy	
Unemployment Rate	9.9%
GRP	\$701M
No. of Businesses	985
CBD floor Space	75,600m <sup>2</sup>
CBD vacancies	11%
Major Employers by Industry	
Health Care & Social Assistance	
Manufacturing	
Retail Trade	



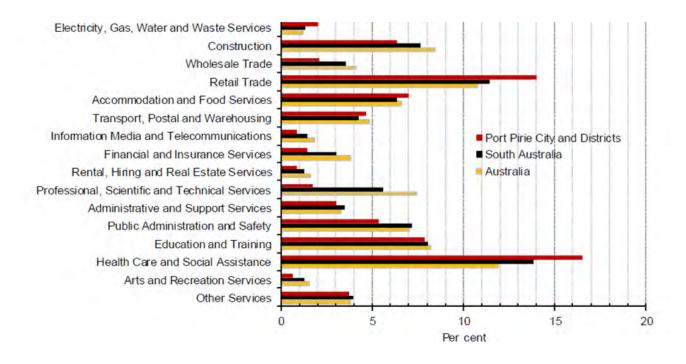
The region boasts 985 registered businesses, with the largest employment sectors being health care and social assistance, manufacturing and retail trade. The City suffers from above average unemployment recording an unemployment rate of 9.9 % in the December 2016 quarter, coupled with a lower that state average participation rate of 47.8%.

Port Pirie's Central Business District has over 75,000m<sup>2</sup> of floor space containing a wide mix of services and facilities, with retail representing one-third of total floor space. Community services and facilities also contribute to a large proportion of this floor space. Vacancy rates are around 11%.

Port Pirie Regional Council has seen over \$170 million of development and some 1,889 development applications over the last five years. Council has averaged around 296 residential and 52 commercial/industrial development applications per year. Port Pirie continues to receive consistent investment from both the private and public sector and from new and existing businesses, indicating a strong confidence in the local economy. Some recent example include the conversion of the disused ex-Centrelink building into a five star hotel (Ellen Hotel); upgrades to the Flinders on Main and John Pirie hotels and restaurants, construction of retail premises on Wandearah Road, Sporties Tavern and bottle shop redevelopment, rebuild of On the Run service station and a new AutoPro store, just to name a few.

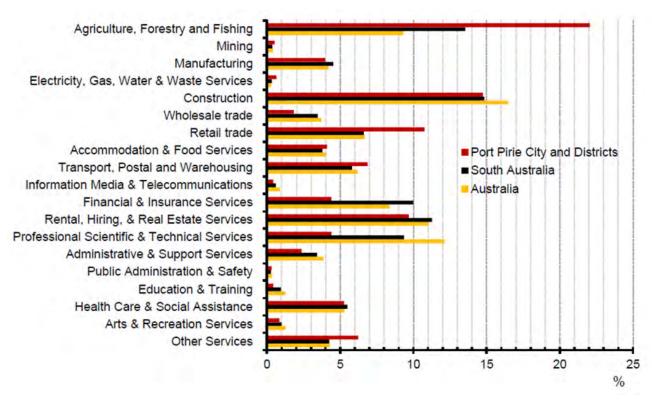
# **Our Employing Industries**

Employment in the Port Pirie Regional Council area is concentrated in the industries of health care and social assistance (16.5%), manufacturing (14.8%), retail trade (14%) and education and training (7.9%). Professional, scientific and technical services is currently a minor industry in the Port Pirie Regional Council area, accounting for only 1.7% of employment compared with 5.6% across South Australia and 7.4% across Australia highlighting potential fields for expansion.



### **Our Businesses**

Businesses across the Port Pirie Regional Council region are concentrated in agriculture, forestry and fishing (22.1%), followed by construction (14.7%) and retail trade (10.8%). By comparison, businesses in South Australia and Australia were much more likely to be in service industries such as professional, scientific and technical services and financial and insurance services. This provides the City with the opportunity to expand existing areas of strength as well as venture into other opportunities that are more proficient elsewhere in the state.

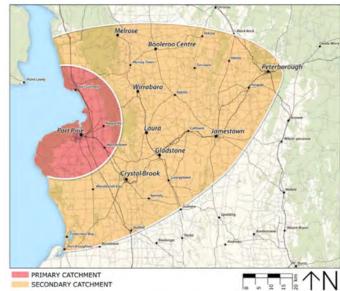




### **Our Retail**

The Central Business District (CBD) of Port Pirie comprises a broad range of services and facilities typical of a regional centre, and includes a wide range of community facilities, commercial operations, offices, medical services, automotive services, short term accommodation and personal services, as well as substantial retail floor space.

The centre itself is quite substantial, at around 75,000 m² and containing a wide mix of services and facilities. Secondly, retailing represents only about a third of the total floor space in the City Centre, albeit that it makes a substantial contribution of over 25,000 m² of floor space.



There is a strong representation of community services and facilities in the CBD (over 12,000 m²) and this excludes the Hospital (which is outside of the Regional Centre Zone). Key facilities include: Performing Arts Centre; Tourism & Arts Centre; Museum; Recreation Centre; Churches / Mission; and RSL / Clubs / Halls. In addition major office users include the following: Council; Government agencies; Not for Profit service providers; and private offices.

In addition to the retail available in the CBD, Pirie Plaza is a modern shopping centre located outside of the Port Pirie City Centre but close to the geographic centre of Port Pirie. It was constructed in 1981 and refurbished and expanded in 2007. It is a stand alone enclosed mall anchored by a Coles Supermarket and a K Mart Discount Department Store. The centre includes a Shell (Coles Express) petrol filling station and is abutted by a KFC fast food outlet. The centre is well served by at grade car parking and is the most modern retail offering in the whole region.

The Port Pirie trade catchment area is a function of the quality and range of services and facilities available in Port Pirie and the level of competition provided by surrounding centres. The major regional facilities of Port Augusta, Clare and Kadina influence the definition of the Port Pirie broader catchment area, especially for comparison goods, while the smaller townships in the near vicinity of Port Pirie typically cater for emergency purchases and often for the main periodic grocery shopping trip. However, it is apparent from the Connor Holmes Retail Assessment that many people within a radius of about 50-70 km of Port Pirie utilise the centre for comparison shopping purchases as well as occasional food shopping.

Within the Port Pirie catchment there are two distinct catchments, the Primary Catchment, in which virtually all grocery shopping and a high level of comparison shopping is directed to Port Pirie, and the Secondary Catchment, where residents typically use their local township as their first choice for grocery shopping but undertake some grocery shopping and comparison shopping in Port Pirie. These catchments are defined on the map above.

# **Our Social Disadvantage**

The relative socio-economic advantage or disadvantage of statistical regions in Australia is assessed by the ABS using a scoring system known as the Social Economic Indexes for Areas (SEIFA). The SEIFA is standardised such that the average score is 1,000, lower scores indicate higher rates of relative disadvantage and vice versa.

The Port Pirie Regional Council statistical area has a SEIFA score of 882 indicating that the Council area is relatively disadvantaged. Indicators from the Social Health Atlas indicate higher rates of social and economic disadvantage in the Port Pirie Regional Council region compared to South Australia and Australia.

The Council had approximately double the proportion long-term unemployed and youth unemployed (16-24 year olds) receiving an unemployment benefit) compared to the state and national average. Lower levels of educational attainment, low incomes, narrow industry base and less opportunity contribute to higher rates of social disadvantage.

Residents of the Port Pirie Regional Council have lower levels of self-assessed health, higher rates of many health risk factors such as obesity and smoking, and higher rates of many forms of chronic disease.

These provide both challenges and opportunities for policy makers. The expansion of Port Pirie's health services to address these issues and a move to a Healthy Cities Program, as well as addressing long term unemployed, provide some 'Game Changing' strategies to transform the community.





# THE PORT PIRIE ADVANTAGE

# 'Building a sustainable, economic thriving and competitive Council area'

- Strong economic base
- Liveability
- Community
- Infrastructure
- Development ready
- Location

Port Pirie has established a significant competitive strength for attracting investment, businesses and skilled workers as well as new residents (particularly families and retirees). It is a major regional service centre to the Yorke and Mid North of South Australia, being the predominant provider of retail, health, government and support services. It boasts a strong industrial history together with a vibrant agricultural sector and is seeing an increasing amount of private investment in the City.

The businesses of Port Pirie are resilient, focused on success and are the cornerstone of economic growth for Port Pirie. The capacity in manufacturing and construction services in companies such as Gadaleta Steel, SJ Cheesman, TEC Contracting, Johnson Home Improvements, McMahon Services and Alsanto Constructions are unprecedented in regional South Australia. These businesses, together with a growing list of other trades, services and support businesses are providing untapped professional resources to assist new business ventures setting up or relocating to Port Pirie.

Port Pirie has many strategic advantages to offer businesses looking at relocating or setting up in the City. Some of the City's comparative regional advantages include:

- Access to significant transport and freight networks including major road, rail and port infrastructure;
- Connections into major utility sources including gas, water and electricity;
- A fully serviced light plane and training aerodrome;
- Available, affordable and appropriately zoned industrial, commercial and agricultural land;
- A development framework that encourages investment;
- A strong history and success in manufacturing, agriculture and services to the mining industry;
- A strong and resilient multicultural community;
- An available workforce ready to be reskilled and trained to take up new employment opportunities;
- Supportive Council and State Government;
- Strong leadership through Council, Chamber of Commerce, State Member of Parliament and Regional Development Australia.

The table below provides a more detailed overview of the many advantages that Port Pirie has to offer business investors.

### **Strong Economic Base**

- Nyrstar's sustainability ensured for next 30 years
- Largest city in Mid North region
- Regional centre with broad catchment – retail (diverse offering), government services, health and social services
- Strong and growing agricultural industry
- Strong industrial heritage, culture and capability

# **Liveability**

- Great lifestyle / climate / location
- '10 minute city' (everything is in close proximity) / short journey to work
- Affordable housing
- Education facilities / institutions – TAFE, public and private schools
- Excellent health and specialist services

## **Community**

- Community resilience and leadership
- Growing population
- Unique history, character and identity

# Infrastructure

- Existing civic infrastructure

   tourism, arts and culture,
   sport and recreation
- Planned improvements to civic infrastructure - Sports
   Precinct, CBD upgrade and renewal, foreshore and marine infrastructure
- Access to piped natural gas / electricity / potable water
- Transport / intermodal freight networks - located on Highway 1
- At intersection of northsouth and east-west railways / main rail freight line linking Adelaide to Port Augusta, Perth, Sydney and Darwin
- Port access import/ export, freight and logistic services opportunities / spare capacity
- Airport spare capacity

# **Development Ready**

- Affordable, available and appropriately zoned industrial, residential and commercial land
- Supportive Council and RDAYMN to facilitate investment
- Supportive business associations, e.g.
   Chamber of Commerce & Industry, Upper Spencer Gulf Global Maintenance
- Access to a population with diverse skills

### Location

- Only 220km from Adelaide
- Gateway to the Flinders Ranges
- Proximity to Clare Valley and Mid North food and wine regions and the Eyre Peninsula Seafood Trail
- Proximity to northern and eastern SA mining areas
- Proximity to Far North SA and Northern Territory pastoral areas
- Within one hours' drive there is a population of over 50,000
- Coastal exports, tourism and recreation

**Aspire 2027** seeks to build on these strengths to grow the region, attract business investment and create employment opportunities in the City.

# ASPIRATION 1: COME SEE CHANGE - A NEW PORT PIRIE



### **ASPIRATION 1 - A NEW PORT PIRIE (COME SEE CHANGE)**

Perceptions of Port Pirie will have changed

- The City will be seen as a great place to live, work and invest.
- Port Pirie will be recognised as the Premier Regional Centre in South Australia.
- Proud of its industrial past and the engine room of the future.

### **SUCCESS INDICATORS**

- Locals, visitors, businesses, investors and governments view Port Pirie as a desirable place to live, work and invest.
- Port Pirie is seen as an exemplar of how to change a regional city for the better a liveable, industrial city transformed.
- Port Pirie becomes the destination point for regional sporting events and activities in South Australia.
- A change in perceptions of Port Pirie as indicated in the media, community views and visitor numbers.

One of the keys to a vibrant, prosperous and growing Port Pirie is to change people's perception of Port Pirie and to activate the City.

Port Pirie is currently undertaking a massive transformation. It is transforming its economic base, environmental conditions and its community facilities in order to increase the appeal of Port Pirie and to change people's perceptions of the City.

Changing perceptions is a key aspect of our transformation efforts. We are setting about changing community perceptions of itself and perceptions of those outside the City of Port Pirie. Council is doing its part to change the appearance and facilities in Port Pirie. It is now time to promote these and the many other changes that are occurring around our City.

The leaders in the Port Pirie business community, including the Port Pirie Chamber of Commerce, Port Pirie Regional Council, Regional Development Australia Yorke and Mid North, Nyrstar and the Targeted Lead Abatement Program (TLAP), have come together to promote the many exciting changes that are occurring in our City under the banner of 'Come See Change'. The Come See Change partners recognise the magnitude of the exciting changes for the City of Port Pirie and surrounding region.

The Nyrstar redevelopment along with the Council-planned renewal and new infrastructure projects means Port Pirie's future is not only secure, but the City will become an exciting regional hub full of promise and greater possibilities. Come See Change is the start of changing the perceptions of Port Pirie. We are proud to be a partner in this initiative.

If *Aspire 2027* is to be successful in attracting people and investment to Port Pirie, it must create a vibrant City. This will require the activation of public space and encourage the investment in upgrading existing business premises and attracting new activities and business to the CBD and foreshore. It will also require continual investment in the City's social infrastructure.



Council has undertaken a concerted effort to improve the social infrastructure in Port Pirie in recent years including the construction of a new library, upgrade to main swimming pool, multiple upgrades to the foreshore, significant investment in and around the boat ramp and has commenced construction of the Port Pirie Regional Sports Precinct. This investment must continue if we are going to provide an attractive, modern, competitive regional capital.

Central to creating a vibrant City is to have an attractive and active CBD which provides a variety of offerings to encourage people into the CBD from around the region.

The 2012 Employment Lands Study commissioned by Council identified the retail sector as being one of the largest employers in the City, accounting for 17.4% of jobs. As one of the major employers by sector, the retail industry offers significant opportunities for investment and jobs growth; capitalising on the catchment size of the broader region and the City's connectivity and accessibility.

The Connor Holmes Retail Assessment undertaken identified that for every 100sqm of retail floor space there are in the order of three full time equivalent jobs. If it were possible to attract retailers to occupy the 8,100sqm of vacant retail floor space, this would equate to around 243 new jobs. These additional retailers are expected to be predominantly comparison goods retailers; addressing an underlying community need.

Council is leading the charge in driving rejuvenation and upgrade of the CBD area by developing a Master Plan that supports retail and commercial growth. The aim of the Master Plan is to improve the CBD, including the streetscape, signage, branding and essential infrastructure to make it a major retail and recreation destination for the Mid North region. Stage 1 of the Master Plan has been completed with a funding application currently outstanding for Stage 2.

The Port Pirie CBD Upgrade project is designed to revitalise the Port Pirie City Centre and its environs, including the improvement of the streetscape, the alteration of associated signage, improved branding and essential infrastructure.

The revitalisation of the CBD is seen as critical to increasing consumer spending in Port Pirie and attracting new businesses to the area. The anticipated outcomes from the project is an increase in vitality and viability of the CBD, the increase in retail activity and opportunities for new retail investment and the diversification of the local economy.

By improving the appearance and the environment of the CBD, it is envisaged that there would be an increased penetration into the Secondary Catchment and an increase in retail spend in the CBD. This spend increase would improve the attractiveness of Port Pirie for retail investment and increase the take up of existing, and provision of, new retail floor space.



**Aspire 2027** provides details of a number of Game Changing projects and key initiatives below to meet these objectives.

### **GAME CHANGERS**

- Implementation of Promotion Strategy changing the City's perception of itself building confidence for investment.
- Activation of foreshore prepare and implement a Master Plan on both sides of the River from Berth 3 to the Nyrstar Camp.
- Completion of the full CBD Master Plan.
- Implement a 'Renew Port Pirie' program.
- Attracting major retailers to Port Pirie.

### **KEY INITIATIVES**

### **Promoting the City**

- 1.1 Deliver a Port Pirie Awareness Campaign ("Come See Change") with the purpose of highlighting the activity, changing economic base and public face of Port Pirie.
- 1.2 Develop a local champions "Discover your own Backyard" program.
- 1.3 Expand the reach of Port Pirie's current campaign ("Come See Change") to change people's perceptions of the City beyond the region into Adelaide and interstate markets.
- 1.4 Undertake a community wide "Broken Windows" campaign to highlight addressing minor improvements in the City, undertaken by the public, Council and community organisations.
- 1.5 Promote Port Pirie through appropriate conference sponsorships, presentations and hosting conferences in Port Pirie.

### **Social Infrastructure**

- 1.6 Complete construction and activate the Port Pirie Regional Sports Precinct.
- 1.7 Roll-out, promote and value-add to the Port Pirie and Crystal Brook Wi-Fi Project.
- 1.8 Implement the Phoenix Park Wetlands Master Plan.
- 1.9 Prepare and implement an Arts and Cultural Strategy for the City.
- 1.10 Prepare and implement a Master Plan for Memorial Park.
- 1.11 Activate the foreshore by preparing and implementing a Master Plan on both sides of the River from Berth 3 to the Nyrstar Camp.

### **Revitalising our CBD**

- 1.12 Secure funding and commence Stage 2 of the Port Pirie CBD Upgrade (Florence Street between Mary-Elie and Norman Streets & between Alexander and David Streets, and Norman Street).
- 1.13 Build a strong retail sector that links Pirie Plaza, Wandearah Road and the CBD.
- 1.14 Encouraging private sector investment and reinvestment into upgrading and activating commercial space which will complement the investment being made by Council in the CBD Upgrade.
- 1.15 Implement a "Renew Port Pirie" project to create temporary locations for testing new business concepts; create points of interest along the main streets, e.g. artworks, markets, events, etc; activate vacant shops; and activate the CBD generally.
- 1.16 Attraction of major retailers to Port Pirie.
- 1.17 Commission the development of a Wayfinding Strategy that provides detailed requirements and guidelines for all forms of signage throughout the CBD including directional signs, wayfinding signage, tourist and / or information signage, historic building signs and interpretation, street name signs, marketing and events signs and advertising guidelines.

# ASPIRATION 2: PRODUCTIVE PORT PIRIE



### **ASPIRATION 2 - PRODUCTIVE PORT PIRIE**

Productivity will be improved

- Core utilities (gas, water and electricity) will be secure.
- Technology and innovation will be driving profitability.
- The Jobless Rate and Participation Rates will be in line with or better than the state average.

### **SUCCESS INDICATORS**

- Achieving reliable and affordable access to gas, potable water and electricity that is secure in terms of environmental sustainability, quantity of supply, cost of supply and security and efficiency of delivery.
- High speed internet and reliable mobile phone coverage is available in all areas of the region.
- Businesses utilise technology to increase productivity and profitability.
- Higher rates of education achieved across the community.
- The Jobless Rate and Participation Ratesare performing in line with or better than the South Australian state average.
- Higher levels of education achieved across the community.

If Port Pirie is to remain competitive in a global business environment, it must adapt to changing market conditions. This means businesses must ensure that they have highly skilled staff and that they explore ways in which they can integrate innovation and technology into their business. Advances in technology are transforming just about every part of our lives, from the way we work to the way we communicate and access services. Innovation is important to every sector of the economy – from ICT to healthcare, education to agriculture, and defence to transport.

Port Pirie boasts excellent secondary schools, both public and private, as well as having the services of TAFE available. We have however identified the need for the availability of university courses together with the opportunity to set up research facilities and capacity in Port Pirie. Through our involvement in the Upper Spencer Gulf Common Purpose Group we have prepared a business case of a Community Owned Tertiary Education & Research Centre (COTEC).

Essentially the COTEC provides a higher education demand aggregation, brokering and coordinating service across multiple institutions. Facilities are owned and operated within the community, rather than by any single educational institution, with local COTEC staff providing operational support such as student enrolment, logistics, pastoral care, tutorials and administration, along with partnership development.

The COTEC initiative aims to build the local technical and research capacity by bringing together and brokering the needs of existing and emerging industry with local business and community leaders and the most relevant and cost-effective vocational, higher education and research capability.

The main outcomes sought through the COTEC include:

- Stronger industry/community/provider partnerships.
- Expansion of higher education and research offerings delivered in the region.
- A more efficient use of resources and avoiding duplication of effort.
- Developing lasting research/technical capacity in the region.
- Establishment of a collaborative physical presence within a broader educational precinct.

We also see the benefit of bringing businesses together; to collaborate with eachother, to assist start-up businesses and to facilitate innovation in business and industry. One way of achieve this is to provide a business incubator, or a business hub. Successful examples of this type of facility can be found in the likes of the HUB Adelaide. This has an extremely diverse co-working community and brings a certain vibe to Peel Street. The office is designed to increase productivity and encourage collaboration, all within reach of the Adelaide CBD.

The facility caters for solo businesses to larger teams and has printing facilities, bike racks, shower facilities and a fully-equipped kitchen. The co-working space caters for many knowledge intensive industries such as design, marketing, engineering and project management in a supportive environment. HUB Adelaide accelerates innovation through collaboration with a wide variety of disciplines in an open environment. We see the benefit of setting up a similar facility in Port Pirie.

In addition, Port Pirie businesses will need access to vital modern economic infrastructure to enable them to be relevant in a changing world. These include accessing additional gas supply through duplication of the existing main to attract larger manufactures; expanding the utilisation of the port as well as providing reliable and affordable power and water to the City. All of these measures will improve productivity levels, improve our competitiveness on the world stage and allow Port Pirie to grow.

**Aspire 2027** provides details of a number of 'Game Changing' projects and key initiatives below to meet these objectives.

### **GAME CHANGERS**

- Connected City all homes and businesses connected and capable of using ICT Wi-Fi in the streets readily available.
- A metallurgy science hub offshoot of SA based courses that utilise Nyrstar and surrounding businesses for R&D and learning.
- Provide a Community Owned Tertiary Education & Research Centre (COTEC).
- Set up a Micro-Grid affordable and reliable alternative power source.
- Construct a Water Reuse system.
- Set up a Business incubator.
- The gas lateral from Whyte Yarcowie is duplicated.
- The Port Pirie Port Facilities are fully utilised and expanded.

### **KEY INITIATIVES**

### **Education**

- 2.1 Create Port Pirie as a regional off shoot for metallurgical education in South Australia.
- 2.2 Seek funding to allow the implementation of the Upper Spencer Gulf COTEC model to bring tertiary courses to the USG and Port Pirie.

### **Innovation and Technology**

- 2.3 Develop local capability in the use of emerging technologies.
- 2.4 Promote STEM (Science, Technology, Engineering & Mathematics) subjects to local students and link students to key local businesses in these fields, e.g. Nyrstar, SJ Cheesman.
- 2.5 Identify examples of industry best practice in the area of innovation, export and business success stories and develop case studies to promote these in Port Pirie and beyond.
- 2.6 Improve investor attraction competitiveness by engaging with major investors, business advisors, businesses and organisations to determine what would attract new businesses to come to Port Pirie.
- 2.7 Create an innovation framework for the City identifying key strategies Council will implement that drive innovation.
- 2.8 Create a business incubator to assist start-up businesses, facilitate collaboration and facilitate innovation within the business community.

### **Economic Infrastructure**

- 2.9 Explore further opportunities to achieve the duplication of the gas pipeline from Whyte Yarcowie to enable the attraction of energy intensive industry to Port Pirie.
- 2.10 Continue to investigate options to increase the utilisation of the Port Pirie harbour.
- 2.11 Assess the potential for a Micro-Grid integrated with Nyrstar that could lead to energy independence and more affordable energy for Port Pirie.
- 2.12 Undertake a transport study with a particular focus on rail and road interface within the CBD and Port Precinct.
- 2.13 Develop viable water reuse options to increase potable water for the City and for use on City assets such as the golf course and parks.
- 2.14 Look into opportunities for Port Pirie to be a renewable energy city with greater adoption of solar, batteries and energy efficiency resulting in a reduction to cost of living.
- 2.15 Implement Council's adopted Port Pirie Aerodrome Master Plan.
- 2.16 Improve telecommunications reduce mobile black spots and increase connections to the NBN.



# ASPIRATION 3: FLOURISHING COMMUNITY

### **ASPIRATION 3 - FLOURISHING COMMUNITY**



Community prosperity and quality of life will be greatly improved

- City pride increased facilities and services exceeding community expectations.
- Targeted Lead Abatement Program levels will be achieved.
- Port Pirie is renowned for being one of the most liveable cities in regional South Australia.

### **SUCCESS INDICATORS**

- More young people are staying in the region with increased employment, training and education opportunities.
- An improved lifestyle and job prospects attract former residents back to Port Pirie bringing new skills and expertise to the community.
- Port Pirie residents are proud to call Port Pirie home and contribute to the civic life of the City.
- Services for the aged are meeting community needs.
- Port Pirie has a healthy population that is supported by an enviable health service.
- Increased community engagement and involvement in community activities and events.
- Improved SEIFA score.
- Targeted Lead Abatement Program (TLAP) targets achieved.

Port Pirie Regional Council supports the community to be connected, linked, engaged and resilient. We strive to improve lifestyle and quality of life through the provision of quality services and facilities throughout the Council area.

Quality of life is improved through libraries, public open space and sporting facilities and programs. Council supports key community groups that strengthen the community and provide volunteer opportunities.

Although Port Pirie has the youngest average population in the region its population has been ageing over time. Council will continue to plan for an ageing local population while encouraging families with young children to make the Port Pirie region home.

Service planning will reflect Council's cultural diversity and the needs of our children, young people and families. Our objective is to establish the Port Pirie Council area as the region of choice for residents, based on our strong sense of community, healthy lifestyle, economic prosperity and job opportunities for all, quality services and strong identity. We also aim for a community that actively participates in community life, volunteers for and accesses community groups, activities and programs.

We believe that not only do we have an obligation to look after the most vulnerable members of our community but also that by doing so we will create economic, employment and community growth opportunities. For these reasons we intend to explore opportunities to be early adopters of the National Disability Insurance Scheme (NDIS) and ensure we have adequate facilities to cater for an ageing population. In addition we wish to improve the health of our community by meeting the Targeted Lead Abatement Program targets and improving the community's overall health index as we strongly believe that healthy communities are more productive communities.

**Aspire 2027** provides details of a number of 'Game Changing' projects and key initiatives below to meet these objectives.

### **GAME CHANGERS**

- Regional aged care centre / lifestyle village established.
- Achieve TLAP objectives.
- A successful Youth Employment Strategy.
- Early adoption of NDIS as a community and economic driver.

### **KEY INITIATIVES**

#### Health

- 3.1 Develop health services that support the status of Port Pirie as a health services hub in the Mid North.
- 3.2 Accelerate the work of the Targeted Lead Abatement Program (TLAP).
- 3.3 Explore opportunities that the NDIS roll out might provide to the region in both service delivery and employment outcomes.
- 3.4 Determine opportunities for growth in aged care services.
- 3.5 Derive an appropriate Healthy Cities program.

### Youth

- 3.6 Create opportunities for engagement of youth and long term unemployed via skills training and work placement in areas of current high employment.
- 3.7 Develop personal support programs; e.g. pre-employment education, practical programs for unemployed youth.
- 3.8 Develop a business case for a pilot program for presentation to Federal Government about how things can be done differently in Port Pirie changing the community / life changing convert current unproductive resource of unemployed people into a productive (and healthy) asset be bold.
- 3.9 Look at linking youth employment to the State Government's employment program.
- 3.10 Seek funding to allow the implementation of the Upper Spencer Gulf COTEC model to bring tertiary courses to the USG and Port Pirie.
- 3.11 Develop a youth hub provide a space where youth can go to access free Wi-Fi; seek advice in a non-threatening environment; access services, advice and assistance to make better healthier choices as well as create education and training options.
- 3.12 Prepare and implement a Youth Employment Strategy.



# ASPIRATION 4 - ECONOMIC PROSPERITY



### **ASPIRATION 4 - ECONOMIC PROSPERITY**

Economic prosperity will be strong

- Nyrstar's long term sustainability will be even further reinforced.
- New jobs and investment created in existing and new businesses.
- The CBD will be vibrant, meeting expectations as a major regional centre.

Economic diversification will be achieved

- No longer reliant on one employer.
- Job and investment opportunities will exist across a range of industries.

### **SUCCESS INDICATORS**

- Businesses previously reliant on Nyrstar have diversified their businesses and now provide new products and services that appeal to local, national and international markets.
- New value adding businesses have been attracted to Port Pirie or spun out of existing enterprise and provide a more diversified economic base for the City and the region.
- Nyrstar transformation is complete employment numbers are increasing; value added opportunities are being realised (by Nyrstar or other businesses); new markets are being developed; a long term future is assured.
- Growth opportunities in identified industries have created new investment and jobs.
- Reduced unemployment and increased employment participation.
- Vibrant CBD, fully occupied and thriving regional hub; reduced retail leakage; increased share of broader population retail spend; and Port Pirie is a '7 day a week town' (businesses open every day).

The Port Pirie region's economic base is founded on mineral resource processing, a vibrant agricultural sector and emerging tourism industries. The largest employment sectors being health care and social assistance, manufacturing and retail trade.

Key to the future of Port Pirie is its ability to diversify its economic base by building on its strengths. Capitalising on identified regional comparative advantages, a range of investment and jobs growth opportunities have been identified for the Port Pirie region. Significant public and private sector investment has already been made or is planned that provides confidence for existing businesses, external investors and members of the community.

Nyrstar has lead the way in this regard by investing \$AU660 million to transform its traditional lead smelting business into an advanced poly-metallic processing and recovery facility, capable of processing a wide range of high value, high margin raw materials. This provides access to a skilled work force, metal fabrication businesses and a large range of mining support services.

There are a number of other opportunities that will assist Port Pirie to diversify and grow its economic base. A range of industry sectors present growth opportunities for Port Pirie in the next five years. These include sectors such as tourism, agriculture, retail, mining and manufacturing. For each growth sector identified, *Aspire 2027* highlights existing growth projects, potential initiatives and key enablers required to support that growth.

Achieving economic transition across the identified sectors will be dependent on external factors (such as an upturn in the mining industries in surrounding regions) as well as localised factors such as community and business confidence. All levels of government and Port Pirie regional leadership organisations are working together to provide solid foundations that support achievement of economically diverse growth for Port Pirie.

**Aspire 2027** provides details of a number of 'Game Changing' projects and key initiatives below to meet these objectives.

### **GAME CHANGERS**

- A program which creates growing global businesses from local businesses.
- Port Pirie becoming the Australian centre for e-waste recycling.
- World-class cluster around metallurgy.
- Co-working space that provides entrepreneurs access to cheap start-up premises and a close network of support.
- Large-scale livestock processor attracted to Port Pirie.
- Port Pirie is the agricultural hub of Northern South Australia

### **KEY INITIATIVES**

#### Attract new investment to Port Pirie

- 4.1 Develop an investment attraction prospectus that highlights appropriately zoned land, available infrastructure information, funding sources, etc.
- 4.2 Partner with Government agencies to attract new businesses.
- 4.3 Actively seek business investment opportunities for Port Pirie.
- 4.4 Promote Port Pirie as 'open for business' and the place to be in business.

### **Tourism and Events**

- 4.5 Grow festivals and events to become the 'event capital of the Mid North'.
- 4.6 Promote Port Pirie as a central base for people holidaying in the Southern Flinders Ranges and attending events in the region.
- 4.7 Continue to improve the Port Pirie foreshore and attract a key entertainment/dining business to the foreshore.
- 4.8 Provide a greater offering of tourism activities and services, e.g. dining/restaurants, entertainment.
- 4.9 Continue to grow and diversify the amount of accommodation and improve the existing accommodation.
- 4.10 Develop and implement an Events Strategy.
- 4.11 Develop and implement a Tourism Strategy.
- 4.12 Undertake placemaking and planning to increase recreational access to, and use of, key water assets in the area.
- 4.13 Refurbish the Visitor Information Centre.
- 4.14 Activation of the Southern Flinders Ranges by fast tracking the current PIRSA and RDAYMN initiatives to activate, develop product and promote the Southern Flinders Ranges.

### **Agriculture**

- 4.15 Strengthen Crystal Brook as the Agricultural Centre for the Mid North.
- 4.16 Develop new agricultural products and services that capitalise on available infrastructure (utilities, freight networks), climate, existing industry knowledge, capacity and capability; and export support programs.
- 4.17 Develop value adding opportunities to improve profitability of existing agricultural businesses.
- 4.18 Assist with the development of the proposed northern SA multi-user store and breeder sheep saleyard facility (Crystal Brook).
- 4.19 Development of a multi-species abattoir.
- 4.20 Determine feasible and economically viable options for use of the water from each of the northern Reservoirs for high value agricultural production.
- 4.21 Develop a "Value-adding to Agriculture Investment Attraction Strategy" in conjunction with Council, RDAYMN, PIRSA and Investment Attraction SA to identify what makes Port Pirie attractive to value-adders and determine how to "pitch" the City to investors.
- 4.22 Work with key stakeholders and industry to determine current and emerging opportunities and enablers of growth.
- 4.23 Determine opportunities in intensive horticulture.

### **Mining and Manufacturing**

- 4.24 Capitalise on growth in the emerging mining sector in northern South Australia by exploring opportunities to support mining, minerals processing, mine site workforce and services, local value adding and intermodal transport and logistics.
- 4.25 Maximise use of Port Pirie as a port for export of ores and concentrates by mining companies
- 4.26 Create opportunities that will support and maximise value adding of raw materials.
- 4.27 Derive a strategy to enable Port Pirie to become the national processor of e-waste and the centre of a cluster of supply chain companies that support e-waste processing and value extraction.
- 4.28 Look for opportunities to value add to existing industries; e.g. mining and minerals processing.
- 4.29 Build capacity and capability of mining support services (professional and technical) to capitalise on current and future mining growth gearing up for growth work with large employers.

## Improve networks and develop meaningful collaboration

- 4.30 Highlight the benefits of collaboration to businesses as a means to win work, improve profitability and share ideas.
- 4.31 Development of cluster groups and networks to engage businesses in positive conversations about what is going well and opportunities for growth.
- 4.32 Work with the existing Industry Leaders Group and promote/support Port Pirie specific activities.

## Improve business capacity, capability and profitability

- 4.33 Encourage local procurement by implementing a 'Buy Local' program supported by community and business.
- 4.34 Work with businesses to determine opportunities and logistics around value adding opportunities including identification of potential products / services, identification of consumer markets, business planning, access to consumer markets etc.
- 4.35 Develop a list of opportunities with allocated resources that drive innovation (small, medium and large businesses) and seek support from the State and Federal Government's Innovation Agenda.
- 4.36 Connect existing Government resources/services to business.
- 4.37 Identify and promote the need for businesses to adopt technology into their businesses to be as productive and profitable as possible.
- 4.38 Work with State and Federal Government innovation programs and facilitate local businesses and organisations to access this training and funding.
- 4.39 Provide training to local businesses and organisations to have a more innovative or entrepreneurial mind set.

### Incubate new business

- 4.40 Create a learning and business hub, that provides co-working and co-learning space and access to high speed internet, shared equipment / resources / access to peer to peer mentoring and assistance.
- 4.41 Link businesses to existing State and Federal innovation programs to assist them in diversifying their businesses and creating new products and services.
- 4.42 Use vacant commercial space for business start-ups; e.g. retail, arts and culture activation.
- 4.43 Determine the opportunities to be involved in the increased Defence spending and activity in the region.





# APPFNDIX 1:

### REPORT CARD FROM PREVIOUS GROWTH PLAN

Our 2012 Growth Plan outlined a number of strategies, projects and activities that we intended to take to strengthen and grow the Port Pirie economy. This included a number of social infrastructure projects, an economic attraction strategy, as well as a number of infrastructure priorities. Included below is a report card and status report on the actions resulting from the 2012 Growth Plan.

The Report Card indicates that significant progress was made against most of the identified actions, a number are currently in progress, while a small number were deferred due to not being feasible in the current environment.

### **Social Infrastructure**

Project	Status	Further action / investment
Solomontown Boat Ramp: (dredging & duplication)	COMPLETED  • Boat ramp replaced & duplicated  • Yacht club pontoon replaced  • Dredging complete  • Toilet block installed  • CCTV upgraded  Plans and reports available at http://www.pirie.sa.gov.au/page.	Landscaping and carpark layout review to be undertaken in 2017
Entrances Improvements: (Increase Augusta Highway traffic awareness of Port Pirie as they approach entrances to the city).	COMPLETED  Entrance signs installed on highway  Information bays updated  Attraction signage installed on entrance roadways  Warnertown Road vegetation cleared  Refer:  http://www.pirie.sa.gov.au/page.	NIL
Water security: (Investigation of options for heavy water intense industries / Water reuse scheme with Nyrstar – construction of Reverse Osmosis Treatment Plant)	<ul> <li>IN PROGRESS</li> <li>Infrastructure installed</li> <li>Water quality issues have prevented system from working reliably</li> <li>MoU signed with SusTech for solar Desal of SA Water waste water</li> <li>Plans and reports available at <a href="http://www.pirie.sa.gov.au">http://www.pirie.sa.gov.au</a></li> </ul>	Continue to investigate options for delivery of increased quantity of potable water

# **Social Infrastructure**

Project	Status	Further action / investment
Regional Waste & Reuse Facility	New transfer station completed, and operating effectively to meet residents' needs.      Preliminary discussions with a number of council's held to potentially use facility	Continue to explore regional and other interest in the facility
Italian Boathouse / Maritime Museum	COMPLETED	NIL
Nyrstar Museum – conversion of Ellen St Library	Deferred pending completion of transformation	Reassess previous plans and timing
Sports Precinct	IN PROGRESS  • Funding secured  • Plans and stakeholder consultation completed  • This \$21m project is currently under construction Plans and reports available at http://www.pirie.sa.gov.au/	Prepare an events strategy to maximise opportunities from this infrastructure

# **Investment Attraction Strategy**

Project	Status	Further action / investment
Connor Holmes Retail Analysis and Employment Lands Studies	COMPLETED  Studies completed  Stage 1 CBD rejuvenation completed  CBD activation, public arts and marketing commenced  Refer:  http://www.pirie.sa.gov.au/	Continue with activation strategy Construction of Stage 2
Development Plan review	IN PROGRESS  • Statement of intent signed by Minister, public consultation completed, endorsed by Council, awaiting final Ministerial Approval	Public submission call soon to be undertaken
Value adding to copper concentrates (Develop a vision – longer term potential for production of iron ore pellets)	DEFERRED  A number of options have been explored informally but with no outcome achieved  Placed on hold during mining down turn	No further action at this stage – not currently feasible under current market conditions

# **Infrastructure Priorities**

Project	Status	Further action / investment
Improved Access to Port & Port Loading Facilities	<ul> <li>ONGOING</li> <li>Report prepared on expansion options for port, its capacity and opportunities</li> <li>Video fly-through commissioned of preferred port expansion option</li> <li>Promoted Port options at China Mining 2011</li> <li>Pitched expansion options to various mining companies and at industry conferences.</li> <li>Down Turn of mining sector has limited the uptake of the options provided.</li> <li>Plans and reports available at <a href="http://www.pirie.sa.gov.au/">http://www.pirie.sa.gov.au/</a></li> </ul>	Continue to explore and promote opportunities to improve utilisation of port
Airport Upgrades for Fly-In-Fly-Out from Port Pirie Airport	Airport upgrade options determined and costed     FIFO demand study prepared     Deemed not viable for further extension of runway for commercial use due to short distance from Adelaide, and most mines are still in exploratory stage     Aurecon Feasibility study undertaken <a href="http://www.pirie.sa.gov.au/">http://www.pirie.sa.gov.au/</a>	No further action at this stage. To be reassesses if economic conditions change
Natural Gas Pipeline Duplication	ONGOING  USG Gas expansion report prepared  Natural Gas expansion business case prepared  Discussions held with gas supplier and potential users.  Project requires an anchor customer to make expansion viable.  Plans and reports available at http://www.pirie.sa.gov.au/	Continue to explore potential anchor customer to make expansion viable
Mining school	<b>DEFERRED</b> Deferred as not feasible until market conditions have changed	Possible inclusion in COTEC model if business case stacks up

