Background

The Upper Spencer Gulf is a region in transition.

The broader area is blessed with some of the most significant mineral and renewable energy

SUMMARY OF REGIONAL INITIATIVES

RENEWABLE ENERGY

- 1. Secure deployment of commercial-scale renewable energy generation facilities in the Upper Spencer Gulf, with a focus on opportunities that include storage technologies.
- 2. Establish a research innovation hub in the Upper Spencer Gulf to trial and test new renewable energy and clean technologies in partnership with Government, industry and leading research institutions.
- 3. Establish to assist the manufacture and deployment of new, innovative and market-ready renewable energy and associated supply chain projects in the Upper Spencer Gulf.

AGRICULTURE AND ARID INNOVATION

- 4. Establish an
 - enterprises and initiatives to establish in the Upper Spencer Gulf.
- 5. Provide innovative and sustainable solutions to improve availability of water for USG city amenity, recreation and industry purposes and reduce discharge to the marine environment.
- 6. Review and improve aquaculture lease arrangements to encourage new, innovative, sustainable aquaculture development in the Upper Spencer Gulf.

DEFENCE

- 7. Provide support to maximise local USG businessengagement with Defence industries through procurement supply to the Cultana range expansion and Defence contracts at Technology Park and Edinburgh Defence Precinct.
- 8. Provide incentive funding and technical support for Upper Spencer Gulf based suppliers to upgrade their infrastructure and equipment to engage with Defence contracts.

NUCLEAR FUEL CYCLE

9. Establish state/national expertise based in the Upper Spencer Gulf to progress both community engagement and technical investigations into the future role of the USG and state in the nuclear fuel cycle

MINING AND MINERALS PROCESSING

- 10. Establish a Regional Mining Innovation hub in the Upper Spencer Gulf, focussed on Magnetite and Copper processing.
- 11. Establish , in partnership with Australian Industrial Transformation Institute.
- 12. Facilitate Stage 2 Port Pirie Nyrstar transformation project to process global e-waste, including regional value-adding and manufacturing opportunities.
- 13. Relocation of courses delivered at the TAFE Mining and Engineering Centre in Adelaide to the Upper Spencer Gulf, to enable local students to complete all programs and training in the region.

NATIONAL TRANSPORT AND LOGISTICS HUB

- 14. Provide infrastructure and incentive support to enable new goods and services to be supplied via rail and road through the existing ports of Whyalla and Port Pirie.
- 15. D train assembly and disassembly and encourage co-location of logistics providers.

EVENT, CULTURAL AND NATURE BASED TOURISM

16. U

functionality as key regional entertainment, conference and exhibition venues.

- 17. Establish a Centre for Aboriginal Art in Port Augusta.
- 18. Establish a fund for regional promotion to attract new conferences and even 0 G[)10r08884 72.984 Tm 0 g0 G004.9 72.984 Tn

- 19. Establish the Upper Spencer Gulf Marine Discovery Centre in Whyalla, incorporating a Cuttlefish and Dolphin Interpretive Centre.
- 20. Develop tourism accommodation and commercial visitor experiences/products across the three cities.

PUBLIC SECTOR SERVICES

- 21. Re
- 22. Relocation of Country Health SA administration to Whyalla.
- 23. Amend Government recruitment processes to allow the option of public sector positions to be located in the Upper Spencer Gulf.

HIGHER EDUCATION AND RESEARCH

24. Establishment and operation o Research

Higher Education and

- 25. 5 year trial of new, integrated VETfunding model for the USG, in collaboration with local Industry Leaders Groups.
- 26.

universities to provide new research into innovative technologies and

CITY LIVEABILITY AND VIBRANCY

27. Implement

ities.

- 28. Development of business incubator and co-working space across the three USG cities.
- 29. Regional positioning renewing and rebranding the image of the three cities and the region.

ENVIRONMENT AND NATURAL ASSETS

30. Develop an integrated marine management approach for the Upper Spencer Gulf through the Spencer Gulf Ecosystems Development Initiative (SGEDI), to optimize environmental, economic and social outcomes for all Gulf users.

REGIONAL GOVERNANCE AND RESPONSIVE GOVERNMENT

31. Establish and maintain a co-located policy and decision making personnel from all Government departments.

senior

32. Planning, Developmen

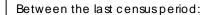
33. Apply a 20 percent weighting to all State Government tenders in the Upper Spencer Gulf, to improve access for local USG businesses and workers to State Government procurement opportunities.

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Each city has different and complementary economic specialisations, and each city has a good representation of most of the industries which have seen growth across the State over the 2008-13 period. Whyalla is strongest in mining and has close to average shares of jobs in most other industries. Port Augusta is strong in utilities and the public sector, with close to average share of jobs in most other industries, whilst Port Pirie is strong in utilities, manufacturing, health and retail, with above average share of jobs in these industries and below average share of jobs in other sectors.

On a cautionary note however, the three cities have only average capacity in fast growing industries, including education, health and telecommunications, suggesting economic performance over the next five years in these sectors will lag behind the rest of the state.

In addition, the three cities are all below average in the share of technical, scientific and professional and business services enterprises. Building local capacity in these areas is vital if the Upper Spencer Gulf is to see growth in a more diversified economy.



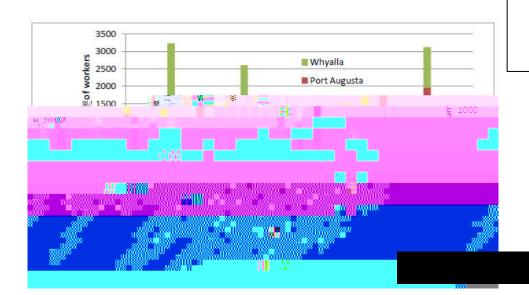


Table 1: Population, Workers and Business Snapshot - Upper Spencer Gulf Cities (source: Strategic Economic Solutions)

City	Populati on (LGA)	Share of State	Workers	Business Counts	Est GRP \$m	Share of State
Port Pirie	17,333	1.10%	6,622	773	701	0.90%
Port Augusta	13,985	0.90%	5,740	506	637	0.80%
Whyalla	22,000	1.4%	9,158	724	1,043	1.40%
Total	53,318	3.4%	21,520	2,003	2,381	3.1%

Our Vision for the Future le

region that is leading transformation to become more sustainable, innovative and

A cohesive and vibrant community A prosperous, diverse economy An attractive, quality lifestyle surrounded by stunning natural landscapes



RENEWABLE ENERGY

mestic energy mix is changing. Whilst fossil-fuel based resources have traditionally provided , the closure of the Alinta Energy coal-fired power station in Port Augusta and the growing interest in the region by renewable energy providers right across the Upper Spencer Gulf, is indicative of the energy transition underway, both domestically and globally.

Port Augusta, Port Pirie and Whyalla are ideally located in close proximity to some of the best and most diverse renewable and low carbon energy resources in the developed world. The region has exceptional endowments of wind energy, solar energy, wave energy, geothermal energy, biomass energy and high grade uranium oxide. Large natural gas resources to the north of the region are also favoured by the -carbon energy. Effective utilisation of these resources has potential to make the Upper Spencer Gulf a future source of low-cost energy relative to the rest of Australia and globally.

The power transmission infrastructure built around the generation of electricity at Port Augusta is a considerable asset that can greatly assist the early stages of the emergence of the region as a major source of renewable energy.

As the role of renewable energy expands in the world as a whole and the cost of renewable energy continues to fall, the advantages of the Upper Spencer Gulf and surrounding areas in a low-carbon economy may become a source of competitive advantage for the region, and enhance its prospects for accelerated economic development.

high energy use facilities makes the growth in low-carbon energy production for the Upper Spencer Gulf very real and very achievable.

Not only does the Upper Spencer Gulf provides an ideal location for commercial deployment of renewable energy generation facilities, it also offers considerable potential to research, trial and test new and emerging renewable energy technology.

Large Scale Renewable Projects

There are significant opportunities to support deployment of large scale renewable energy projects in the region. The Upper Spencer Gulf has abundant renewable energy resources in wind, solar, algae and geothermal, within a global trend of rapidly falling costs of renewables relative to other forms of energy.

The most immediate commercial-scale prospect for the Upper Spencer Gulf is through large scale solar photovoltaic or solar thermal energy, to supplement and help smooth the intermittency of existing wind generation . The immediate

market would be the established - but unquantified - demand within the Upper Spencer Gulf, along with the gap in the broader South Australian market arising from the closure of the Alinta coal-fired power station.

The potential for the Upper Spencer Gulf to supply renewable energy to meet the State Governments low carbon energy supplies and to support

are all timely and logical opportunities that would help

transform the Upper Spencer Gulf economy, create local jobs and ensure South Australia continues to strongly contribute towards global efforts in transitioning to a low carbon economy.

In the longer term, there is also potential for expanded export capacity through the interconnector into Victoria which, when completed, will allow about 650Mw of exports on a continuing basis.

There are also favourable opportunities for low-cost storage in the region, including pumped hydro storage at established dam sites and new opportunities involving high cliffs alongside the ocean. The falling costs of battery storage is expected to make local storage in households and businesses attractive as a supplement to storage on the grid, so long as distribution and retailing systems allow it to be developed efficiently.

Utilisation of the renewables capacity of the region will proceed more rapidly if there is more efficient provision of transmission, distribution and retailing services.

Test-bed for Renewable Technology

The Upper Spencer Gulf provides an ideal site to trial and test renewable energy and complementary technology research and innovation, development and commercialisation. It combines excellent renewable resources with proximity to specialist support to enable research institutions to test their technologies in live situations. This would significantly assist with understanding reliability and commercialisation opportunities and act to bring the technologies to market faster, bolstering the states

A partnership could be established with organisations such as Adelaide University, who are already actively investigating a range of new technologies in partnership with industry in the region. There are also a range of renewable energy innovators active in the region who could also be strategic partners for the deployment and commercialisation of emerging technology. Other potential partners could include the University of South Australia and other universities, South Australian Research and Development Institute and overseas research institutions.

This would provide an opportunity to further leverage funding available through sources including the Australian Research Council, Department of Industry and Innovation, along with the South Australian Government.

Preparing the Region to Capture the Opportunities

The current industry base in the Upper Spencer Gulf will benefit from renewables investment in the region if it has the skills and equipl6p162(A)47(u)-4(s)-11(t)6(r)-5(g09c)-5(h)-2(a)3(73(s)15(ie)-2(n)-2(t)6(j)37(i)-12(43(e)-2(j)-5(lW*n))

jobs, as well as creating opportunities for local product suppliers. Local businesses can be provided assistance to invest in solar, bioenergy and other cost effective small scale renewable energy generation, along with energy storage and energy efficiency as a means of reducing their operating costs and improving profitability and competitiveness.

Smilarly, local residents and communities can be supported to invest in solar, storage and energy efficiency, as a means of alleviating the impact of rising energy prices and also stimulating local jobs.

Priority Actions and Recommendations

Secure deployment of commercial-scale renewable energy generation facilities in the Upper Spencer Gulf, with a focus on opportunities that include storage technologies.

Establish a research innovation hub in the Upper Spencer Gulf to trial and test new renewable energy and clean technologies in partnership with Government, industry and leading research institutions.

Discussions are currently underway to form a local collaboration between the centre and the Australian Arid Lands Botanic Gardens in Port Augusta.

Opportunities for new aquaculture development and the role of the marine and terrestrial environments as potential carbon sinks in a future low carbon economy are also being investigated.

The Spencer Gulf Ecosystems Development Initiative (SGEDI) is a collaboration between Upper Spencer Gulf based industry, government and universities to identify potential issues and manage the marine environment of the gulf.

Established in 2012, the program is currently supported with nearly 2.5 million dollars of investment from industry, as well as through research efforts. Corporate investment includes BHP Billiton, Santos, Arrium, Alinta, Nyrstar, Centrex, Flinders Ports and the Fisheries Research and Development Corporation. Research partners include SARDI and Flinders University, with a lead role by Adelaide University.

Opportunities for Growth

The Upper Spencer Gulf already has a sound base of agricultural and horticultural operations and

There is scope for further growth in arid agriculture and innovative horticulture, based on the Sundrop model and considerable potential to build on existing agricultural and marine research9(c)-5(e)-2(r)8()-215(G)5(u)-4(lf)7(e)-2(r)8()-2

DEFENCE

The Upper Spencer Gulf has long played a part in supporting the Defence industry and has identified the

Defence Shipbuilding, Block Construction and Componentry

Upper Spencer Gulf has a strong history both supporting defence activities and in ship building and block construction.

Opportunities for the Upper Spencer Gulf to contribute towards construction of the Future Frigates, C1000 Next Generation Submarines and LAND400 Armoured vehicles,

ship building and Defence operations and assist in generating local employment and business opportunities.

The Australian Government commitment to a continuous shipbuilding program for major surface combatants and minor war vessels and to the construction of 12 new submarines, provides potential for a longer-term engagement and building of capability in the Region.

Whilst Whyalla based Ottoway Engineering is a key capability partner with the ASC Pty Ltd in the supply of various items for the Air Warfare Destroyers being built in South Australia, including assembled pipe spooling modules and pipework supports, most of the current Defence capability is based in Northern Adelaide.

Located at Osborne, Techport Australia is the confirmed build location for the Future Frigate fleet and the centre of Australian activity on the Future Submarine Program. It is also the base of Austr largest naval projects sustainment of the Collins class submarine fleet and construction of the Hobart class air warfare destroyers.

The South Australian Government has invested over \$300 million to develop this world-class maritime industrial precinct including common user shipbuilding infrastructure, a dedicated supplier precinct commercial campus and onsite training centre. The precinct is home to some maritime companies including anchor tenant ASC, Raytheon Australia, Babcock, Pacific Marine Defence and Ferrocut.

Technology Park

-end technology precinct with a strong focus on systems development and integration, information communication technology and advanced manufacturing and electronics. Home to over 85 companies ranging from global organisations, such Lockheed Martin Australia and Saab Systems, to established SMEs and one-person start-ups, Technology Park Adelaide has a critical mass of technology expertise. The State Government has established a Secure Electronic Common User Facility in the precinct to support engineering and research activities, including modelling and simulation of complex networks. Anchor tenant the Defence Systems Innovation Centre is a hub for industry, research agencies and universities working on defence systems solutions.

The Edinburgh Defence Precinct is also a key national defence research, manufacturing and sustainment hub housing RAAF Base Edinburgh, the Defence Science and Technology Organisation and major defence companies including BAE Systems Australia, Lockheed Martin Australia and Australian Aerospace.

Fostering stronger links between Upper Spencer Gulf enterprises

Australia, Technology Park and Edinburgh Defence Precinct is a logical step to leverage the formative Defence capabilities in the region and particularly, in close proximity to Cultana.

Priority Actions and Recommendations

Provide expertise and support to maximise local USG business engagement with Defence industries through procurement supply to the Cultana range expansion and Defence contracts at Northern Australia, Technology Park and Edinburgh Defence Precinct.

Provide incentive funding and technical support for Upper Spencer Gulf based suppliers to upgrade their infrastructure and equipment to engage with Defence contracts.

Key Agencies

Defence SA; Office of Industry Participation; Department of Defence; Defence Teaming Centre; Industry Capability Network

MINING SERVICES AND MINERALS PROCESSING

Metal mining and processing drove the establishment of the Upper Spencer Gulf, with a key driver for Iron Knob ore deposits near Whyalla in 1899 being the ability to use the ore for the main destination for lead ore from Broken Hill. In 1915 the ore from Iron Knob was also sent by ship from Whyalla for use in the new Newcastle steelworks.

The creation of the ironworks in Whyalla and the boom in production through the 1930s and 1940s coincided with the emergence of Port Augusta as the focus of the east-west rail link and rails from Whyalla were used to carry coal from Leigh Creek for the Port Augusta power stations which also supplied Port Pirie.

The first load of ore was received at Port Pirie from Broken Hill in 1885, with the first metal smelting and refining operations commencing in 1889. The operation has continued for 125 years incorporating a lead smelter and refinery, a precious metals refinery, a copper plant and a zinc plant, producing commodity grade lead, zinc, silver, copper cathode, gold and sulphuric acid.

The site has an adjacent dedicated port facility where concentrates are received, with final products dispatched by road and rail.

The smelter site is currently being reinvented as an advanced polymetallic processing and recovery facility by current owner, Nyrstar. The \$514 million project is due to be completed by the end of 2016. A key contributor to the initiative has been a \$291 million financial underwriting of the transformation project by the South Australian Government.

This iconic project marks a new era not only for Port Pirie, but for the whole region. Stage One of the project will allow the plant to process a wide range of high value, high margin raw materials, whist Stage Two will incorporate e-waste processing into the operation, to realise the full value of recoverable metals. This could result in site becoming a global centre for e-waste recovery and related industries.

Extraction and re-processing of precious metals from e-waste at the site also offers the potential for long

potentially Defence technology componentry.

The smelter is not the only connection to the mining and processing sector. In previous years Port Pirie has also housed a former uranium and rare earth treatment plant, operated by the State Government from 1954 to 1962 for the recovery of uranium and rare earths. Following the closure of the plant in 1962, a number of smaller companies have used the property for various operations including the further pursuit of rare earth elements.

Now owned by Arrium the BHP integrated steelworks in Whyalla was opened in 1965, following earlier construction of the harbour and blast furnace in 1939 and the adjacent construction of shipyards to build navy patrol ships and then following the war, commercial vessels.

Today, the -making capacity of approximately 2.5 million tonnesper annum. The operation includes structural rolling mills, rail products facilities, slabs & billets and steelmaking by-products.

Due to the ship- Whyalla shipyards closed down in 1978, at the same time as a worldwide downturn in the steel industry.

Unfortunately global influences including an oversupply of steel and low commodity prices, are again plaguing the steel industry, with Arrium One Steel entering into voluntary administration on 7 April 2016.

Since 2007 Arrium has also mined and exported hematite iron ore. This followed the commercialisation of reserves under Project Magnet and the mining of replacement magnetite iron ore to supply the steelworks.

Expand as more is known from Steel Taskforce

has also been a considerable blow to the local economy and community. Coal mining began in 1943, with the South Australian Government commissioning the Playford Power Station in 1954 and the larger Northern Power Station in 1985. Following privatisation of ETSA in 1999, the power stations became affiliated with Alinta Energy in 2007.

Despite the significant upheavals in many local mining and processing operations in the Upper Spencer Gulf, the broader region continues to offer opportunities for the cities to support mining and minerals processing.

The Upper Spencer Gulf is ideally located to provide services to most prospective mining projects, with the projecte

NUCLEAR SERVICES INDUSTRY

Low I Intermediate National Nuclear Waste Facility

Australia uses nuclear technology for a range of crucial applications in research, medicine and industry. As a result, Australia has built up an inventory of low and intermediate-level waste stored at over 100 different sites across Australia

The Australian Government is currently seeking an appropriate site to locate a national radioactive waste management facility as most cost effective option for long-term waste disposal and storage.

It will take several years to identify a preferred site and then design and build the facility, with four key phases to the project:

Phase 1: Nominations, Site Assessment and Shortlist Identn634.66 Tm0 g0 GW*nBT/F5te and the

This may include construction of more overtaking lanes in the short-medium term through to full duplication of the national highway from Pt Wakefield to Pt Augusta in the long term.

An identified weakness in the national road system currently exists with the single lane crossing over the Joy Baluch AM bridge through Port Augusta. For over-dimension vehicles, or during times when bridge access is closed or restricted the only alternative access is an unsealed, dry-weather only route via South Australian Government has determined there is no economic cost benefit to justify either bridge duplication or an upgra

need to be resolved if the region is to take full advantage of its potential as an intermodal hub.

In the immediate term, \$4 million was committed in mid 2015 by the Federal Government towards construction of overtaking lanes between Whyalla and Port Augusta. This project will be delivered with supporting state co-contribution towards implementation.

of

Adelaide are also being considered by the region, noting that any construction of new or upgraded rail projects would also

EVENT, NATURE BASED AND CULTURAL TOURISM

The Upper Spencer Gulf is the largest population base outside of Adelaide and is ideally placed to grow its

and conferences.

The region has previously delivered a number of annual and one-off state, national and international events, including the annual Nyrstar International Tennis Championships, 2012 International Rural Research conference, the annual Global Maintenance Industry Cluster conference, South Australian Masters Games (2005-

cultural events.

The recently completed \$22 million Port Augusta Central Oval and \$15 million Port Pirie Sporting Precinct set to open in 2017 will provide leading sporting infrastructure to host regional, state and national sporting events. Whyalla is currently investigating options for consolidation of several sport and recreation facilities including the Jubilee Park Multi-purpose Facility, Bennett Oval Multi Sports Precinct and Whyalla Indoor Leisure Centre Improvement. These initiatives will consolidate and upgrade a number of dated facilities to current standards to allow for hosting state and national events.

The region will host the National Rangelands conference in 2017 and is currently shortlisted to host the

To help fully realise the potential of the Upper Spencer Gulf to attract more national and international conferences and events, further facility upgrades and resourcing capacity will be required. Whilst there

The Centre will complement current development of a Whyalla Northern Coastline (Point Lowly/Fitzerald Bay) masterplan, by Whyalla Council, in partnership with the RDAWEP, including attraction of operators to develop tourism accommodation and activities at the Point Lowly precinct, building on the existing assets of the Lighthouse Cottages, the state heritage listed Lighthouse and popular camping areas.

Both Whyalla and Port Augusta airports have regular daily connections to Adelaide open to chartered rban centres and beyond. This gives the USG an edge over other regional SA centres for tourist attraction

Port of

Whyalla presents unique opportunities in the expanding cruising market by attract visiting cruise ships to the Upper Spencer Gulf. Berthing at Whyalla provides day trip opportunities to Whyalla, Port Augusta,

relayed back to Adelaide-

ENABLING AND SUPPORTING INITIATIVES

HIGHER EDUCATION AND RESEARCH

Whilst the Upper Spencer Gulf has many opportunities to diversify and grow its economy, several reports identify a lack of relevant skills particularly scientific, professional and technical capability as a key barrier.

In 2012 the South Australian Centre for Economic Studies highlighted education as the future foundation of economic and community growth, innovation and entrepreneurship in the Upper Spencer Gulf. This report identified a clear need to improve skills capacity in the region in order to realise a strong and prosperous economy. This finding was further highlighted in the SA Government report commissioned by PIRSA in assessing the feasibility of developing a heavy industry hub in the Upper Spencer Gulf and again in 2014 with a report by Strategic Economic Solutions specifically warning the lack of scientific and technical capability in the region is a key barrier to future growth and economic diversification.

At present, the technical, education and research needs of both established and emerging mineral resources, processing, renewable energy and clean technology and manufacturing businesses based in the Upper Spencer Gulf are largely sourced externally to the region, in an ad hoc manner and with very little, if any, local or lasting capacity generated.

The region is significantly lagging behind the state average in levels of higher education, with only 11.3% of the Upper Spencer Gulf population holding above a certificate level qualification, compared to the South Australian total of 23.3%

Combined with the lack of skills and technical capability to support emerging industries, unemployment rates in the Upper Spencer Gulf remain above state and national averages, with the rate of youth unemployment nearly double these figures.

It is also recognised that whilst many country students prefer and will continue to move to the city for their tertiary studies, the economic and social cost of relocating and supporting country students remains a considerable barrier for many.

Establishing a tertiary hub in the Upper Spencer Gulf will open opportunities for students who cannot afford to move to Adelaide, and aims to work with institutions to support flexible delivery options for students who may require additional support in the first year of tertiary study, prior to city relocation.

A key feature of the USG approach will also be to provide local knowledge and support to maximise the potential for research and industry synergies in the region, access to local demonstration, grant writing and project administration support, pilot sites and a more locally connected and efficient use of research funding and expertise.

There is already strong interest by universities and industry to establish the Upper Spencer Gulf as a research hub to trial and test new renewable energy technology, establish a Copper and Magnetite Centre of Excellence and

Agriculture and expand the Spencer Gulf Ecosystem and Development Initiative (SGEDI) to also support integrated marine management and marine eco-tourism research.

These examples build on existing and emerging industry innovation, including the redevelopment of -metals recovery and e-waste processing facility,

expansion of Sundrop Farms
initiative and
-standing operati
food and pharmaceutical grade beta carotene.

The new USG approach would also incorporate opportunity to implement a new locally driven VET delivery model in collaboration with Local Industry Leaders Groups. Opportunities exist for trialing this new approach as a pilot for delivering the range of training, employment and skills initiatives under WorkReady.

Testing a new approach through a regional pilot would support the call from local Industry Leaders Groups in the USG to provide funding certainty and local flexibility to support industry priorities to attract and retain a quality workforce.

Furthermore, the growing focus on science, technology, engineering and mathematics at secondary school level and the pro-active approach by schools, training providers and industry in the region to take

and more direct education-training-employment outcomes, also provides a solid base for delivery of a new higher education and training model and ensures the links between secondary schooling through to higher education continues to be fostered in the Upper Spencer Gulf.

With the sustained high level of youth unemployment in the Upper Spencer Gulf, particularly Port Pirie; the need for reskilling workers from Alinta in Pt Augusta and Arrium in Whyalla; and the need to build local capability, skills and innovation to service growth industries into the future, it is appropriate that a fundamentally different, locally driven approach to skills and training funding for the USG is adopted.

CITY LIVEABILITY

For decades the three Upper Spencer Gulf cities have been plagued by negative publicity and perceptions

Quite clearly this has hampered the regions ability to attract new residents and workers.

The Nyrstar transformation project, transition from coal-fired to renewable energy and expansion of Sundrop farms now provides a very different backdrop for the three cities to improve external perceptions.

Alongside this industry transformation, a key focus for local government and regional development leaders in Pt Pirie, Pt Augusta and Whyalla is to improve the physical and aesthetic appearance of the cities.

Improving the liveability and vibrancy of these centresisaimed at triggering more interest and investment by business and new residents.

All three cities have already invested heavily in initiatives including foreshore redevelopments, rejuvenation of sporting and library facilities, park, garden and street scape upgrades, bike and walking tracks, water reuse schemes and community events that foster civic pride and vibrancy.

Creating attractive, welcoming city entrances also continue to be a strong focus by the three cities in their quest to overcome decades of negative perception and industrial pollution.

For the three cities a key part of the transformation effort has been opening up and refocusing the town centres to take advantage of the water and stunning landscape views. Like so many industrial centres, sea and water access was primarily considered in the context of moving industrial goods rather than for the aesthetic and wellbeing value they can also provide to the community. Redesigning planning and development of the cities to take advantage of this natural feature marks a significant change in thinking and positioning.

The region also has the advantage of access to the NBN, with Port Augusta one of the first regional cities National Broadband Network (NBN).

Priority Actions and Recommendations

creative enterprise.

Development of business incubator and co-working space across the three USG cities.

Regional positioning renewing and rebranding the image of the three cities and the region.

Key Agencies Renew Adelaide

NATURAL ASSETS AND LANDSCAPES

Key to the liveability of the Upper Spencer Gulf is the long term sustainability of the natural environment surrounding the three cities.

The stunning natural landscapes of the Flinders Ranges and the coast and marine environment of the Upper Spencer Gulf are defining characteristics that underpin the sense of place valued so highly by residents and visitors.

Ecological and aesthetic protection of these landscapes will require a strong, ongoing investment into landuse and development planning, environmental restoration and monitoring.

ngesNational

Tourism Iconsproject will be important to help safeguard these environmental assets.

Inappropriate development and climate change are key threats to these environmental values and to the broader liveability of the cities.

For example, aside from being the main economic development zone in South Australia, the Spencer Gulf itself is a rare inverse estuary that provides a nursery for many fish and marine species and is an area featuring rare and unique biodiversity of national significance.

The Commonwealth Government funded Regional Biodiversity Management Plan for the Upper Spencer Gulf identified key issues and considerations to improve future management in relation to species distribution, abundance and condition, connectivity, sea level rise modelling, regional and local government planning.

The Spencer Gulf Ecosystem Development Initiative (SGEDI) brings together key research providers (University of Adelaide, SARDI Aquatic Sciences and Flinders University) and investors from a range of industries (fishing, aquaculture, mining, manufacturing, ports) with interests in Spencer Gulf.

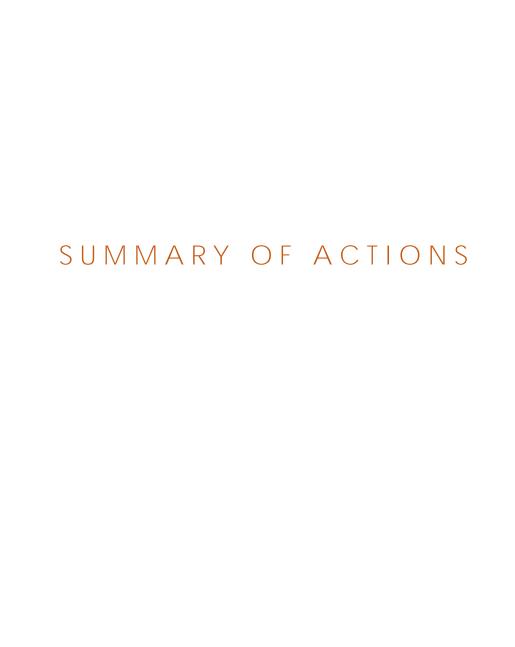
The initiative takes an integrated approach to marine management in the region and seeks to drive sound outcomes for all Gulf users and the environment.

A recent cost-benefit analysis estimated the Gulf provides over \$136 million in economic benefit to commercial and recreational pursuits in this important marine environment.

REGIONAL GOVERNANCE AND RESPONSIVE GOVERNMENT

To be successful	, sustainable and	cost-effective, the	economic transition	of the U	Jpper Spencer Gulfwi	Ш
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Having a statutory regional authority that focuses on the long term vision for the three cities, sets out a strategic approach to land use, transport, infrastructure and the public realm, integrates economic, environmental and community priorities - and which has a legislative basis - would complement the work of the Common Purpose Group and provide efficiencies for Government in supporting the future growth and sustainability of the Upper Spencer Gulf



SUMMARY OF IDENTIFIED REGIONAL INITIATIVES

Proj	ect Initiatives
Ren	newable Energy
1.	Port Augusta Solar Thermal Solar Reserve
2.	Port Augusta Energy Park DP Energy
3.	Port Augusta 100mw Solar Axis Tracking PV Reach Solar
4.	Whyalla 200mw Solar PV Farm - Adani
5.	Whyalla 6mw Solar PV Sustainable Power Partners
6.	Whyalla 10mw Solar PV Urth Energy
7.	Whyalla Solar/Biowaste Facility Zen Energy
8.	USG Modular Concentrated Solar Thermal
9.	Solar PV cell manufacture Tindo IXL
10.	
11.	Renewable Energy Research Innovation Hub
12.	Renewable Energy and Clean Technology opportunities for Port Augusta and the Far North Region
13.	Renewable Energy - Battery Assembly/Manufacturing Plant Port Augusta
14.	Metropower Energy Demand Analytics
15.	USG Clean Energy Incentive Program
16.	Implement the
	action 8.3
Agr	iculture and Arid Innovation
17.	
18.	
19.	Water Treatment and Reuse Whyalla, Pt Augusta, Pt Pirie
20.	Review & improve aquaculture lease arrangements
	ence
	USG Defence Procurement Working Group
22.	
	Infrastructure and Equipment Upgrade to Engage with Defence Contracts
24.	Centre for Defence Industry Capability
25.	Mining Services and Minerals Processing
26.	magnetic and depper demand of English
27.	Steel Industry Transformation Institute
28.	Facilitate Stage 2 Pt Pirie Nyrstar transformation project

28. Facilitate Stage 2 Pt Pirie Nyrstar transformation project
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