

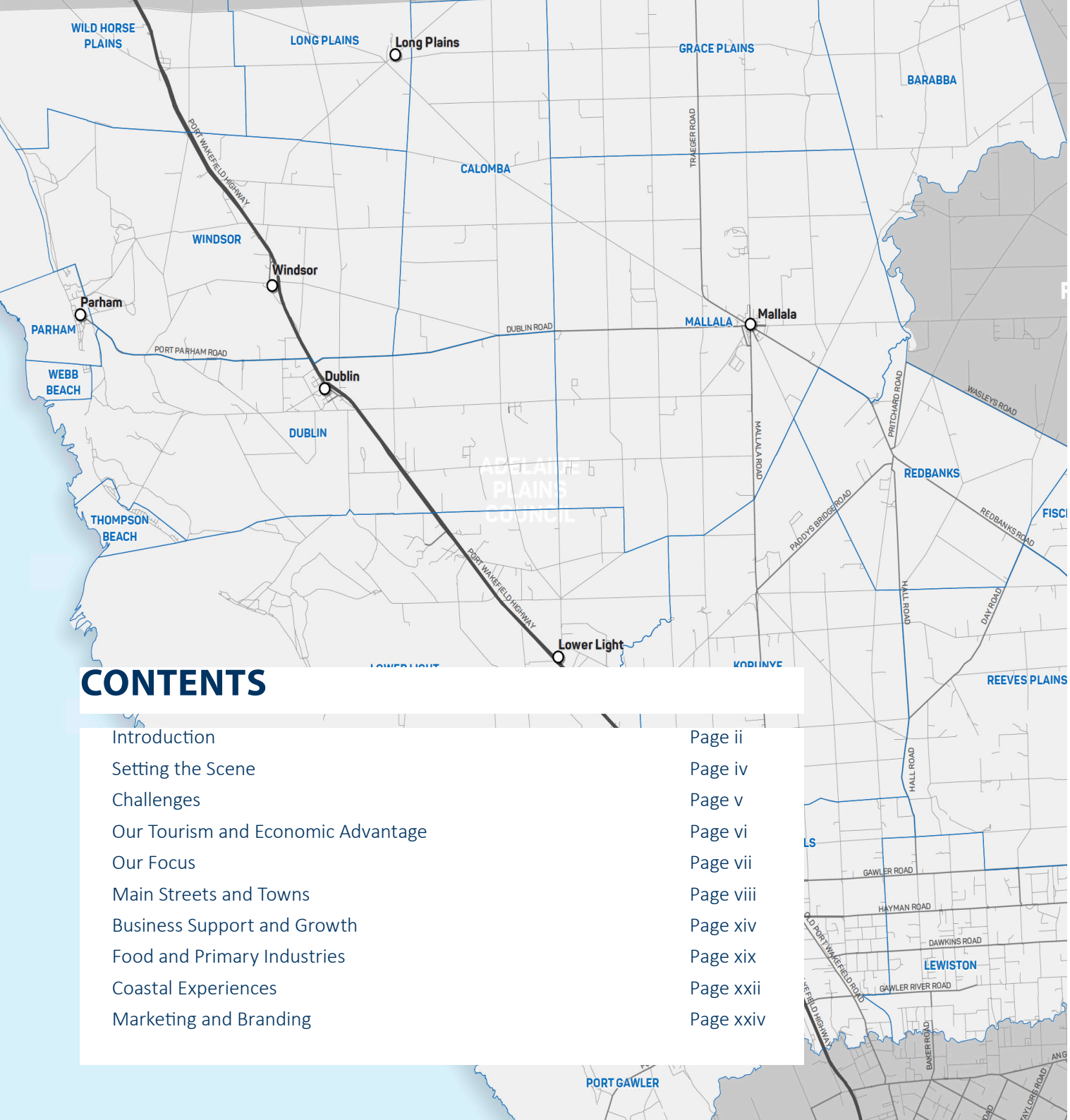


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Xavier College

ADELAIDE PLAINS COUNCIL
TOURISM AND ECONOMIC DEVELOPMENT STRATEGY
2022-2025



INTRODUCTION

This integrated Tourism and Economic Development Strategy is widely recognised as a priority for a growing Adelaide Plains economy and community sited at the fringe of metropolitan Adelaide in the company of key coastal and regional partners.

It is guided by five themes:

- 1 Town Centres and Main Streets
- 2 Business Support and Growth
- 3 Food and Primary Industries
- 4 Coastal Experiences
- 5 Marketing and Branding.

The role of the Tourism and Economic Development Strategy is to assist the Adelaide Plains Council to:

- Develop and sustain its emerging economy
- Identify tourism and market investment initiatives
- Increase visitor numbers, spending and overnight stays
- Facilitate economic development opportunities for the district
- Create a supportive environment for small business
- Maintain business competitiveness and increase business profitability
- Identify areas for future economic exploration and development
- Deliver proactive marketing strategies
- Identify practical outcomes that support investment attraction.

It follows the development of a comprehensive Issues and Opportunities paper and initial consultation with key stakeholders.

The Strategy is a key example of how Council is delivering on its Strategic Plan 2020-2024.

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ENVIABLE LIFESTYLE



Strategic Response

Arrest the departure of younger population through affordable housing, access to diverse employment opportunities, regional university pathways and retail/recreation. Support retention of older community members through compact living with ease of access to improved retail and services in townships. Add to the vibrancy of towns through events, volunteering opportunities and community initiative funds or service support.

EMERGING ECONOMY



Strategic Response

Facilitate growth of the business sector through strategic advocacy, partnerships and service improvements that generate local procurement and employment opportunities, provide certainty for investment and enhance the appeal and visitor experience delivered by Council's key tourism strengths and opportunities.

REMARKABLE LANDSCAPES



Strategic Response

Advocate for Government investment in the Gawler River Catchment, liaise with and support agencies responsible for adverse event mitigation and response, maintain a mix of waste management services and increase community education and lever volunteering opportunities and multiple State agency agendas to target the enhancement of coastal visitor experiences.

PROACTIVE LEADERSHIP



Strategic Response

Proactive engagement in new and existing regional partnerships, pursuit of funding and exploration of new revenue opportunities will create value for the region and rate payers. Early engagement in reform will support opportunities for continuous improvement. Setting a strategic financial agenda with regard to sustainability ratios will open up investment opportunities for the delivery of Council's strategic plan, and a continued emphasis on engagement and consultation will raise awareness, understanding and participation by an increasingly active community regarding Council's intent and progress.

TOURISM AND ECONOMIC THEMES



Town Centres and Main Streets

Build on our rich living history, recreational spaces, key heritage landscapes and built form features that give our towns character, amenity and function.

Business Support and Growth

Realise latent investment, housing, population, education and retail growth potential that will increase local spending and employment, diversify the district's demography and increase the sense of community and place.

Food and Primary Industries

Take our place at the heart of the Northern Adelaide Plains Food Bowl which supplies local, national and international markets and leading advancements in high-tech agriculture, sets standards for highly efficient practices, develops value adding products from existing commodities and creates new resources from industry waste and bi-products.

Coastal Experiences

Promote our accessible fishing and crabbing day-trip locations, habitat for international migratory birds, nurseries for commercial fisheries and close-up nature tourism experiences.

Marketing and Branding

Reach our potential, and draw out key stakeholders, partners, leaders and champions for the district's future.

SETTING THE SCENE

The Adelaide Plains' coast, townships, businesses, producers and communities are set to experience unprecedented growth and change over the coming decade - the population is growing at a faster average annual rate than Greater Adelaide.

Adelaide Plains is in a period of rapid growth which is projected to continue. Over the next 20 years up to 300 people could be added to the population every year. Our education sector is growing too, with a new reception to year 12 school at Two Wells opened in 2021. The opportunities for local business' is clear – residential growth will increase spending and support more commercial, retail, and employment floor space. This will add to the vibrancy of our townships and start us on a journey of buying locally. Over-time we can expect to see more choice in our local housing and jobs, and investment in health and medical services.



Townships

Our main townships at Two Wells, Mallala and Dublin have a distinct country character catering to the local community with living, business, leisure, education and community facilities. With ease of access to jobs in Greater Adelaide our main townships also serve as commuter locations. Proximity to northern outer metropolitan Adelaide is transforming Two Wells into an urban township with the advantages of a lifestyle location.

Coastal Environs

Our coastal settlements at Parham, Thompson Beach, Webb Beach and Middle Beach are a focus for recreation and leisure. Our samphire coasts are areas of national and international importance and support migratory shorebirds and waders. Opening our coastal environments for tourism experiences is a focus of the strategy.

Productive Lands

The fertile flood plains of the Gawler River and Light River and protection of productive lands for agriculture and horticulture is an important feature of our future economy.

We will focus on growing our sustainable visitor experiences through food value adding industries and complementary sectors.

Infrastructure

Our district is well positioned to support growth with coordinated delivery of infrastructure.

Transport

The Northern Connector is a vital freight and commuter link between the Northern Expressway, South Road Superway and Port River Expressway, and is underpinning Two Wells as a location of choice for families seeking lifestyle living near Adelaide. Future integrated transport services connecting with Ports in Adelaide and interstate is a priority for the district.

Northern Adelaide Irrigation Scheme (NAIS)

The Northern Adelaide Irrigation Scheme is helping to secure large volumes of secure, recycled water for the region. The identification of cost modeling, consumption commitments and investment expectations of end consumers is a priority for the district.

Adelaide International Bird Sanctuary (AIBS)

The Adelaide International Bird Sanctuary (AIBS) National Park encompasses over 60 kilometres of coastline north of Adelaide, adjacent to Gulf St Vincent, Gulf St Vincent Marine Park and Adelaide Dolphin Sanctuary. Developing the Northern Gateway at Thompson Beach is a priority for the district.

Northern Adelaide Plains Food Bowl

Our growing horticultural region comprises over 1,000 hectares of primary production land co-located with value adding industries and ease of access to local and global markets and is represented by the Northern Adelaide Plains Food Cluster. Planning policy supports intensive horticultural production and provides the precondition for future development in Adelaide Plains in areas close to Gawler River and served by the Northern Adelaide Irrigation Scheme.

Flood Infrastructure

The Gawler River Flood Management Authority is working to protect the region's residential, rural, horticultural and primary production lands from the risk of flood. A meaningful business case for external investment in a preferred flooding solution to protect residential and economic investment is a priority for the district.

Wastewater

Adelaide Plains Council operate a Community Wastewater Management Scheme (CWMS) at Mallala for removal of domestic wastewater. With significant residential growth underway in Two Wells, investigations into the feasibility of a CWMS system for the Two Wells township is a priority for the district.

CHALLENGES

Both businesses and communities are challenged by the proximity of Adelaide Plains to metropolitan Adelaide, contributing to a 'commuter' community and a price and service sensitive local market.

From an economic perspective, the Council has steadily increased its economic output, primarily the result of the agricultural sector.

Primary Industries

A competitive market environment is placing downward pressure on prices and an operating context is placing upward pressure on production costs. Universal improvements to the capacity of farmers to efficiently deliver prime produce is undermined by a prevailing 'cash economy'. The pipeline of climate independent water is yet to be optimised due to a breakdown in the cost modelling and investment expectations of end consumers.

Local Services

Opportunities to grow a 'commuter' community could limit the local spending benefits of population growth that would otherwise underpin business, services and employment growth. Housing and accommodation needs of an ageing population may not be met due to a lack of associated health and medical services in the district.

Local Business

Businesses have a local catchment, access to the Greater Adelaide and regional trade suppliers and markets, and trade and service opportunities aligned to residential and economic growth. However, there is limited local procurement from public or private investment. Proximity to Adelaide also brings proximity to cost competition which influences a more price sensitive local customer base.

Township Activation

Commercial and retail floorspace is comparatively low and the level of activated or fully utilised floorspace is even lower. Economic activation will rely on a coordinated approach to policy, investment programs and services that build the capacity and create opportunity for business strength and diversity. The introduction of a new school could create a community 'anchor' that, along with population growth, could drive demand for retail floorspace. Providing facilities that are accessible to all, including disability access, will increase the activation and inclusiveness of townships.

Currently tourism is under-developed. The visitor economy is not a key component of the overall economy, there are no well-known attractions and limited accommodation options. Overnight visitation is low, with many passing through or using the area as a day visit only.

Visitor Economy

There are very few accommodation or commercial experiences on offer. There are some free and independent activities (but these are not currently well distinguished from those available in competitor destinations), and substantial sport and recreation facilities (but these are not necessarily well linked into the tourism sector). The district lacks visitor experiences with wide market appeal and has very little online or up-to-date information to help a potential visitor understand what there is to see and do in the area. The area is known for its horticulture and food production as well as fishing but does not have well developed tourism attractions or outlets framed around these sectors.

Awareness and Marketing

There are no strong commercial tourism businesses driving awareness and marketing of the area, nor a strong destination brand or unique selling points. Visitor appeal across the market is low, except for enthusiasts, often repeat, coming for known product and experiences.

Overnight Stays

The proximity to Adelaide, only 50 minutes from the CBD, brings enormous potential for growth but also a challenge to manage growth in a sustainable manner, protecting the rural character of the district, and growing yield and overnight stays rather than simply day visits.



OUR TOURISM AND ECONOMIC ADVANTAGE

Adelaide Plains is central to the surrounding region, offers ease of access to the coast, the Barossa, Yorke Peninsula and Adelaide CBD, is the centre of residential growth, has a growing education offer and tertiary pathways, hosts advanced agriculture and progressive primary industries and has an abundance of available employment land.

These geographic and socio-economic synergies are our district's tourism and economic advantage.

From the low lying natural and semi-natural coastal wetlands adjacent Gulf St Vincent to the flood plains and gently rolling slopes in the east.

The Adelaide Plains district's advantages include iconic coastal and estuarine environments at the gateway to the Yorke Peninsula, open space and rural lifestyles with direct market and employment access to Greater Adelaide and the CBD, and produce based relationships with one of the State's most iconic food and wine tourism destinations, the Barossa.

It is these advantages that the Adelaide Plains Council is working to lever through this Tourism and Economic Development Strategy.

Town Centres and Main Streets

To build on our rich living history, recreational spaces, key heritage landscapes and built form features that give our towns character, amenity and function.

Business Support and Growth

To realise latent investment, housing, population, education and retail growth potential that will increase local spending and employment, diversify the district's demography and increase the sense of community and place.

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To take our place at the heart of the Northern Adelaide Plains Food Bowl which supplies local, national and international markets and leading advancements in high-tech agriculture, sets standards for highly efficient practices, develops value adding products from existing commodities and creates new resources from industry waste and bi-products.

Coastal Experiences

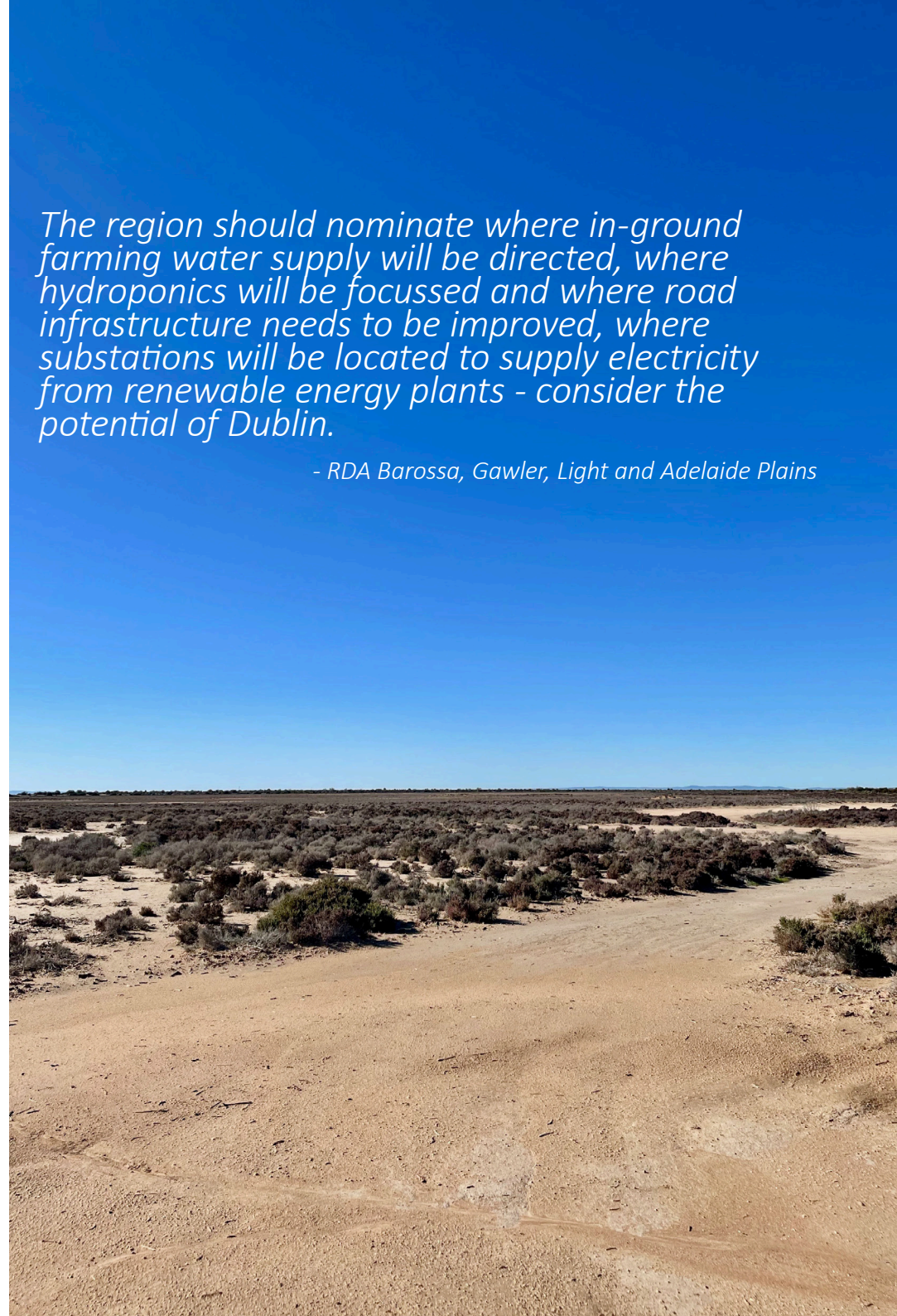
To promote our accessible fishing and crabbing day-trip locations, habitat for international migratory birds, nurseries for commercial fisheries and close-up nature tourism experiences.

Marketing and Branding

To reach our potential, Adelaide Plains Council will draw out key stakeholders, partners, leaders and champions for the district's future.

The region should nominate where in-ground farming water supply will be directed, where hydroponics will be focussed and where road infrastructure needs to be improved, where substations will be located to supply electricity from renewable energy plants - consider the potential of Dublin.

- RDA Barossa, Gawler, Light and Adelaide Plains



OUR FOCUS

Council is taking a long-term approach to building the district's tourism and economic advantage. This section outlines where we will focus in the short, medium and long term. The sections that follow set out challenges, opportunities and key areas for action for each of our Tourism and Economic Themes. Council is committed to working with its community and partners to deliver short-term opportunities while building our long-term capability for tourism and economic development.

The tourism focus will be on building the capacity of existing accommodation, experiences and attractions to sustainably grow and develop the Adelaide Plains visitor economy.

We will provide an enabling environment for new business growth and become an attractive investment location and grow clear and agreed market segments, particularly the intrastate market, to increase yield and overnight stays.

We will build a brand that reinforces and leverages the strengths of the local economy. This will rely on strengthening clear points of difference and developing a more competitive position in the market. We will benefit from identifying and leveraging opportunities for collaboration with neighbouring Local Government Areas and a wide range of other regional and state stakeholder organisations.



Short Term Focus

Building a visitor Brand that reinforces and leverages the strengths of the local economy.

Short to Medium Term Focus

Initially growing the experiences available, to grow day visitation, alter visitor and stakeholder perceptions of the area and create a contemporary and appealing suite of experiences. This in turn will encourage visitors to repeat visit and stay longer growing yield and overnight visits so investors see the area as an attractive option.

Medium to Long Term Focus

Realising longer-term growth around the horticultural food bowl and Adelaide International Bird Sanctuary.

Better utilising the extensive sport and recreation options already in the area in line with visitation goals.

The economic focus will be on the activation of townships and attraction of partners to revitalised urban centres that deliver service and employment diversity, attract visitation and meet the growing population's service needs.

We will collaborate with business leaders to strengthen the skills, competitiveness and diversity of the Adelaide Plains business sector, establishing education and employment pathways, understanding the strengths and risks of the business mix and identifying policy, infrastructure and business development support services that can best contribute to a resilient sector.

We will take the opportunity to support value adding agricultural sectors to find new streams of income, introduce circular economy opportunities, create new employment opportunities and raise the visual amenity and product profile of the region's prime produce.

This will be supported by reshaping regional economic partnerships and influencing regional economic goals in the interest of strengthening the Council's capacity to attract investment in local infrastructure of regional benefit.

Short Term Focus

Stimulating more diverse floorspace and land uses and increasing commercial floorspace demand within townships.

Short to Medium Term Focus

Supporting growth in business numbers and business types and for increased local employment outcomes.

Reviewing partnerships and governance structures to create a strengthened agenda for the Adelaide Plains economy.

Medium to Long Term Focus

Partnering with primary producers to pilot circular economy opportunities, introducing value adding commodities and to utilising available employment lands for the attraction of supply chain or support industries.

Partnering with primary producers to enhance the visual quality and brand perceptions of the region's produce.

MAIN STREETS AND TOWNS

WHAT DO WE KNOW

Two Wells and Mallala townships are perceived as under-performing centres, influenced by low amenity, limited retail and hospitality 'offer', underutilised commercial properties and an insufficient market to drive demand for retail floorspace.

Growth will create the conditions for Adelaide Plains' townships to become 'places of choice' for residents, businesses and visitors. There is capacity for growth and diversification of retail, hospitality, recreation, community service and economic services and facilities, also to enhance and celebrate living and built heritage in partnership with township growth.

Two Wells, Mallala and Dublin have an expanded role to play in the delivery of services and facilities for surrounding communities.

Key Issues and Opportunities

More attractive towns

Improved mainstreet and town amenity and facilities are proven to contribute to visitor attraction, experience and spending. There is a strong role for entry statements, wayfinding, signage, public facilities (toilets), disability access, public art and quality public realm (design, furnishings and materials), in establishing the 'brand' of each town.

More ways to celebrate living history and built heritage

Built heritage in our townships and linkages with, and between, existing attractions can be used to build our brand and grow our district's visitor experience.

There is a strong role for hidden gems such as the Mallala Museum, to sit pride of place in our revitalised townships providing for connection between our heritage buildings, living history and other attractions.

Council can establish key locations in each of our townships as a source of community pride and to provide opportunities for linkages between our townships and visitor destinations.

More interesting towns

Non-infrastructure based activation in the form of markets and events can build on improved township amenity and enhance the economic benefit of township tenancy for traders. Pop-up activities, services and mobile vendors can add to a sense of activation without the need for infrastructure investment; these can be policy and regulatory enablers.

Non-commercial township activation is an important element of building community identity and connection. The location and integration of Council and community facilities for a broad range of users can create a draw card that stimulates private

investment in township activation.

Event and Council/community based activation has the potential to extend the length of mainstreet trading hours into the evening and convert day visitation to overnight stays.

More demand for Retail Floor Space

Vacant and underutilised township properties are barriers to more vibrant and viable main street business environments. Population growth and the attraction of secondary schooling will increase demand for existing floorspace in townships and support floorspace growth. Further development of the visitor facilities and events and activations will also support greater township viability and vibrancy.

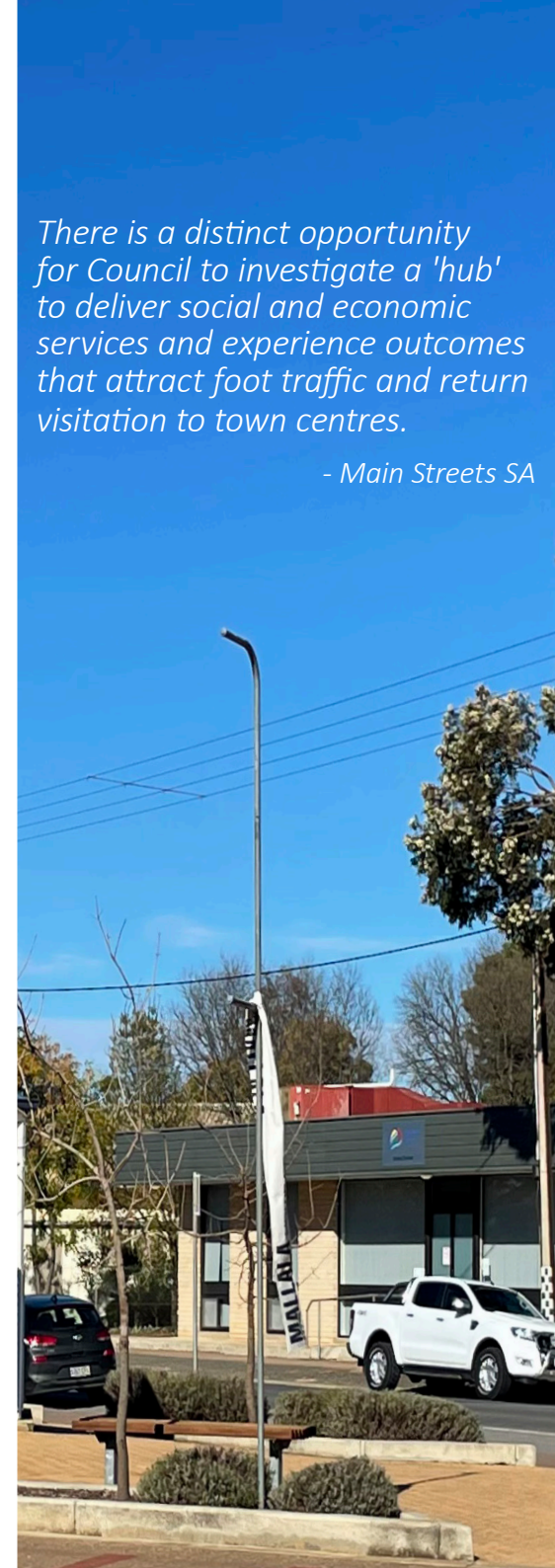
Council could accelerate private investment in township revitalisation through financial incentives and partnership property development.

Rate rebates are immediately available to Council; however, Council may need to consider grants that help reduce capital cost of property improvements, or consider the underwriting of leases for a percentage of the floor space to de-risk new tenancy arrangements.

Equally, Council has significant land holdings in townships that could be positioned for redevelopment in conjunction with adjoining government land, low value or underutilised private property to facilitate a greater scale of development outcome.

There is a distinct opportunity for Council to investigate a 'hub' to deliver social and economic services and experience outcomes that attract foot traffic and return visitation to town centres.

- Main Streets SA



WHAT WE CAN DO

Manage growth to sustain and activate our townships

Key Areas for Action

Council can undertake main street improvement in Mallala and Two Wells to provide [attractive places](#) to visit, enhance investment opportunities and attract more commercial spending.

This can include:

- Undertaking tree planting programs within the town centres.
- Entry treatment and main street upgrade of Dublin (Old Port Wakefield Road). Consider metal artworks as entry statements (similar to along Port Wakefield Road).
- Preparing main street improvement concepts for Mallala (update for Two Wells) which encourage visitation and promote walking between attractions to facilitate increased spending.
- Developing existing township tourism assets through product development, marketing and operator expertise.
- Preparation of a Trails Strategy to activate townships and link key tourist, commercial and recreation foci.
- Establishing linkages between key visitor destinations such as the Mallala Museum and Motorsport Park.

Council has identified key areas for action aligned to the strategies contained in its Strategic Plan. Delivery of actions over the short, medium and long term will be subject to Council annual planning and budget processes.

- Enhancing experiences for existing visitor segments such as car clubs and 'grey nomads'.
- Supporting redevelopment of the Two Wells Golf Course.

Key Areas for Action

Council has control over the [public realm](#) and is in a position to review the function, furnishing and finishes of all town centre environments for improved pedestrian safety and amenity. This can include:

- Improving the design, facilities and function of central open spaces. Both Mallala and Two Wells have central open space that could be improved for enhanced appearance and for use by families and visitors.
- Installing furniture and finishes that add to visual appeal. Paving and road treatments, furniture such as signs, bins and lighting, public art and the installation of entry statements can contribute to a sense of place.
- Improving the foot traffic environment. Council can investigate slower speed environments in townships, review road and paving cross sections to provide more space for pedestrians, improve disability access, and increase the availability of safe crossing points.

This can be supported by improved wayfinding signage and increasing the greening of mainstreets for greater pedestrian comfort. Pedestrian shelter from heat and rain can be created through the use of canopies and trees.

Key Areas for Action

Council can review existing [planning policy](#), land supply and floorspace to ensure residential, retail and commercial growth can be accommodated.

This can include:

- Ensuring adequate scope is available within the Township Activity Centres to cater for anticipated retail and commercial growth, with particular emphasis on the growth of Two Wells.
- Reviewing zoning around the key centres of Mallala, Two Wells and Dublin to ensure ample land is available for residential development and population growth.
- Preparing a growth strategy for Dublin, reflecting its current lack of development opportunities and its potential for growth as a low density lifestyle location.
- Preparing a position on the Environment and Food Production Area boundaries

seeking a position that provides an appropriate balance between protection of the environment and valuable food production areas and the need to provide for urban growth and employment activities over time.

- Making contact with key land owners in Mallala and Dublin, who control existing or possible future residential broadhectares to discuss opportunities of mutual assistance to facilitate land and housing development.
- Encouraging development of existing vacant lots.
- Encouraging more intensive residential development in Township Activity Centres.
- Investigating future retail and commercial floorspace demand potential derived from growth of Two Wells and ensuring adequate sites are available to accommodate that growth.
- Upgrading the carpark on the corner of Aerodrome Road and Wasleys Road.

Provide, support and acquire facilities, assets, services and programs that build community capacity, health and connection

Key Areas for Action

Council can work with property owners, tenants and traders to collaborate for improved [township activation](#).

This can include:

- Community and Council-lead markets and events. Council can support community stakeholders deliver on activation initiatives as part of a community grant program, review its own program of community events and associated resourcing, and review policies and regulations governing events in town centres.
- Investing in the redevelopment and multipurposing of Council property in townships. There is major redevelopment potential within Two Wells where Council property and Crown land could be amalgamated for significant activation outcomes. Any vacation of Council property in Mallala should be leveraged for commercial/ economic benefit, but also retain community services for children, youth, families and aged.
- Creating an activity focus on the south west side of Old Port Wakefield Road, Two Wells to provide a two sided main street, through commercial development of surplus Council land and increased activation of Council floorspace.
- Encouraging the concentration of community group activities in the Two Wells Council precinct.

Advocate for increased health, education, aged care and youth services, welfare and emergency facilities and services

Key Areas for Action

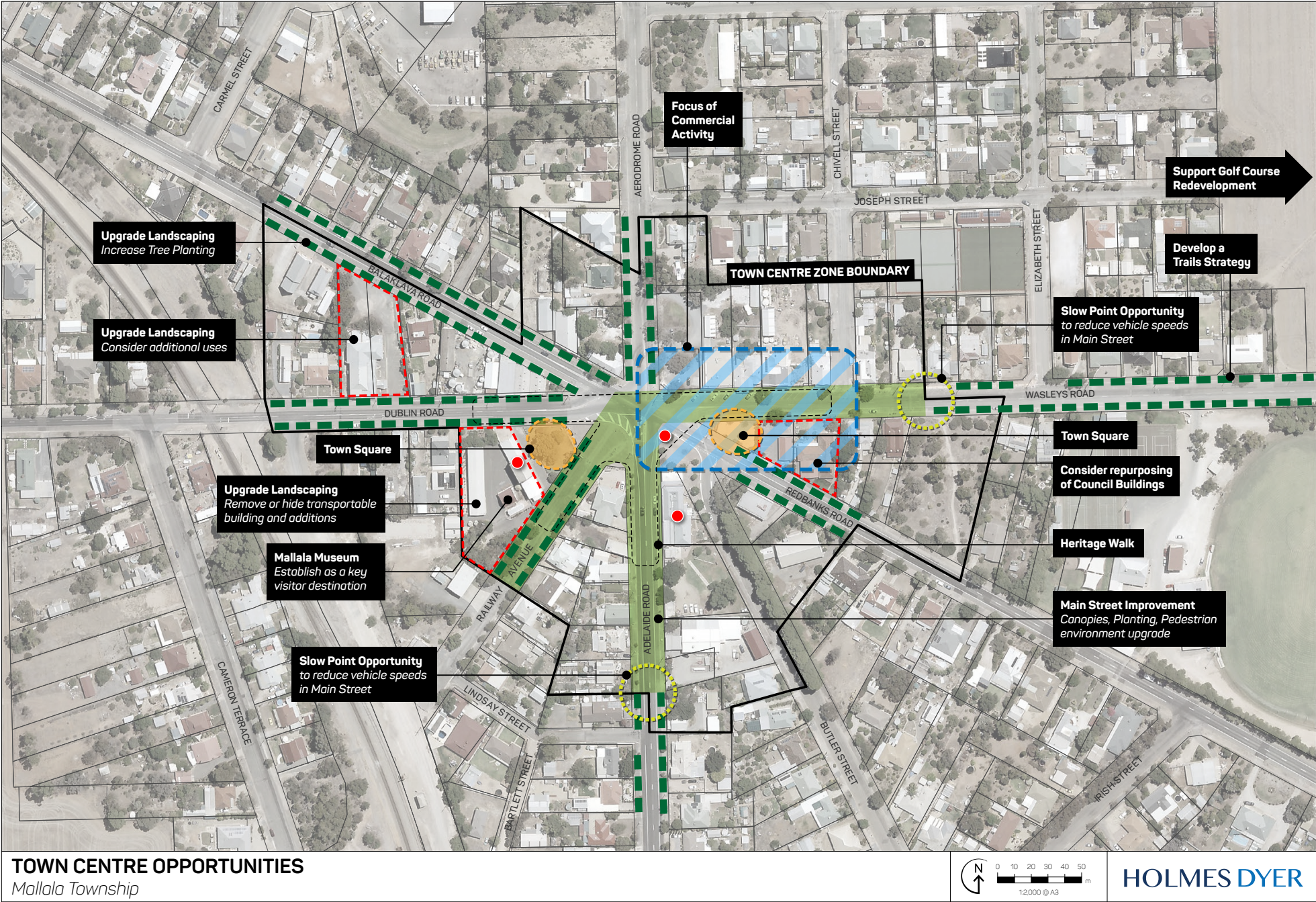
Council is in a strong position to stimulate private investment in township properties through available [financial mechanisms](#) or Council financial security. The purpose will be to de-risk private investment without immediately asking for Council funding or subsidy.

This can include:

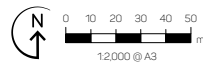
- Developing a vacancy activation support program. This could include an agreement between Council and main street tenancies regarding the underwriting of up to 60% of floor space lease. This will promote investment on the understanding Council is insuring a proportion of investment should tenancies fail.
- Proactively engaging property owners in partnership development proposals. Development ready 'clusters' have been identified in townships where low capital value, vacant and underutilised properties and multiple properties under single ownership co-exist. Council can position its own building stock in conjunction with development clusters to create a greater scale of development outcome for townships.

- Investigating Code Amendments to support partnership development proposals. There may be potential for higher density and mixed use outcomes driven by a growing and changing population. This includes opportunities for independent living within main street environments that support an ageing population to remain active in the community.
- Investigating heritage development support. This could be in the form of community/heritage grants for the repurposing of heritage buildings for new commercial purposes that add to the economic potential of townships, and projects that centralise heritage in the local economic offering.
- Defining and marking heritage walks in Two Wells and Mallala with heritage plaques to highlight both buildings and historical events.
- Identifying and provide policy support for targeted uplift sites. There are sites with correlating utilisation, capital value and ownership characteristics that could be approached with favourable development outcomes to encourage private revitalisation of main street properties.
- Formalising town trading associations. There is potential to empower active township trading bodies/networks to investigate opportunities to attract funding and deliver improvements relevant to trader needs and experience.
- Making contact with health and medical services (public and private) to encourage new investment to serve the growing population. Engage with the major builder in Two Wells regarding the delivery of such opportunities.
- Making contact with retirement and aged care accommodation providers regarding development in the area. Consider surplus Council land for such initiatives (e.g. Council / Crown land at the rear of the Council offices in Two Wells).

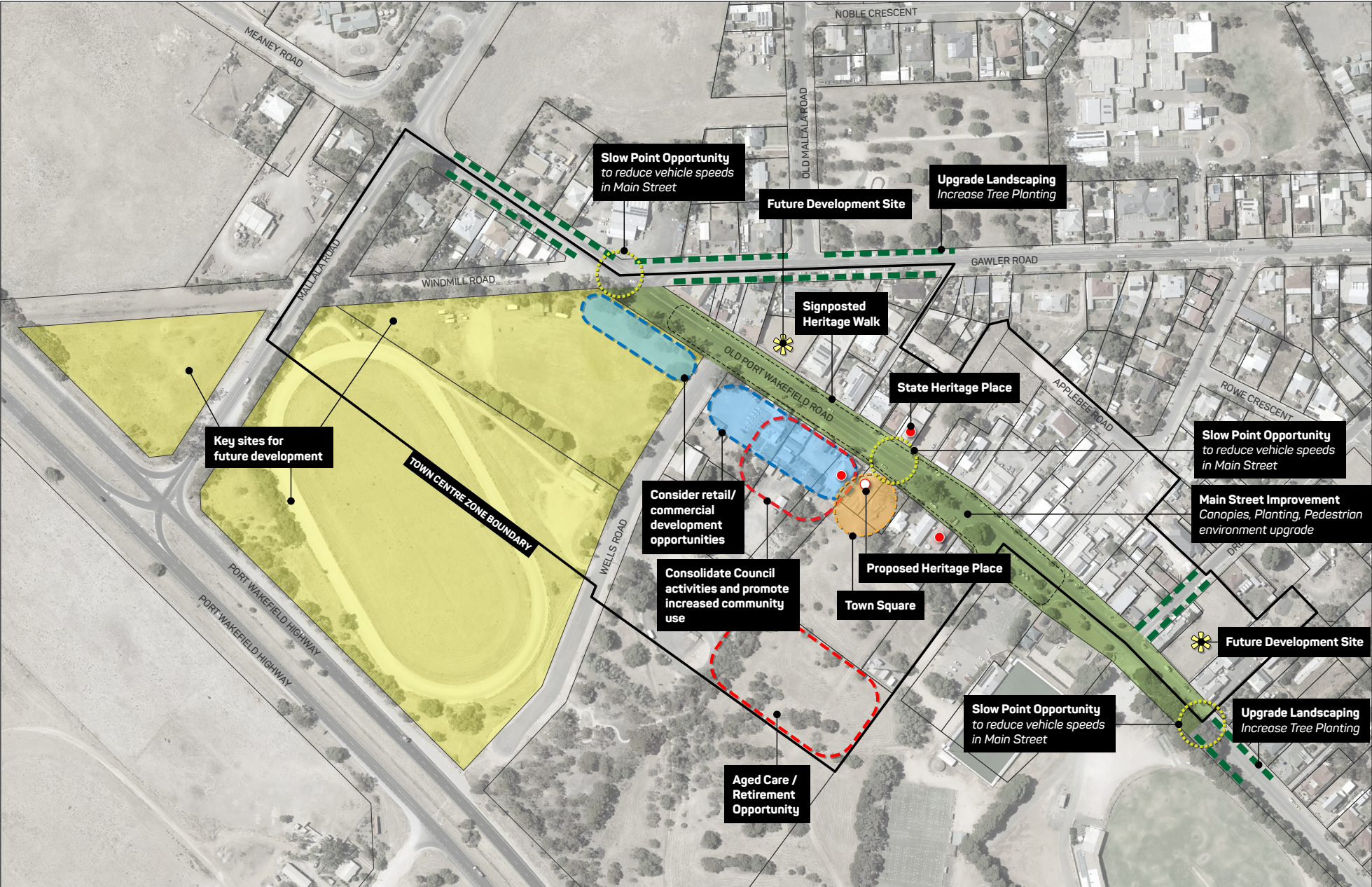
WHAT IT COULD LOOK LIKE



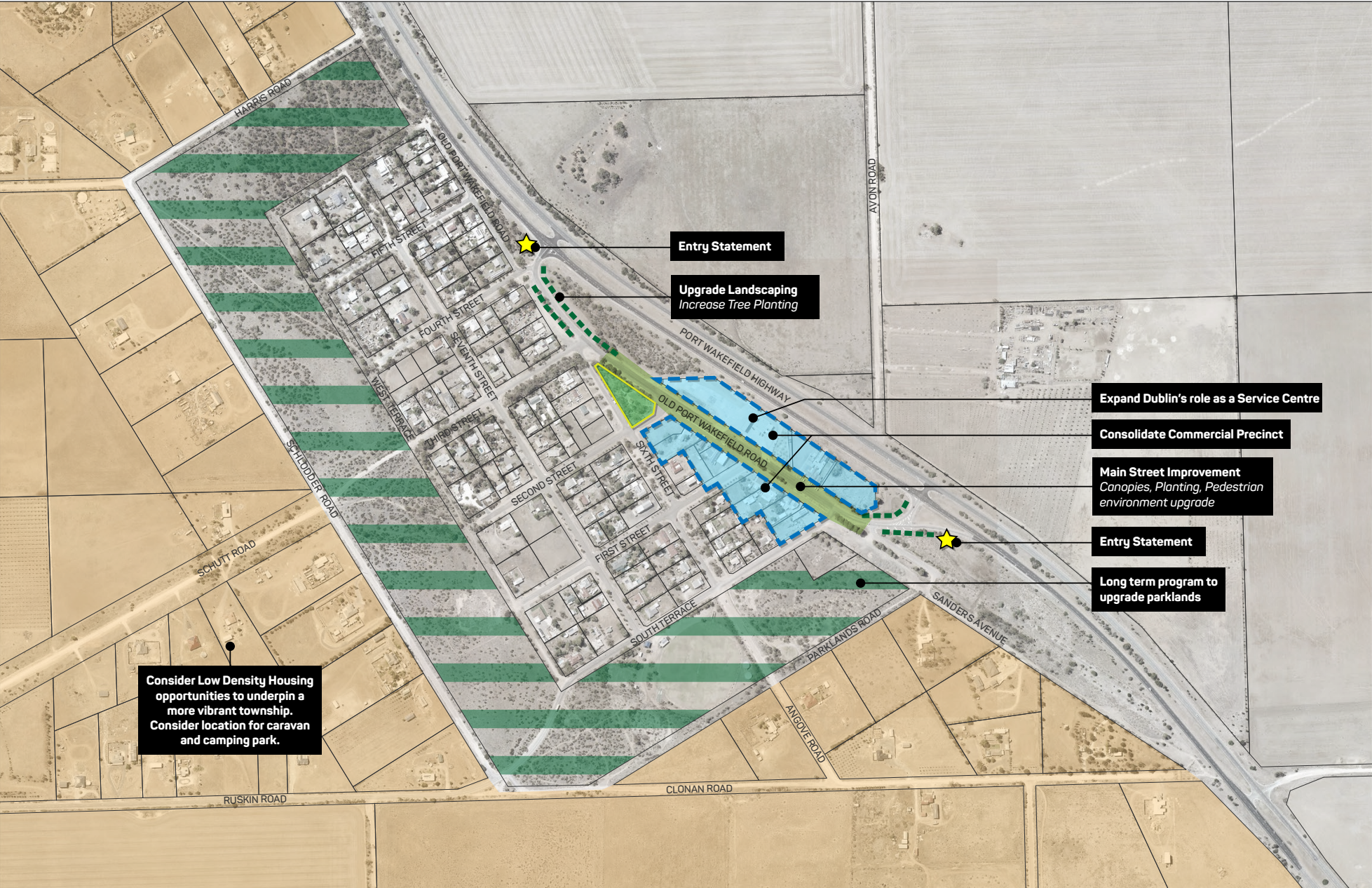
TOWN CENTRE OPPORTUNITIES
Mallala Township



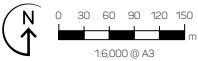
WHAT IT COULD LOOK LIKE



WHAT IT COULD LOOK LIKE



DUBLIN OPPORTUNITIES



HOLMES DYER

BUSINESS SUPPORT AND GROWTH

WHAT DO WE KNOW

Adelaide Plains provides a positive environment for business. The district has a growing local catchment, access to the Greater Adelaide market, access to regional trade suppliers and markets, trade and service opportunities aligned to residential and economic growth and there is support from Council.

Key Issues and Opportunities

More skills to scale and compete

Businesses may be lacking contemporary skills and knowledge in technology that would otherwise assist with communication, time and resource management and promotion of goods and services beyond bricks and mortar.

Businesses have specifically expressed a desire for greater skills and education resources and business networking opportunities within the region.

Proximity to Adelaide also brings proximity to competition which influences a more price and time sensitive local customer base. The nature and scale of family businesses in the district make it difficult to compete with larger companies that may have a trainees structure in place and have greater capacity to schedule and manage demand. Smaller local businesses may experience difficulties in maintaining staff or resources to manage demand (backlog).

More business diversity

There is limited business diversity in the district. This means any trader providing goods or services that requires professional or technical support (IT for example) will have to travel to access the support or be prepared to wait/have downtime.

More opportunities through procurement

Given the significant scale of investment and development underway in the district, businesses should have greater access to local procurement opportunities. Local supplier arrangements may not be in place to benefit from growth which would have the flow on effect of limiting the potential local employment benefits of growth.

More involvement in place branding

Place branding is a key component of what it feels like to visit a location and brand alignment is the delivery of all goods and services in a way that reflects the overall place brand. At this stage, there is no uniformity of experience within any single township. How traders prepare their stores, present their good and services and engage with customers all contributes to a sense of place and an overall place brand.

Custom sports facilities

The Council hosts recreation and leisure activities not suited to urban areas due to space requirements, such as motor sport, equestrian and gun clubs. There is potential to build events for key sports and facilities.



Council planning, policy and land use provisions could allow for greater diversity of activities where demand or opportunity exists.

- Adelaide Business Advisory Group

WHAT WE CAN DO

Facilitate greater access to local opportunities from public and private investment

Key Areas for Action

Council can support access to training, networking, procurement opportunities and local venues to increase [business competitiveness](#).

This can include:

- Developing policy to support local procurement outcomes, advocating for local procurement by private programs of investment and leading by example through procurement of goods and services.
- Encouraging the utilisation of Council meeting facilities such as Two Wells former Council Chambers, to generate activity.
- Providing targeted training and development in conjunction with the RDA to build the marketing, communication and technology skills of local businesses.
- Creating opportunities for dialogue and face to face engagement between Council and businesses and facilitate business networks.
- Establishing local training programs and networking events for Adelaide Plains businesses.

Council has identified key areas for action aligned to the strategies contained in its Strategic Plan. Delivery of actions over the short, medium and long term will be subject to Council annual planning and budget processes.

Key Areas for Action

Plan for the provision of [infrastructure](#) that supports business diversity.

This can include:

- Investigating specific infrastructure upgrades required to support growth in Two Wells, Mallala and Dublin.
- Investigating water and power supply options and shared delivery solutions to facilitate development of industrial land at Carslake Road Dublin Employment Precinct.
- Reviewing planning policy for employment land to encourage business estates near townships.
- Advocating for integrated transport services connecting with Ports in Adelaide and interstate.

Reinforce Adelaide Plains Council as a place of choice for business, residents and visitors

Key Areas for Action

Council can increase participation in [place branding](#) and promote Adelaide Plains as a lifestyle choice for metropolitan residents.

This can include:

- Supporting the Business Advisory Group to build the place branding for Adelaide Plains.
- Providing funding support to the Business Advisory Group to coordinate place branding workshops that build business driven place branding initiatives.
- Establishing main street traders associations for Mallala and Two Wells to input into events, display curation and local improvements.
- Seeking grant funding for a range of tourism and town centre projects.

Key Areas for Action

The area has substantial facilities for [sports and recreational activities](#) that could be leveraged to drive greater visitation and yield for the area.

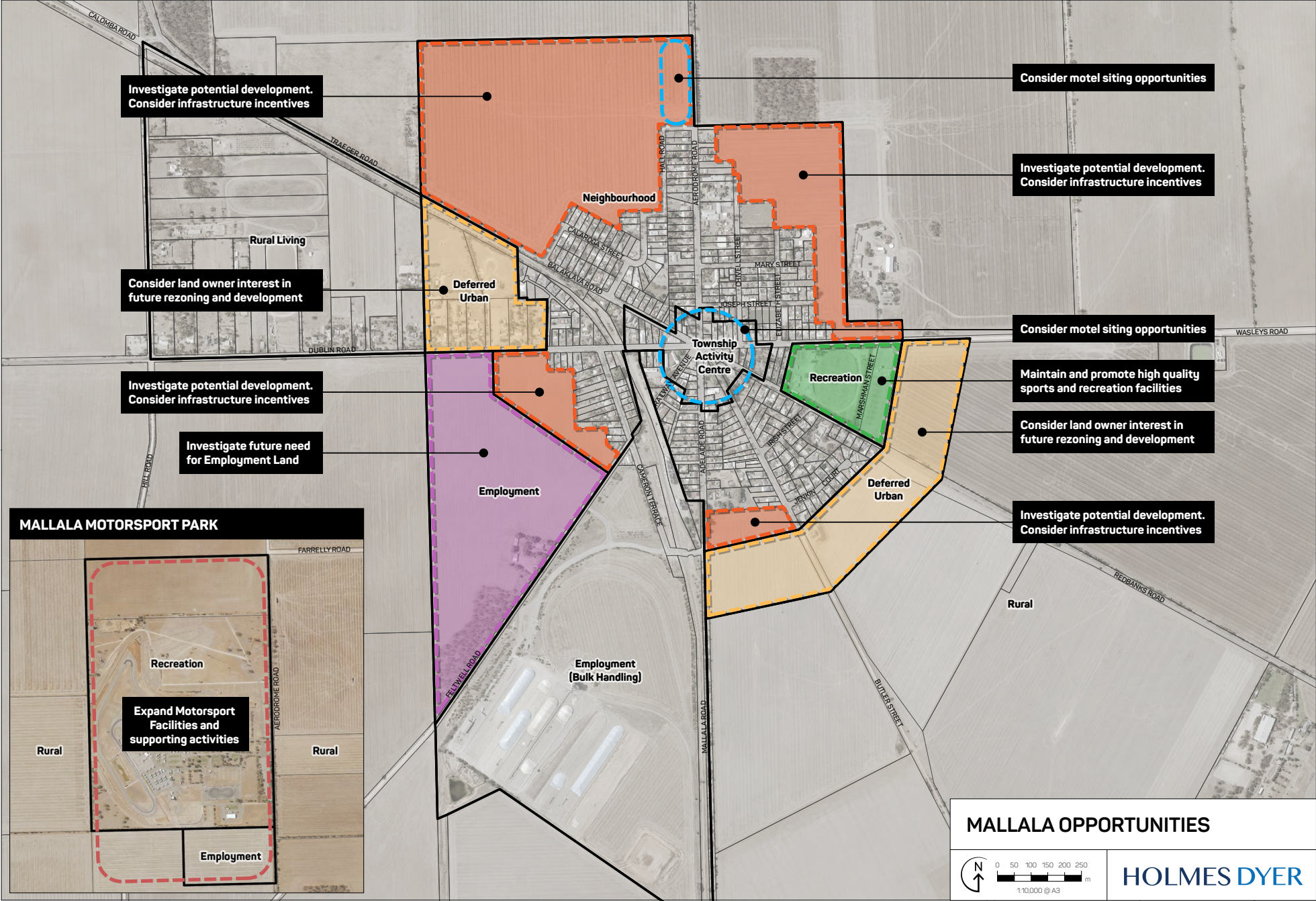
This can include:

- Investigating the potential development of a motel to serve the motorsports park and surrounding region, based in Mallala.
- Developing a 'thrills' based tourism package such as for motorsports, shooting, skydiving, off road vehicle driving and equestrian.
- Positioning motorsport facilities at Mallala to offer unique experiences for visitors in conjunction with groups such as the Vintage Race Car Club of South Australia to offer retro racing experiences and race days.
- Identifying opportunities for:
 - » Mallala Motor Sports
 - » State Shooting Park
 - » Adelaide Pistol and Shooting Club
 - » Mallala Equestrian Centre
 - » Port Gawler Off-Road Park.

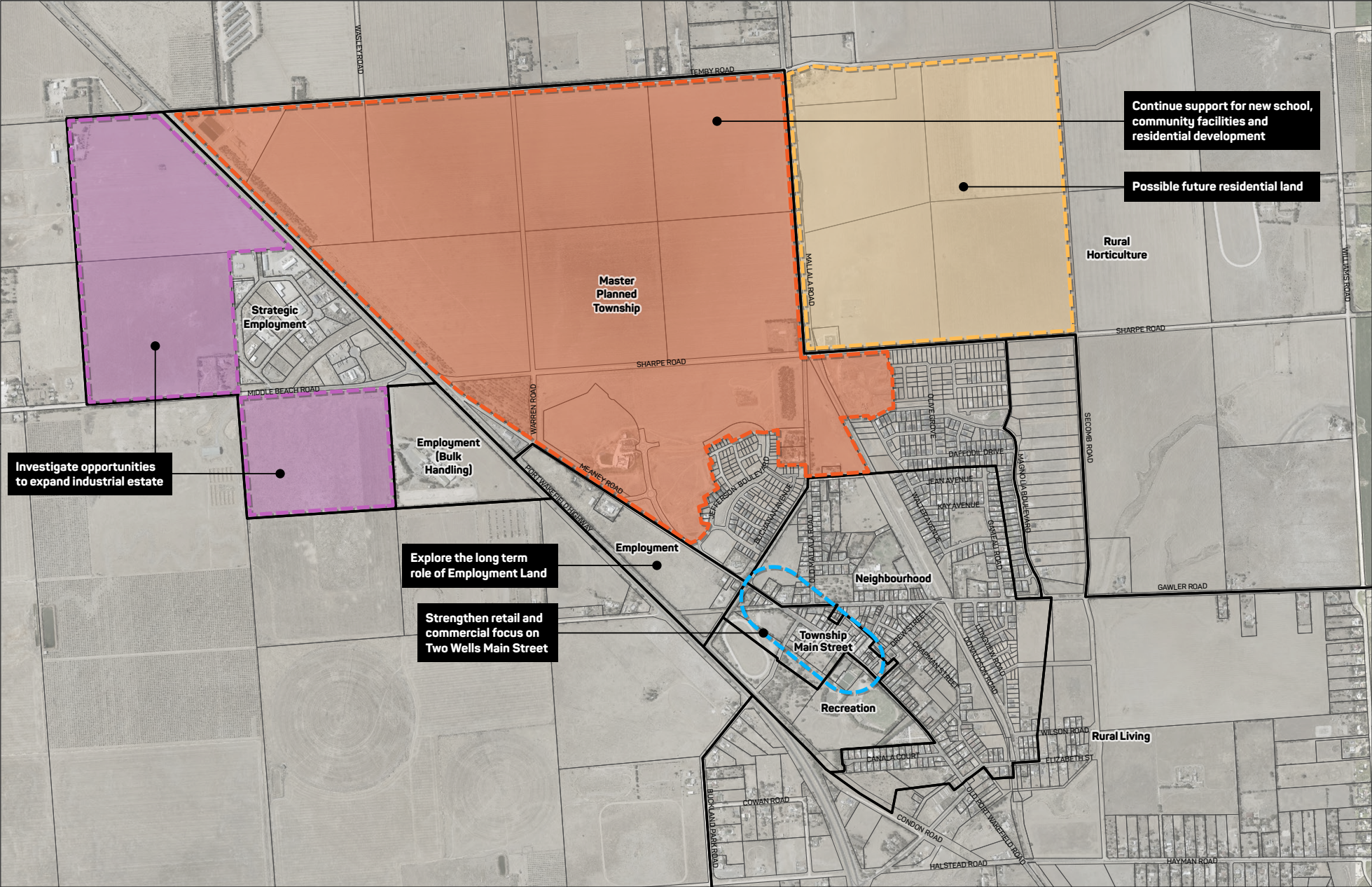
WHAT IT LOOKS LIKE NOW



WHAT IT COULD LOOK LIKE



WHAT IT COULD LOOK LIKE



FOOD AND PRIMARY INDUSTRIES

WHAT DO WE KNOW

Expansion of the horticultural industry through the Northern Adelaide Irrigation Scheme (NAIS) has strengthened the reputation of the northern Adelaide Plains as a major food bowl.

The significance of food production also has a flow on effect to the amenity of the district and tailored food tourism potential for markets from Adelaide or interstate and international visitors attracted to the Adelaide International Bird Sanctuary.

Key Issues and Opportunities

More food experiences

There is the capacity for APC to have a point of difference focusing on commercial scale horticulture and broad scale farming, allowing visitors to see and understand where their food comes from.

This could include tomatoes and farm tours of wheat, barley and lucerne and hay production, and be enhanced by complementary tourism developments that align with a food bowl place brand.

More benefits from waste

Tonnes of green waste is disposed of annually but contaminated by plastics and strings and is therefore a lost commodity. Plastic sheeting for greenhouses is a significant waste product with short working life. Incineration of waste is still undertaken by producers in the district.

There is a potential market for the significant waste products generated by producers, in addition, non-financial incentives, such as a circular economy accreditation, could encourage new product development choice and farming practice (biodegradable string, vine cutting and removal practices).

More promotion of quality practice and produce

Weeds and waste have an impact on perceptions of the area and on the tourism potential of a 'food bowl' region. Chemical use can be detrimental to a clean 'premium' product brand and add to production costs.

More trained and available labour

The industry currently operates on a cash economy which means many producers may not have transparent cost and revenue analysis and cannot implement process improvement. Labour attraction, training and retention remains a high cost component of food production.

More affordable water

Although the NAIS has piped water to the region there is yet to be an arrangement that works for consumer and supplier. Cost of infrastructure delivery and consumption commitments required of consumers are prohibitive to the local roll out of NAIS to the Northern Adelaide Plains.

Tonnes of green waste is generated annually by the region's farms, but it is contaminated by plastics and strings. With a change in supply chain and farming practice, this waste could become a new commodity.

- Northern Adelaide Plains Food Cluster

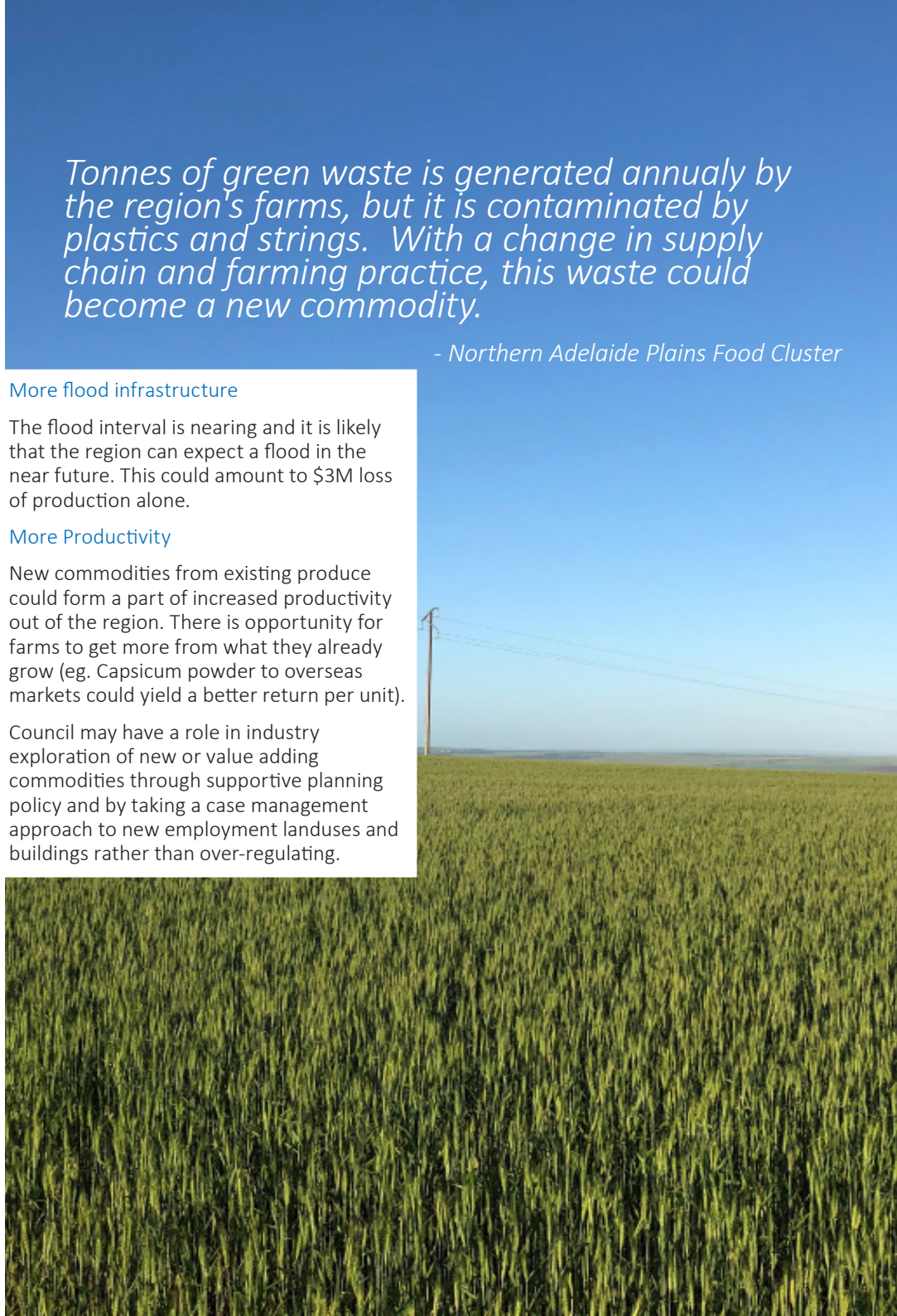
More flood infrastructure

The flood interval is nearing and it is likely that the region can expect a flood in the near future. This could amount to \$3M loss of production alone.

More Productivity

New commodities from existing produce could form a part of increased productivity out of the region. There is opportunity for farms to get more from what they already grow (eg. Capsicum powder to overseas markets could yield a better return per unit).

Council may have a role in industry exploration of new or value adding commodities through supportive planning policy and by taking a case management approach to new employment landuses and buildings rather than over-regulating.



FOOD AND PRIMARY INDUSTRIES

WHAT WE CAN DO

Support the growth of primary industries and the introduction of value-add employment generators

Key Areas for Action

Council is in a position to partner with local industries that make up the region's food experience 'point of difference' and develop [tourism experiences and products](#) aligned with the food bowl brand of the Northern Adelaide Plains.

This can include:

- The Northern Adelaide Plains Food Cluster, in conjunction with the tourism region, and the RDA can establish new economic opportunities for food tourism.
- Foraging and source your own food trips to the region - tomato picking, crabbing, fishing, and link these with good practice local producers. This could also include Indigenous food experiences.
- Encouraging overnight stays by providing crab / fish cleaning and appropriately designed shared kitchen spaces at camp grounds to allow local produce to be prepared for meals.
- Growing educational tours and experiences - school groups and education and even corporate team activities that include crabbing, farm or glasshouse tours linked with Adelaide International Bird Sanctuary

environmental tours.

- Undertake a feasibility study into experience and product development to have regular commercial tours of major industrial horticulture facilities including visitor facilities (such as a viewing platform facility for hi-tech glasshouses).

[Improve resource recovery and carbon and waste management](#)

Key Areas for Action

Adelaide Plains is in a strong position to capitalise on a primary industry [circular economy](#). The district has under-utilised employment lands within easy access for processing waste from the surrounding region and also offers direct access back to major markets in the region and beyond (Yorke and Mid-North).

This can include:

- Establishing a 'Circular Economy' accreditation to identify produce

delivered within a closed loop production model.

- Partnering with the Northern Adelaide Plains Food Cluster (NAPFC) and RDA to develop a targeted circular economy feasibility study. This can include:
 - » Profiling waste characteristics from the region and identifying high value products and new economic opportunities created from circular resource management
 - » Analysing the size and characteristics of potential markets for likely new commodities generated from circular waste management (including plastics recycling)
 - » Identifying suitable site characteristics such as size, location and logistics to suppliers and consumers of waste
 - » Reviewing Planning and Design Code provisions and potential Code Amendment requirements to facilitate development investment
 - » Working with producers to identify potential amendments to current practice that could contribute to greater circular economy opportunities for the NAPFC.

Council has identified key areas for action aligned to the strategies contained in its Strategic Plan. Delivery of actions over the short, medium and long term will be subject to Council annual planning and budget processes.



Integrated Pest Management, Circular Economy and 'Freshcare' accreditation schemes could go a long way to establishing a brand for our region and our produce.

- Northern Adelaide Plains Food Cluster



Key Areas for Action

The horticultural sector in the Adelaide Plains is gaining a reputation for excellence and advancements in production practices. Advancements are occurring in partnership with the education sector and government to deliver fresh produce at lower cost and higher quality to local and global markets including [higher value markets](#) for value added products.

This can include:

- Promoting 'Integrated Pest Management' accreditation to recognise low chemical production practices
- Promoting 'Freshcare' standards for ethical growing cycle management
- Working with the NAPFC on value added commodities from existing produce, and the land use planning and regulation enablers and barriers that may need to be addressed to facilitate new economic opportunities for value added commodities to new markets utilising existing produce.
- Investigation of the opportunities for hydroponically grown crops

Mitigate the impacts of adverse natural events on the community

Key Areas for Action

The Northern Adelaide Irrigation Scheme has unlocked the economic potential of the region by supplying [climate-independent water](#) to the northern Adelaide Plains. But improvements to strategic planning and cost structuring is needed to enable the growers to capitalise on the piped resource.

This can include:

- Advocating/negotiating for more competitive cost structures for infrastructure and supply
- Masterplanning for agriculture that would improve the certainty of water supply, connection and consumption
- Nominating in-ground farming precincts, hydroponics farming precincts, and the location and specification for supporting infrastructure such as electricity.
- Identifying end consumer priorities for recycled water.

Key Areas for Action

Flooding is an ever present issue for the district and is subject to significant political and government debate regarding cost allocation, [flood mitigation](#) models and operating management mechanisms. There is likely to be a strong business case for a model that is favourable to the northern Adelaide Plains as the area is subject to significant residential growth and economic growth through the expansion of horticulture.

This can include:

- Establishing an updated business case for flood mitigation that reflects the potential economic impact of river flooding on the district.
- Utilising the advocacy role of the NAPFC to strengthen the district's economic claim for a review of the proposed flood mitigation option and capital and operating funding.
- Advocating for external investment in flood infrastructure.

COASTAL EXPERIENCES

WHAT DO WE KNOW

The Adelaide Plains Coast contains landscapes, marine parks and habitats of national importance. The area is considered one of the most ecologically intact mangrove and saltmarsh systems in South Australia and provides a unique and accessible coastal experience that has the potential to provide a point of difference to the significant competition from nearby coastal destinations.

Key Issues and Opportunities

More reasons to come

The northern gateway to the Adelaide International Bird Sanctuary is not yet developed for visitation and the coast does not yet provide the facilities or infrastructure to support a range of latent experiences and activities that would appeal to the general visitor market.

More opportunities to spend

The coast is a location for recreational pursuits of fishing, crabbing, kayaking, camping, walking and horseriding. At the moment these activities are self guided and are independent 'packed lunch' day visits that don't generate local spending.

More ways to stay

Accommodation is currently underdeveloped and strong commercial accommodation competition exists nearby. Improvements in the accommodation options will be essential to grow overnight visitation with a focus on camping.

More commercial opportunities

Untapped commercial potential exists that can be aligned to the ecological branding of the coast. This includes new aquaculture enterprise, introduction of aquaponics, renewable energy production and the 'blue carbon' market value of samphire environments.

WHAT WE CAN DO

Council has identified key areas for action and long term will be subject to Council annual plan.

Reinforce Adelaide Plains Council as a place of choice for business, residents and visitors

Key Areas for Action

Council can masterplan for an improved eco-tourism visitor experience and for the enhanced livability of the coast.

This would be a partnership approach with the Department for Environment and Water, National Parks and Wildlife Service (Yorke and Mid North), Legatus and Yorke Peninsula Tourism with support from the RDA. The focus would be on visitor servicing from initial enquiry, accessing the coast and having an experience that meets expectations.

This can include:

- Developing an eco-tourism package such as coastal walks, samphire walk, bird watching hides and information packages.
- Wayfinding to coastal destinations from Port Wakefield Road through improved signage and sealing access roads and esplanades at Middle Beach, Thompson Beach, Webb Beach and Parham.
- Improving accessible visitor facilities such as toilets, recreation facilities, shade and seating, fish cleaning stations and interpretative signage. It could also include extension of mains water to Middle Beach and improved boat and kayak launching at Port Gawler and Webb Beach.
- Formalising car parking areas at coastal nodes.

- Developing a regional recreation attraction. Council and partners can plan and deliver a coastal walk that connects St Kilda to Parham; becoming the premier samphire coast visitor experience for the State.
- Upgrading walking trails to provide a continuous coastal walk and loops.
- Investigating models for retailing and visitor services. Dublin can be positioned to provide retailing and hospitality for Parham and Webb Beach visitors. Community clubs exist that could provide hospitality and facilities at Parham and Thompsons Beach. Council could look at a management or operating model for revitalising the Middle Beach Education and Recreation Centre as a multi-purpose community facility - hall, bike hire, camp ground management.
- In cooperation with State Government, Council would investigate the potential for the development of a coastal education centre to encourage visitation and improve the experience of visitors.
- Improving coastal camping opportunities and experiences. Council can provide more 'managed' accommodation options across the coast. This could include community grants for progress associations to manage sites in conjunction with

igned to the strategies contained in its Strategic Plan. Delivery of actions over the short, medium
ual planning and budget processes.

Council regulation and a system for
controlled access eg. permits.

- Investigating the potential development
of a cabin, caravan and camping park at
Parham to support ecotourism initiatives.
- Investigating Indigenous tourism
opportunities including coastal and inland
experiences.

Protect and enhance our coastal and riverine
landscapes, native vegetation and heritage

Key Areas for Action

Council has an untapped economic
opportunity in its natural coastal assets. It
has available land under its ownership or care
and control, in addition to closely located
employment lands under private ownership.
There is real opportunity to develop new
commercial opportunities aligned to the
coast's **ecological brand**.

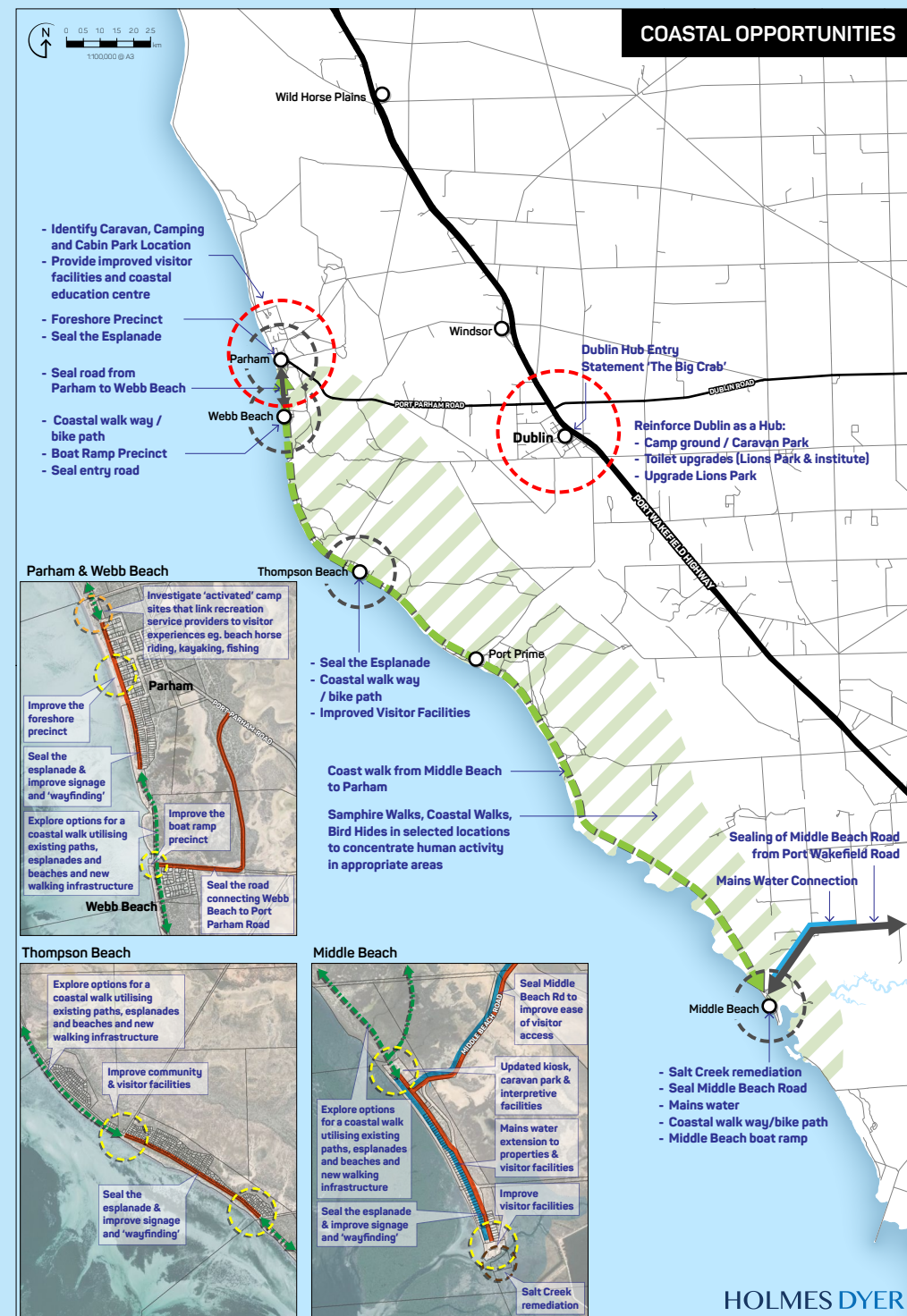
This can include:

- Coastal vegetation protection and
restoration. Council can assess the
current and changing condition of its
coastal plant species and review its
coastal adaptation reports to identify
pilot projects for private partnership and
public funding under the State's Blue
Carbon Strategy.

- Supporting aquaculture and aquaponics
ventures. Council will need to partner
with the Northern Adelaide Plains Food
Cluster, Regional Development Australia,
and Primary Industries and Regions
South Australia to establish the potential
for pilot projects. New economic
opportunities such as these would
attract funding under regional growth
funding programs and could present
value added outcomes for the district.
Two early considerations being the use
of the Northern Adelaide Irrigation
Scheme holding ponds to farm algae for
energy production, and the potential
to introduce aquaponics to expanding
glasshouse operations. Council can have
a role in planning policy and advocacy.

Given the control of much of the land
around existing settlements by other parties,
Council must work with State agencies to
facilitate and manage growth opportunities.

WHAT IT COULD LOOK LIKE



MARKETING AND BRANDING

WHAT DO WE KNOW

Considerable work is needed to create a better awareness of the current and upcoming visitor opportunities in the area, and build a place brand that reinforces and leverages the strengths of the local economy, grows the existing visitor economy, and reshapes regional economic partnerships.

Key Issues and Opportunities

Place Branding

Adelaide Plains Council forms part of the broader tourism regions for Yorke Peninsula and Clare Valley. There is opportunity to position Adelaide Plains by working with local operators, food and retail providers, clubs and associations to build existing enthusiast markets and a reputation for quality, reliability and delivery of visitor experience.

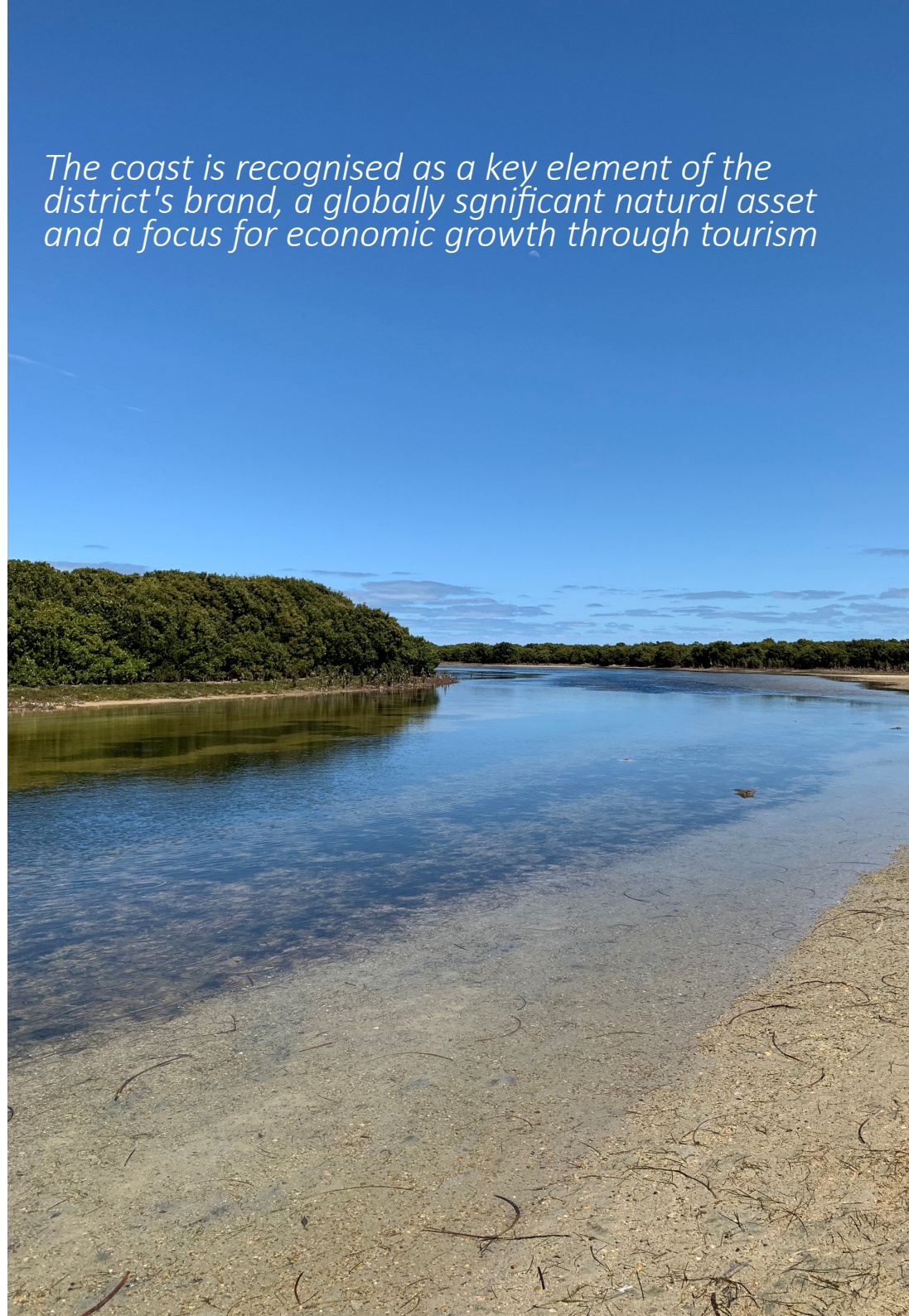
Visitor Economy

The coast is a globally significant natural asset and a key element of the district's visitor brand and focus for economic growth through tourism.

Target Markets

- Short term traveller from Greater Adelaide, focus on family, small groups friends and family and reconnection
- Food and horticulture
- Marine and bird sanctuary
- Sport and recreation space areas
- Outdoor and rural life active breaks - walking, cycling, horse trails, bike, dog friendly
- Tidy, friendly, easily accessible towns with a rich heritage
- Education travel and schools (large scale horticulture, bird sanctuary and outdoor education), including, for example, involvement in the migratory shorebird program
- Caravan, RV and campers
- Regional South Australians seeking a base near Adelaide and Barossa including for major events and sporting attractions:
 - » Medical treatments
 - » Family gatherings
 - » Grey nomads undertaking longer travel across Australia
- Adelaide and surrounding markets seeking a peri-urban coastal break
- Link with all local sport and club groups to extend capacity to hold and cater for major events in area
- Visiting Friends and Relatives – building on the new population and their visitors
- Passionate enthusiasts linked to hobbies and recreational and leisure pursuits
- Corporate team building – work with operators to include parachuting, crabbing and shooting style options.

The coast is recognised as a key element of the district's brand, a globally significant natural asset and a focus for economic growth through tourism



WHAT WE CAN DO

Actively seek funding and partnerships to deliver Council initiatives

Key Areas for Action

Council can work with its communities in developing a [place brand](#).

This can include:

- Establishing a group of local operators, food and retail providers, clubs and associations to build existing enthusiast markets and ensure the area builds its reputation for quality, reliability and delivery on the visitor (customer needs).
- Gathering input and collective commitment to a practical marketing plan that refines approaches to target markets.
- Targeted development of marketing, communication and technology skills of local businesses.

Actively engage with and inform our communities

Key Areas for Action

Awareness of the district is currently low and more can be done to [showcase](#) what is on offer, ease of access and the existing tourism options.

This can include:

- Developing a suite of imagery and information that crosses each season and showcases why visitors should come. The Open All Year program on Kangaroo Island is a demonstration of this tool.
- Examine the place brand and consider how tourism can link and build upon the place brand to strengthen the appeal of the location to live, work and visit.
- Encouraging brand alignment in the delivery of goods and services by private enterprise and businesses.

Proactively engage in Local Government Reform and continuous improvement

Key Areas for Action

Council can improve its engagement with regional and state tourism organisations, strategies and actions.

This can include:

- Reshaping regional economic partnerships and influencing regional economic goals in the interest of strengthening the Council's capacity to attract investment in local infrastructure of regional benefit.



IMPLEMENTATION PRIORITIES

Clear understanding of priorities will enable a focus upon the initiatives that are most important to Adelaide Plains as well as those that are most readily achievable. It is often appropriate to deliver quick wins for small effort to demonstrate commitment to the overall strategy. Major improvements and investments take time to plan, fund and implement and therefore often involve substantial lead times. This does not diminish their importance, but emphasises the need to prioritise.

Short Term Priorities

Council needs to resource its initiatives. This requires early identification and/or appointment of internal staffing resources, identification of opportunities for external support and partnering opportunities to share or defray resourcing costs.

Many initiatives require the underpinning of research and investigations, design solutions, policy amendments and cooperation agreements. These are therefore required as early initiatives and could include:

- Service infrastructure capacity investigations for the major townships of Two Wells, Mallala and Dublin, as well as key growth areas such as the Carlslake Road Employment Precinct.
- Design investigations to underpin main street improvements and tree planting initiatives that support broader commercial, tourism and branding initiatives, for example, in Dublin and Mallala (and an update for Two Wells).
- Initiate contact with key stakeholders to engage them on the journey of defining and delivering the intended outcomes, for example:
 - » Landowners holding key residential, commercial and employment landholdings to be engaged regarding rezoning and investment and cooperation in the delivery of required service infrastructure.
 - » Establishing or activating business support groups / traders associations to attract funding and deliver improvements to town centres, including investment in health and medical services and aged care.
 - » Contact State agencies regarding shared initiatives and proposals for the sensitive coastal environment and including support for a coastal education centre.
 - » Indigenous land owners regarding tourism and food experiences.
- Undertaking planning and budgetary processes to underpin Council's investment program, supported by feasibility studies where appropriate.
- Make submissions for grants funding, for example, for the Trails Strategy, Heritage Grants for buildings and walks, Tourist facilities, and, as investigations proceed on various infrastructure projects, to assist with their funding and delivery.
- Investigate, define and initiate Code Amendments to support required urban, rural and environmental policy changes.



- Resolve Council access to and use of Crown Land in Two Wells town centre to facilitate comprehensive planning for the Council/Crown Lands Precinct south of Old Port Wakefield Road and seek to facilitate private sector investment in retail and commercial offerings and a wider delivery of community services.
- Investigate and identify surplus Council landholdings.
- Investigate flood mitigation strategies.

Short - Medium Term Priorities

- Initiate tree planting programs in Two Wells, Mallala and Dublin.
- Commence main street improvement construction in Dublin, Mallala and Two Wells.
- Implementation of business support initiatives, including local procurement processes, business networking and targeted training opportunities through the RDA.
- Support the Business Advisory Group in place branding.
- Commence delivery of tourism facilities and experiences (potentially through third parties) including improved road infrastructure in coastal areas, coastal walks, expanded visitor accommodation opportunities and facilities for local produce meal preparation at camping grounds.

- Promoting local growers to adopt good management practices (eg. integrated pest management, freshcare standards adoption) and to investigate opportunities for value adding products, hydroponics and improved/expanded recycled water availability.
- Initiate flood mitigation works in partnership with others.
- Upgrade wayfinding throughout the area, but with a focus on commercial and tourist facility requirements.
- Implement coastal vegetation protection and restoration measures

Medium - Long Term Priorities

- Continue to deliver flood mitigation works.
- Continue to deliver tourist facilities, coastal camping, walks, and bird hides.
- Continue to implement coastal vegetation protection and restoration.
- Review and reconsideration of existing priorities and establishment of a new round of initiatives, including grant funding.

