



GROWTH STRATEGY

May 2023



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Cover Photos - Updating community infrastructure – like at Two Wells with Village Green adjacent the Library and Xavier School – are critical to support liveable population growth. Agribusiness growth and coastal experience growth are important priorities.

Council acknowledges that we are on the traditional country of the Kaurna people of the Adelaide Plains and pays respect to elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

Version	Comment
May 2023	Adopted 24 April 2023
April 2023	Refined following consultation
July 2022	Consultation
June 2022	For Council June 2022

PURPOSE

The purpose of the Growth Strategy and Action Plan (GSAP) is to identify strategies and actions to achieve the liveable population growth of Adelaide Plains. The GSAP has a long-term view to 2040 with targeted actions focussed over the next 5 – 10 years.

Liveable growth involves some actions for APC to lead. Some actions however are for others to deliver, including State Government, and development and community partners. APC will collaborate with others – including nearby councils and regional authorities as appropriate on all the strategies and actions.

Liveable growth occurs by collaborative relationships and smart investment in the necessary social and economic infrastructure.

This GSAP draws on the Adelaide Plains Growth Background Paper.

ROLE OF COUNCIL

Council has roles in planning for growth, advocating about the impacts of growth, and delivering infrastructure and services – sometimes via facilitating – that support growth.

This GSAP describes Council’s roles as:

- Plan
- Advocate

- Deliver/facilitate.

VISION

Council’s Strategic Plan 2020 – 2024¹ identifies the vision for the Council area. Council’s Strategic Plan also contains ‘Strategic Responses’.

These strategies include enviable lifestyle, emerging economy, remarkable landscapes and proactive leadership.

This GSAP supports achievement of the aspired Vision by identifying Strategies and Actions based on and structured around the Strategic Plan 2021 – 2024 outcome areas of:

- Envable Lifestyle
- Emerging Economy
- Remarkable Landscapes
- Proactive Leadership

¹ apc.sa.gov.au/_data/assets/pdf_file/0023/355181/Adelaide-Plains-Council-Strategic-Plan-2021-2024

Vision

Adelaide Plains is:

Productive: A leading supplier of primary produce to local, national and international markets.

Proximity to markets and natural growing conditions provide competitive advantages for primary producers on the Adelaide Plains that has seen our economy emerge as a key contributor to the region's prosperity.

Diverse: A more diverse community with access to a greater mix of local opportunities.

Increased employment, services and education attracts and retains a diverse community that chooses to live, learn and work in the region.

Location: A lifestyle location connected to the Barossa, Coast and Adelaide.

Adelaide Plains is a quiet community that offers residents time and space with convenient access to the benefits of Greater Adelaide, the coast and the Barossa region.

Welcoming: A proud, spirited and generous community.

This is a place that everyone belongs, where community connection and care is strong and someone is always available to help when a neighbour is in need.

Ambition: Advancing infrastructure and technology to foster a competitive local economy.

Modern practice, research and innovation, and efficient access to export centres and local markets builds an economic environment and reputation that rivals the State's major primary productions regions. With employment opportunities diversifying and new housing products in abundance, Adelaide Plains will become the place of choice for the Northern Adelaide Plains.

Leadership: A decisive and proactive Council.

Our Elected Members share a vision of prosperity founded on courage, robust deliberation, transparency and forward thinking and investing.

Attractive: A Place of choice for businesses, residents and visitors.

Our townships are inviting, well cared for, filled with character and provide a range of services, facilities and accommodation that caters for all people and our landscapes, events and infrastructure provide memorable experiences.

Tourism and Economic Development Strategy

Five Themes

- Town Centres and Main Streets
- Business Support and Growth
- Food and Primary Industries
- Coastal Experiences
- Marketing and Branding

SETTING THE SCENE

Planning for growth is important as the population of Adelaide Plain's is forecast to double over the next 20 years.

The majority of population growth is at Two Wells. Demand at Two Wells is being driven by available and serviced land, government stimulus, the northern connector, and opening of new facilities such as Xavier College.

Growth is also flagged but yet to commence at Mallala.

Council has supported further possible growth at Two Wells and Dublin, with these requiring investigations, rezoning, lifting of the Environment and Food Production Area, infrastructure planning and provision.

Growth in Adelaide Plains is part of the outer north being planned for the greatest amount of fringe growth in Greater Adelaide.

The Growth Background Paper contains detailed investigations.

POPULATION FORECASTS BASED ON PLANNED URBAN GROWTH

SA Government provide forecasts² about growth based on low, medium and high scenarios.

Adapting these forecasts, the following low, medium and high scenarios are forecast for Adelaide Plains.

The LOW projection includes MEDIUM growth but at a lower rate or over an extended period of time. The LOW projection aligns with a forecast of 19,358 in 2050³.

The MEDIUM projection includes growth that is known.

- Known includes land already zoned for urban development.
- At Two Wells, this assumes Liberty and Eden are both completed over the next 20 years. Eden with around 265 lots and Liberty with around 2000 lots. This also assumes a town CWMS is installed and land within the proposed levee is rezoned, both leading to the ability for increased housing options within the original township.
- At Mallala, Gracewood with around 500 lots is developed and a small number of dwellings constructed in the balance of Mallala. 1042 residents in Mallala and nearby rural areas in 2021⁴ grows by 1300 to around 2300 in 2040.

²

plan.sa.gov.au/news/article/2019/new_population_projections_released_for_south_australia

³ Population forecast by Holmes Dyer as included in the APC Strategic Plan 2021 – 2024.

⁴ quickstats.censusdata.abs.gov.au

- At Lewiston, some 600 residents move into existing lots or lots with approvals pending release over the next 20 years. This number recognises the impact of flood risk entails the more readily developable land has already been developed, and the impact of the EFPA on precluding the ability for further residential only development.
- Through the balance of the Council area including Dublin and 100 further residents at Thompson Beach, small increases in population.

The HIGH projection includes MEDIUM growth but at a faster rate or over a shortened period of time.

The MEDIUM projection identifies that the Council area grows from 9977 in 2021 to 18,500 residents by 2041. 7,500 of this growth is at Two Wells.

On projections generally, the level of certainty decreases the further into time a forecast looks forward.

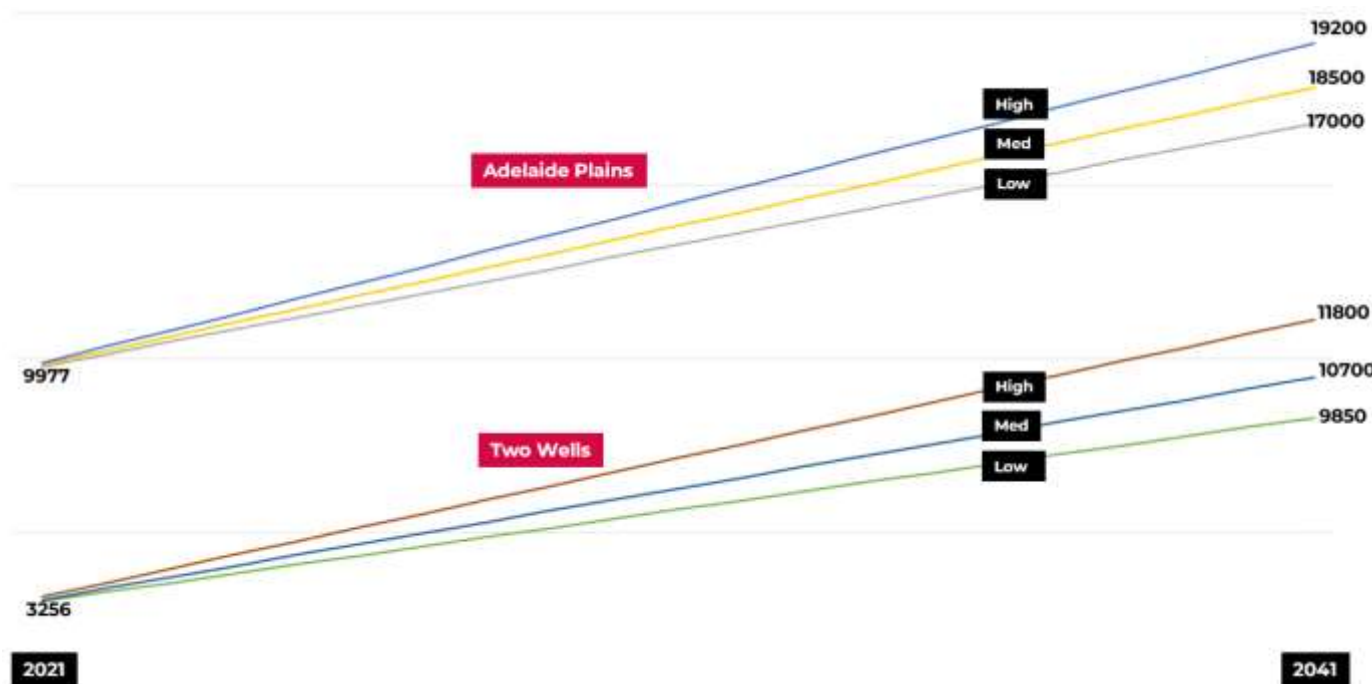
The final block was settled at Eden in early 2023 and Liberty will continue to see more dwellings constructed. There is less certainty

when Gracewood will commence works, and likewise when lodged divisions in Lewiston are brought to market.

Certainty is impacted by global and national economic conditions, other land in nearby locations, such as in Playford and Light Regional Council's being brought to the market.

This uncertainty underscores the basis to update the strategies and actions regularly to take account of change.

This growth strategy and action plan is based on the MEDIUM forecast, adopting a proactive approach to planning for a higher rate of growth than the LOW forecast.



APC and Two Wells Population Forecast Estimates Summary						
	2020 ⁵	2021 ABS	2041 est	Increase est	Dwellings/ Annum est	Residents/ Annum est
Adelaide Plains HIGH	9441	9977	19,177 19,100	9,736 9,700	175	460
Adelaide Plains MEDIUM	9441	9977	18,477 17,800	9,036 8,400	150	400
Adelaide Plains LOW	9441	9977	16,977 16,800	7,536 7,400	132	350
Two Wells ⁶ HIGH	2743	3256	11,756 11,700	9,013 8,900	160	425
Two Wells MEDIUM	2743	3256	10,856 10,700	8,113 8,000	140	380
Two Wells LOW	2743	3256	9,856 9,700	7,113 7,000	125	330

This strategy involves actions focussed on fostering a liveable and sustainable Two Wells, recognising just over 80% of population growth is forecast there.

⁵ profile.id.com.au/adelaide-plains/population-estimate accessed October 2022

POPULATION FORECASTS BASED ON POTENTIAL URBAN GROWTH

In 2019, Council decided to support investigations for potential further urban growth on the Hicks land at Two Wells and to the south of Dublin on the Leinad land. Submissions in the 2022 consultation affirmed interest in potential urban growth at the Hicks land and to the south and west of Dublin.

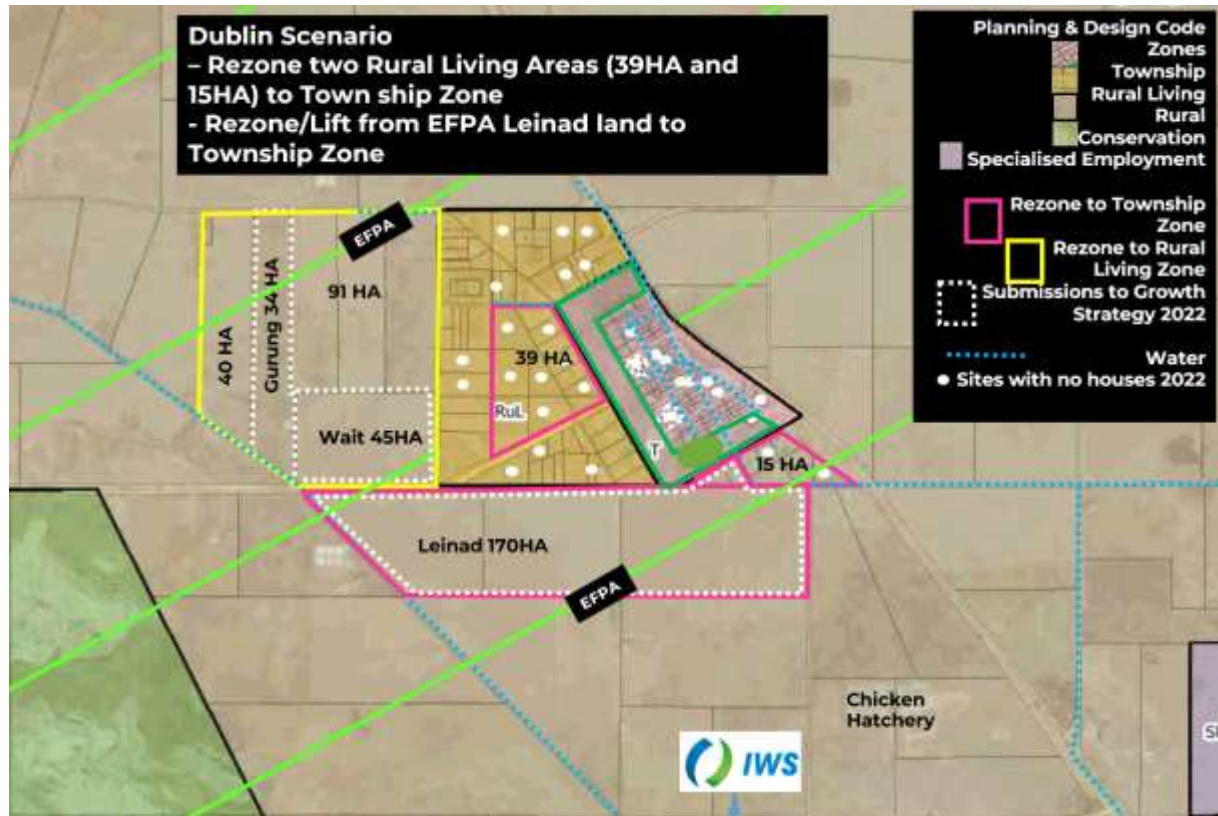
A decision to release Hicks land and land at Dublin as potential urban growth are significant unknowns. Both are within the Environment and Food Production Area (EFPA). The decision to allow the land to be developed for urban growth is ultimately a matter for SA Parliament on the advice of the Planning Minister, the State Planning Commission, and with input from Council. The State Planning Commission five yearly review of the EFPA is next due in 2026.

The Hicks land has potential for around 2,500 residents/940 dwellings in total. If Hicks land was fully developed by 2040, this would lead to a Two Wells of around 13,400.

Land at Dublin has potential for around 4000 residents/1500 dwellings in total. Added to Dublin's 405 residents of 2021, Dublin could be in the order of 4,500. Accounting for the variability of land owners intentions, if around 25% of sites are developed (rather than all sites), this entails Dublin could grow by 1000 to around 1400. If undertaken over 20 years to 2041, this rate of growth is 6% per annum, 1% higher than experienced at Two Wells from 2016 – 2021. If a 3% per annum rate of growth is experienced over 20 years to 2041, this is an increase of 345, leading to a total population of 750.



The Hicks land at Two Wells is north of the Eden housing estate, and east of the railway line



The Dublin scenario proposed in submissions in 2022 by Leinad, Gurung and Wait involve expansion of the township zone to the west and south, and further Rural Living to the west

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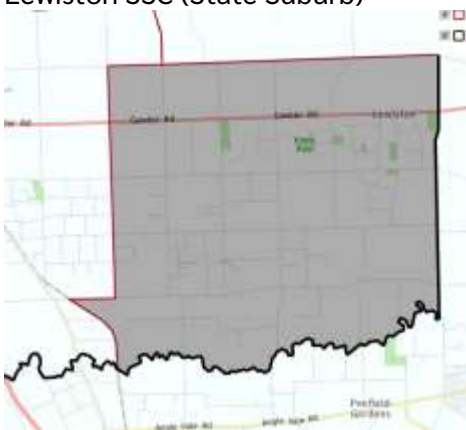
plan.sa.gov.au/our_planning_system/instruments/planning_instruments/environment_and_food_production_areas

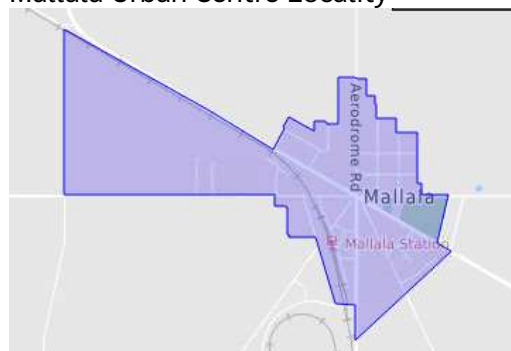


Under a MEDIUM scenario, Adelaide Plains grows from 9441 in 2020 to 18,500 in 2040. If both Hicks and Dublin land was released and fully developed within that timeframe, this would lead to Adelaide Plains in 2040 being around 25,000. This would be a 2.5 times population increase.

Noting available land within Adelaide Plains and the State Planning Commission’s 2021 assessment⁷ of no need to open up further land within Greater Adelaide (which includes Adelaide Plains), neither are likely to be available prior to 2026.

Recognising Council decisions to support investigations for this potential growth, this strategy plans for this potential growth in the longer term order to create liveable communities whilst not unduly impacting existing zoned supply.

MAIN LOCATIONS OF POPULATION GROWTH

Main Locations of Population Growth		
	Current	2041 est
<p>Two Wells SA2 (Statistical Area Level 2)</p> 	<p>3256 (2021) 2743 (2020)</p>	<p>10,900 (IF Hicks land fully developed, Two Wells becomes 13,400)</p>
<p>Lewiston SSC (State Suburb)</p> 	<p>3310 (2021) 3076 (2016)</p>	<p>4050 3500</p>

<p>Mallala Urban Centre Locality</p> 	<p>1042 (2021) 894 (2016)</p>	<p>2300 1700 (assumes Gracewood developed)</p>
<p>Dublin SSC</p> 	<p>405 (2021)</p>	<p>500 (IF unplanned growth land is fully developed long term, Dublin and nearby rural areas becomes 4500)</p>
<p>Thompson Beach</p> 	<p>219 (2021)</p>	<p>300</p>

RELATIONSHIP WITH OTHER STRATEGIES

Strategic Plan

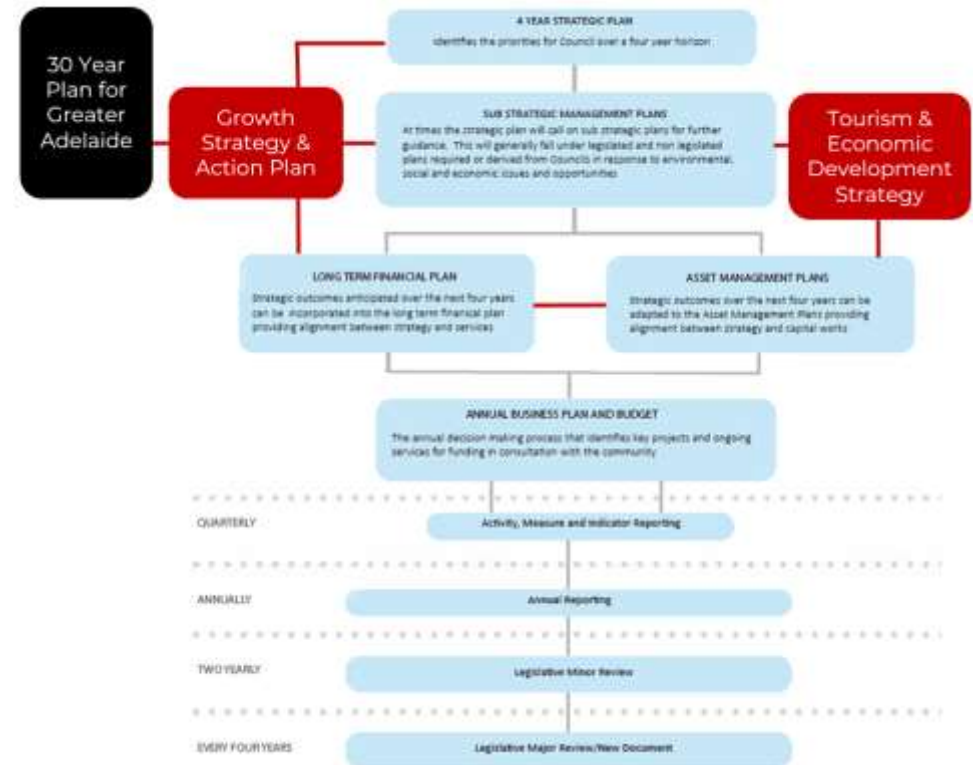
The GSAP:

- Summarises analysis undertaken by Council covering economic, social, health and recreational planning, landscape and environmental planning, land use planning, infrastructure capacity, governance, and review of the 30 Year Plan for Greater Adelaide (refer Growth Background Paper)
- Identifies Strategies and Actions based on the Strategic Plan 2021 – 2024 outcome areas of:
 - Enviable Lifestyle
 - Emerging Economy
 - Remarkable Economy
 - Proactive Leadership

Long Term Financial Plan

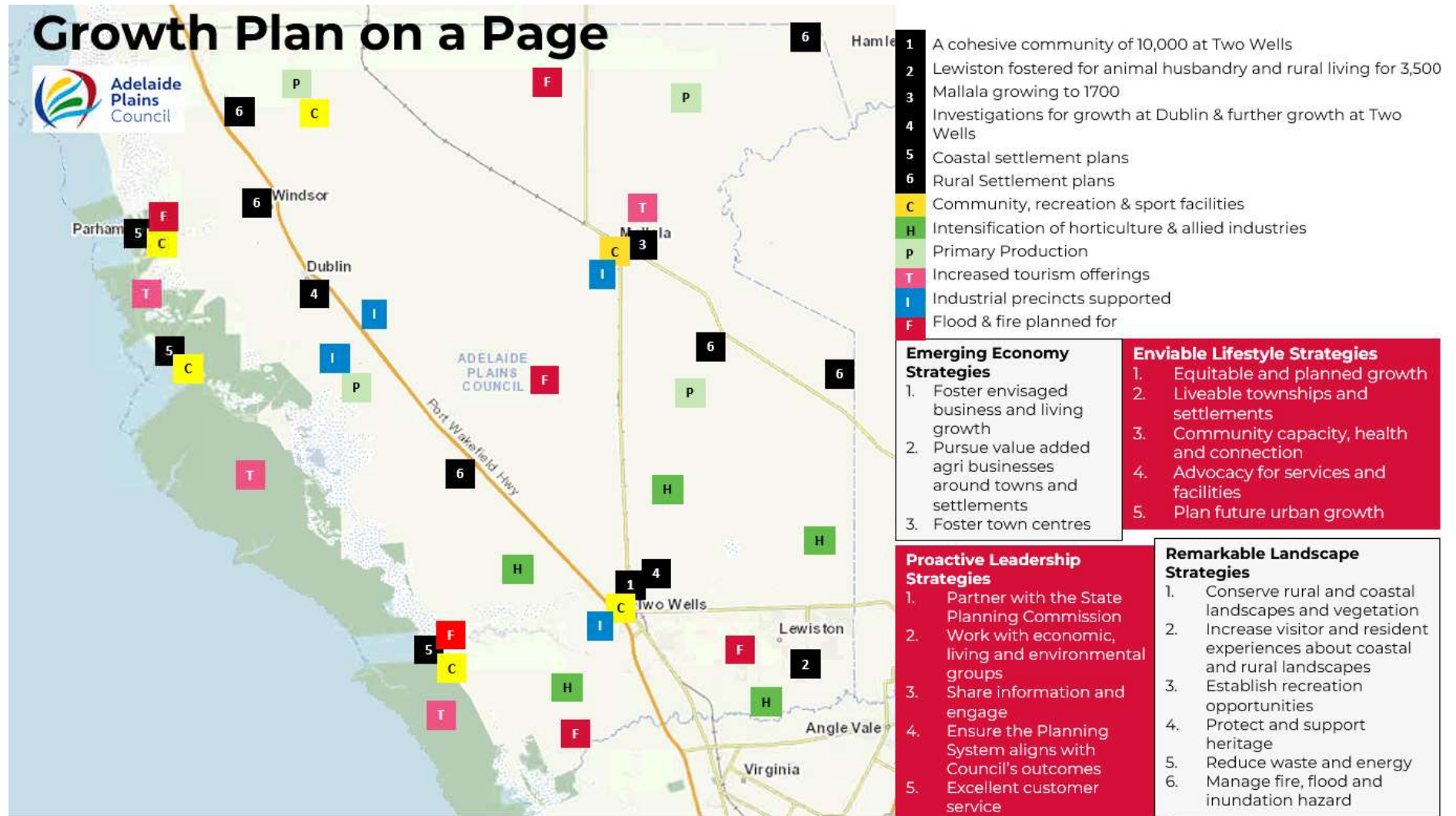
Council has a Long-Term Financial Plan looking forward 10 Years. This was released for consultation in late 2021. The LTFP includes various studies informing planning for growth.

These studies are referenced with relevant growth actions with the text ‘Consultation LTFP late 2021’.



How the Growth Strategy and Action Plan relates to Council’s Four-Year Plan, Long Term Financial Plan, and Asset Plans, as well as the 30 Year Plan For Greater Adelaide

GROWTH PLAN ON A PAGE



A summary of planning for Adelaide Plains growth

THREE TOWN SERVICE MODEL

Adelaide Plains is envisaged with three major towns and 12 coastal and rural settlements.

As Adelaide Plains grows, growth planning is seeking to foster liveable and sustainable outcomes across these townships and settlements, and with the aim for a range of services and facilities to be reasonably convenient and accessible.

This includes community and recreational facilities, health and education, employment options, and a variety of transport options.

This is in the context of nearby envisaged growth in the City of Playford, Gawler and Light Regional.



TWO WELLS

Arising from decisions in 2010 - 2012, planned urban growth is envisaging a Two Wells of around 10,500.

This growth is around 80% of growth planned in Adelaide Plains.

Strategy

'A cohesive country community of 10,500' is the strategy for Two Wells.

'Cohesive' recognises fostering 'a' community with many new people moving into a 'country' town is important.

The Actions are summarised in the Image.

Actions specific for Two Wells are placed together under the outcome areas.

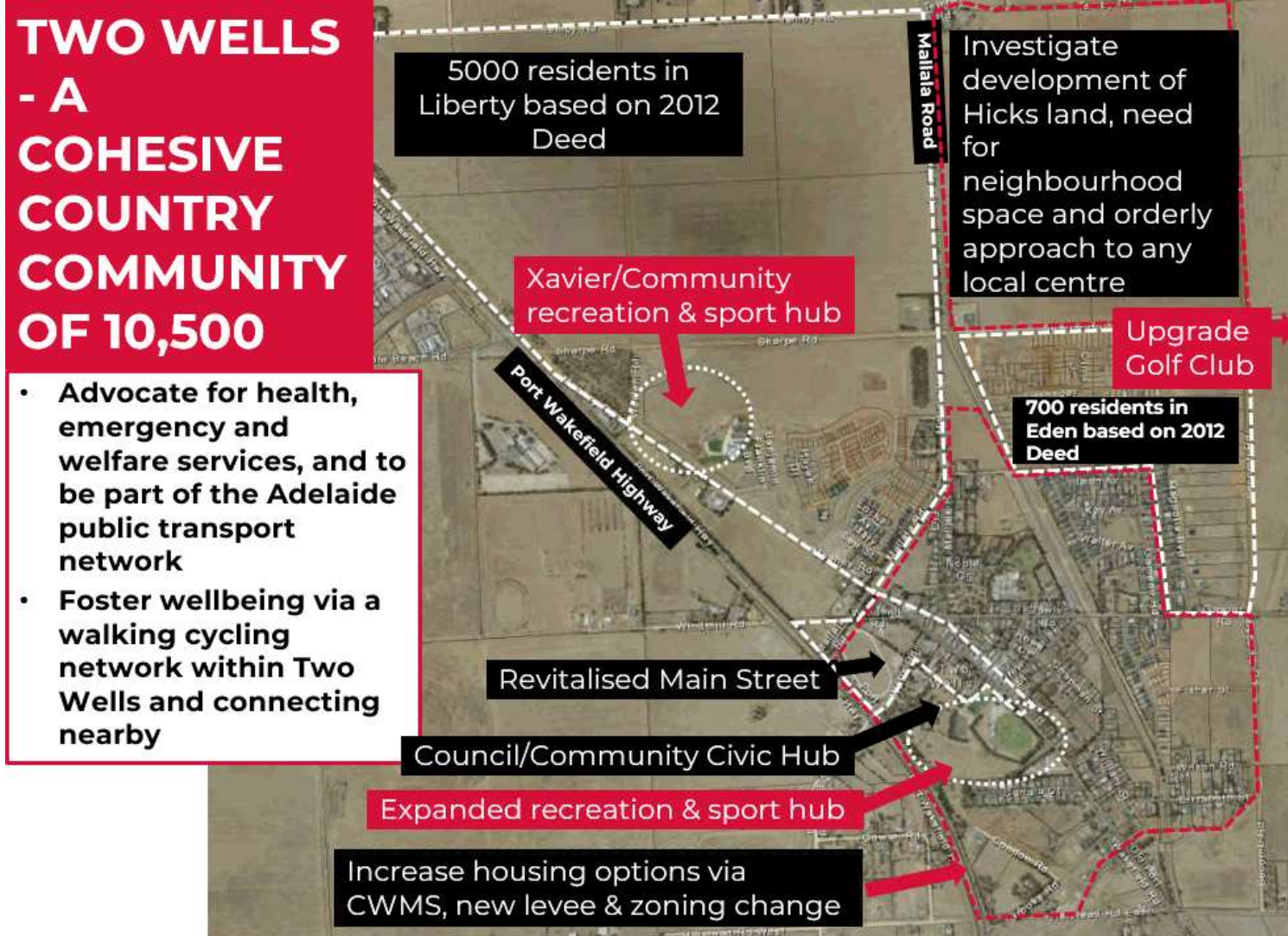


Image – Summary of Two Wells Actions to Support a Cohesive Community of 10,500

What is Needed and When

This table summarises what is needed and when at Two Wells.

	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	
Population	3256	3636	4016	4396	4776	5156	5536	5916	6296	6676	7056	7436	7816	8196	8576	8956	9336	9716	10096	10476	10856	
Town Centre	Facilitate growth of Two Wells Main Street through development of contemporary retail offering																					
Community Civic Hub	Plan and deliver community civic hub																					
Xavier Recreation Precinct	Work with Xavier on vision, noting Deed requiring oval, soccer field, and two courts for netball/tennis and shared school/community use																					
Town Centre Recreation Precinct	Plan and create upgraded sport and recreation precinct adjacent the Town Centre. Consider need and business case for indoor recreation. Consider Crown Land and land adjacent Cemetery.																					
Local Northern Centre & Recreation Precinct	Noting potential 2,500 in Hicks, investigate and advocate for a local centre to provide convenience goods and services in the northern part of Two Wells. Consider colocation with recreation and sport uses, and a community/shared hall or space. Consider range of locations, including adjacent Mallala Road.																					
Increased Housing Choice		Rezone land inside levee. Consider options for large sites																				
Walking Cycling Network	Prepare Plan		start delivery			Update	continue delivery															
Public Transport incl interchange and EV's	Ongoing advocacy and planning																					
Town CWMS	Plan and install. Note this opens up housing choice																					
Hicks	Scope Hicks potential for 2,500 residents to inform a position in 2026 EFPA review.																					

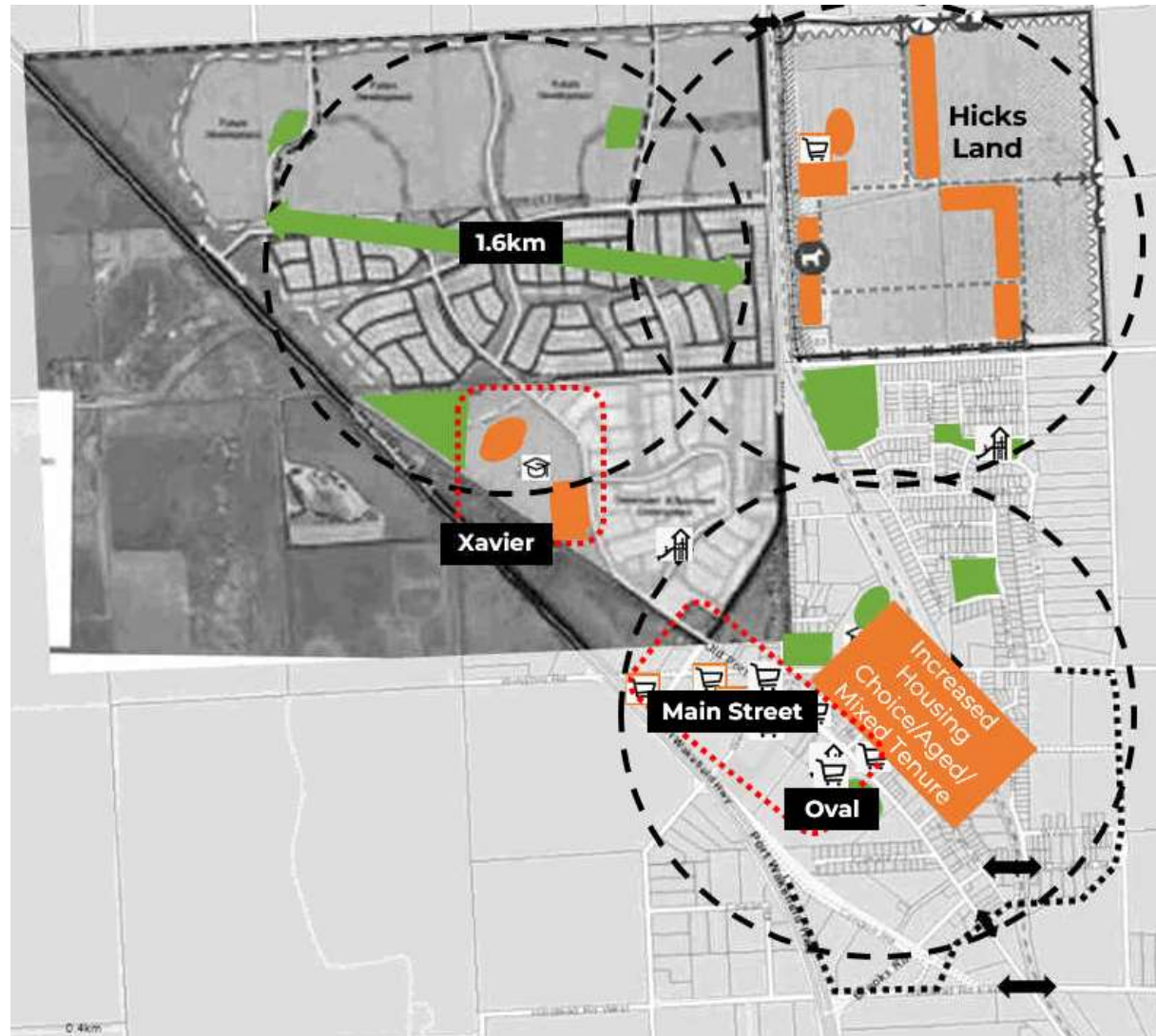
One Scenario for Two Wells

Liberty is a significant expansion of Two Wells. Council supports further growth to the north east on what is referred to as the 'Hicks' land. This requires further investigation.

If Hick's goes ahead, challenges are around how this influences Two Wells overall.

There are a variety of scenarios. In the scenario on the map:

- The Main Street is revitalised via retail development, increasing housing choice and aged housing throughout the original township, and the Oval precinct regenerated,
- A Greater Xavier Recreation Precinct for school and community purposes is established
- The Hicks land is developed for housing with investigations considering the need for neighbourhood space, an orderly approach to any local centre, and benefits of collocation with sport and recreation. The Australian Rail Track Corporation advises grade separation needed to gain access across the train line. This needs further investigation.



STRATEGIES AND ACTIONS

This part of the Growth Strategy and Action Plan forms the strategies and actions.

The strategies and actions are structured based on the Strategic Plan outcomes of Enviable Lifestyle, Emerging Economy, Remarkable Landscapes and Proactive Leadership.

Strategies are the strategies to be pursued to achieve the outcomes and Actions are how the strategies are to be achieved.

- Short term
- Medium term
- Ongoing informs operational activity



Freedom Park at Liberty, Two Wells - Planning for infrastructure fosters liveability

Enviably Lifestyle

Strategic Plan 2021 - 2024

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.

- Manage growth to sustain and activate our townships
- Provide, support and acquire facilities, assets, services and programs that build community capacity, health and connection
- Advocate for increased health, education, aged care and youth services, welfare and emergency facilities and services.

What do We Know

Adelaide Plains is part of Greater Adelaide and experiencing demand for urban growth. Much of this is already planned through the zoning established in the Planning and Design Code, reinforced by the Environment and Food Production Area (EFPA), at Two Wells, Mallala and Lewiston. Considering future urban growth, such as at Hicks Two Wells, and Leinad land at Dublin, needs to have regard to their local context, local needs, as well as their potential impact in the market. Established settlements along the coast and within agricultural areas are constrained for environmental and food production purposes. These will each need an approach based on the unique context of each. Noting decisions enabling planned growth at Two Wells and Mallala, Dublin and the surrounding areas in the north west of the Council area are a focus for more investigations.

Providing further housing choice is important, including affordable, aged, short term worker and for tourism. Having a planned approach to moving – be it freight, public transport, or being ‘active’ for health - is an important part of planning for growth.

The 2016 Open Space Study identified for the growth at Two Wells and noting lack of sport facilities in Lewiston, the potential need in total for three ovals, two cricket pitches, three soccer pitches, an eight tennis court facility, and four netball courts. An ideal option was soccer pitches overlaid by a further oval. Noting Xavier College intended oval and sports field, existing facilities at Two Wells Oval, lack of facilities in Lewiston, there is a need for a planned approach to recreation and sport infrastructure.

The 30 Year Plan envisages providing community facilities ‘in advance’. For Two Wells, this is reflected in the Hickinbotham/Council Deed envisaging facilities be provided neither significantly in advance nor significantly after when they are needed. Council’s civic, library and community facilities,

as well as the Golf Club need repurposing with a vision associated with planned growth. Ongoing advocacy for generally State provided facilities, be it SAPOL or educational, to service growth at Two Wells will be important.

Enviably Lifestyle Strategies

1. **Equitable and planned growth** acknowledging the distinct history, identify, needs and future of each of Adelaide Plains’ towns and settlements.
2. **Foster liveable townships and settlements** through influencing planned urban development and working with development partners, infrastructure providers, government and local communities.
3. Build community capacity, health and connection through:
 - planning for timely provision of suitable infrastructure to enable an enviable lifestyle
 - community and stakeholder participation in town and settlement planning processes.
4. **Advocate for increased services and facilities** with respect to health, education, aged care, youth, and welfare and emergency services.
5. **Plan for future urban growth** including at Dublin and the Hicks land at Two Wells

Enviably Lifestyle Action Plan

	Actions	Next Steps
1.	<p>Land supply and demand - Monitor to understand likely timing and nature of future land releases for urban growth. Consider level of infrastructure needed, and an orderly approach to land release. This is at Two Wells, Dublin and Lewiston, and also associated with the next review of the Environment and Food Production Area in 2026.</p> <p>Key Liaison - State Planning Commission</p>	Ongoing
2.	<p>Housing options – monitor dwellings being provided to meet housing needs, including for ageing resident and seasonal workers. This includes at Two Wells consequent on CWMS enabling increased housing choice, and rezoning land inside the levee.</p> <p>Key Liaison – SA Housing Authority</p>	Ongoing

3.	Art and Culture – investigate and establish a strategy to foster throughout the Council area. In particular in town centres, open spaces and associated with the Kaurua and colonial history and culture across the Council area.	Investigate in Short to Medium Term
4.	Council Service Hubs - Provide suitable multi-use facilities for Council services that serves the Council area as a whole.	Investigate in Short to Medium Term
5.	Mallala - continue to support planned urban development – in particular but not exclusively the Gracewood development - and the necessary infrastructure to occur. Progress Mallala Oval Master Plan. LTFP 28 Feb 2022 <ul style="list-style-type: none"> • Social and Community Infrastructure Plan \$100k 22/23 • Open Space & Recreation Strategy \$60k 22/23 • Stage 1 Two Wells/Mallala Ovals Master Plan \$100k 22/23 	Investigate in Short to Medium Term
6.	Lewiston - identify a preferred future through investigating and engaging. Consider: <ul style="list-style-type: none"> - The aspired land use mix into the future, noting trends in agriculture, equine and living - Opportunities to enhance the gathering point at Hayman/Pederick - Options to improve connectivity – including walking, cycling and equine – to Two Wells, north, east and south - Flood risk 	Investigate in Short to Medium Term
7.	Dublin – scope future urban growth to the south and west, noting 2019 Council decision to support investigating Leinad land south of existing township. Consider near coastal tourism role, agriculture, proximity to established industries and Carslake Industrial Area, community and open space facilities, recreation and sport, water reuse and necessary infrastructure. LTFP 28 Feb 2022 <ul style="list-style-type: none"> • Dublin Township Growth & Tourism Master Plan \$50k 22/23 	Investigate in Short to Medium Term
8.	Walking and Cycling - Prepare walking and cycling plans as part of town/settlement plans. Take into account the ‘link and place’ approach, and improving amenity at transport stops	Investigate in Short to Medium Term

9.	Design Quality – establish measures addressing Council’s approach to design quality of public realm, open space, and recreation and sport facilities. Consider universal design, surface quality to be fit for purpose, wayfinding, lighting, meeting required standards, water sensitive urban design, and energy efficiency .	Ongoing
10.	Settlement Plans – progressively prepare integrated plans across living, business and tourism, and environment for the coastal and rural settlements. Work with local communities to support local facilities/services, including considering walking, cycling and recreation and sport. The intent is tailored plans for each settlement.	Ongoing
11.	Two Wells Health, Emergency and Welfare Services – advocate for a suitable range, including associated with growth.	Ongoing
12.	<p>Two Wells Recreation and Sport Needs - understand needs (including scope of multi-use centre and existing oval precinct). Have regard to Xavier School oval, sporting field, and potential for shared use. Consider possible opportunities for recreational vehicle parks, the Hicks land and indoor sporting, noting a 50,000 population is typically needed for viability.</p> <p>LTFP 28 Feb 2022</p> <ul style="list-style-type: none"> • Social and Community Infrastructure Plan \$100k 22/23 • Open Space & Recreation Strategy \$60k 22/23 • Stage 1 Two Wells/Mallala Ovals Master Plan \$100k 22/23 <p>Key Liaison - Office of Recreation, Sport and Racing, City of Playford</p>	Investigate in Short Term
13.	Two Wells Recreation and Sport Hubs - following investigations and master planning, establish suitable community recreation and sport hubs. This may be an expanded Two Wells Oval Recreation and Sport Precinct, augmented offerings near/at Xavier, a northern precinct noting potential growth at Hicks, and a range of neighbourhood and local hubs. Ensure facilities include water and energy saving features, meet required standards, and are lit and of suitable surface quality to be fit for purpose.	Medium Term

14.	<p>Two Wells Community/Civic Hub - investigate needs and contemporary Council multi-use options (business, community, cultural) to inform master planning for multi-use facilities. Consider existing facilities including community centre.</p> <p>LTFP 28 Feb 2022</p> <ul style="list-style-type: none"> • Social and Community Infrastructure Plan \$100k 22/23 	Ongoing
15.	<p>Two Wells CWMS - for the original township, establish a CWMS following investigations and engagement. (study with LGA underway)</p>	Investigate in Short Term
16.	<p>Liberty and Eden Estates – partner with Hickinbotham Group based on the agreed Deed</p>	Ongoing
17.	<p>Two Wells Transport Options - advocate and plan for:</p> <ul style="list-style-type: none"> • Appropriate public transport provision, including investigating and planning for an interchange including with a park n ride facility. • Electric vehicle charging points <p>Key Liaison – Department of Infrastructure and Transport</p>	Ongoing
18.	<p>Two Wells Housing Options - Increase housing options through amending the Planning and Design Code associated with increased hazard protection arising from the levee and having a planned approach consequent on the original township CWMS. Consider options to support partnership development proposals for higher density and mixed use, as well as health, aged care and mixed tenure on large sites.</p>	Investigate in Short Term
19.	<p>Two Wells Walking and Cycling - Prepare walking and cycling plan. Take into account the ‘link and place’ approach, and improving amenity at transport stops (commenced)</p>	Short Term
20.	<p>Two Wells Golf Club – Noting services a regional market and majority of land owned by Council, work with the Golf Club to establish a vision and delivery plan. seek increasing water and energy saving in recreation and sport infrastructure</p> <p>Amend relevant Actions and Background Paper about recreation and sport facilities meeting required standards and being lit and of suitable surface quality to be fit for purpose</p>	Ongoing

21.	<p>Two Wells Hicks land – scope future urban growth, noting in principle support to investigate decision of Council in 2019. Consider housing mix, recreation and sport, water reuse, the train line and Mallala Road, and orderly connections with Two Wells.</p> <p>The potential urban development of the Hicks land immediately to the east of Liberty and separated by Mallala Road and the ARTC train line will need to involve the Hickinbotham Group, DIT and ARTC as key stakeholders amongst others.</p> <p>Continue with Growth Strategy action seeking the urban development of the Hick’s land, noting this involves seeking lifting of the Environment and Food Production Area, rezoning, and suitable infrastructure agreements.</p>	Medium Term

Emerging Economy

Strategic Plan 2021 - 2024

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.

- Support the growth of primary industries and the introduction of value-add employment generators
- Facilitate greater access to local opportunities from public and private investment
- Reinforce Adelaide Plains Council as a place of choice for business, residents and visitors.

What do We Know

The Planning and Design Code contains the policy against which proposed development is assessed. After significant investigations, the Code was established in 2021. How well the Code enables or discourages appropriate development to grow the economy needs monitoring.

Tourism experiences are centred on key attractors, notably the Adelaide International Bird Sanctuary National Park – Winaityinaityi Pangkara and Mallala Motor Sport Park. Town centres play a key role for local businesses and economically.

Agriculture is changing, with greater value adding on farm and in commercial operations. Horticultural and agribusiness growth is supported in the southern part of Adelaide Plains around Two Wells, noting current water challenges.

Emerging Economy Strategies

1. Foster envisaged business, visitor, and living growth through:
 - a. Targeted reviews to ensure policy and regulatory arrangements – including the SA planning system – are current. This includes around agriculture, renewables, town centres, and tourism.
 - b. Advocating and planning for needed infrastructure

2. **Pursue a vision of value-added agricultural businesses** providing localised employment around liveable towns and settlements. This includes a vision of including horticulture and animal husbandry south of the Light River around a growing Two Wells township and through Lewiston
3. **Foster established town centres**, principally at Two Wells Main Street, Mallala Town Centre and centre functions at Dublin.

Emerging Economy Action Plan

	Actions	Timing
1.	<p>Development Trends - monitor agricultural, horticultural, value adding, retail and tourism development trends in order to test the currency of the Planning and Design Code – including land supply/allotment sizes/EFPA - to support appropriate economic development of Adelaide Plains.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Agricultural and food-based business clustering, precincts and estates near townships • Hubs around infrastructure • Adventure and tourism based, such as motorsport, equestrian, gun clubs, shorebirds and coastal. 	Ongoing
2.	Water - advocate for suitable pricing for the NAIS water (underway)	Investigate in Short to Medium Term
3.	Renewable Energy – investigate and foster take up, including associated with primary production	Ongoing
4.	<p>Transport – plan and advocate for integrated transport planning to service living and business, including connecting with Ports in Adelaide, interstate, air based, and for a suitable range of community and public transport. Consider all the modes including passenger and business vehicles, trains and buses, walking, cycling and equine.</p> <p>Amend Transport Action to reflect intent to plan for road/trail networks including for physical activity.</p> <p>Key Liaison – Department of Infrastructure and Transport.</p>	Ongoing
5.	Employment Land Plan – adopt a coordinated approach to establishing employment precincts, such as Carslake Road, with appeal and necessary infrastructure	Investigate in Short to Medium Term

6.	<p>Two Wells Main Street—reinforce the primary role of the Two Wells mainstreet.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Upgrade the main street public realm • Progress the 8HA Crown land development for a mix of commercial, retail and community facilities. • Support the development of large undeveloped sites near the main street for increased housing choice, aged housing, short term workers accommodation, and for visitor accommodation (including recreational vehicle parks). • Planning for a variety of movement modes, including walking, cycling, business needs, buses, recreational vehicles, and visitors. 	Investigate in Short to Medium Term
7.	<p>Northern Two Wells - Investigate need for neighbourhood space and orderly approach to any retail in the northern part of Two Wells, in particular as part of investigations for the Hicks land. Any retail cannot be of a size to threaten the primary function of the Two Wells Main Street.</p> <p>Two Wells Northern Centre – investigate and advocate for an orderly approach to centre planning in the northern part of Two Wells.</p>	Investigate in Short Term

Remarkable Landscapes

Strategic Plan 2021 - 2024

Advocate for Government investment in the Gawler and Light River Catchments and coastal townships, 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.

- Protect and enhance our coastal and riverine landscapes, native vegetation and heritage
- Mitigate the impacts of adverse natural events on the community
- Improve resource recovery and carbon and waste management.

What do We Know

Adelaide Plains has distinct rural and coastal landscapes, with the Adelaide International Bird Sanctuary dominating the coast. More work is needed to enable visitors and residents to fully experience these in suitable ways.

Suitable policy and supportive measures for built heritage are being progressed, with a review of the 1983 heritage survey commencing in 2021.

Whilst much work has been completed around greening, habitat and waste, more work to maximise benefits from these areas is needed.

Planning and Land Use Services (state government) are undertaking investigations and Amendments to the Planning and Design Code with respect to the hazard of fire and flood risk associated with Gawler and Light Rivers. These are SA wide investigations. Ongoing investigations are underway with respect to managing flood risk by the Gawler River Flood Management Authority. With grant funding, at Two Wells, Council is installing a levee to the east and south of town to reduce the hazard impact associated with Gawler River. Regarding coastal inundation, past studies are informing contemporary Community Emergency Management Plans for each settlement. Past studies identify particular hazards at Middle Beach. Better planning for risk improves investment potential.

Remarkable Landscape Strategies

1. **Conserve rural and coastal landscapes and vegetation** of biodiversity against the pressures of projected population growth.
2. Increase visitor and resident experiences through leveraging coastal and rural landscapes and vegetation augmented by private and public investment.
3. **Advocate for recreation opportunities** associated with Gawler and Light Rivers, and the coast.
4. **Protect and support heritage** properties assessed as being of value.
5. **Reduce the waste and energy** footprint of new development.
6. **Manage impact of fire, flood and inundation risk** through having contemporary development guidelines based on professional investigations.

Remarkable Landscape Action Plan

	Actions	Timing
1.	<p>Visitor and Resident Experiences - pursue opportunities to establish private and public infrastructure to enable visitor and resident experiences, such as:</p> <ul style="list-style-type: none"> - Trails strategy for walking, cycling and equine - Associated with the Adelaide International Bird Sanctuary and coastal settlements, as well as the Gawler and Light Rivers. - Associated with landscaped based recreation, including walking, cycling, equine, and adventure based. - Visitor accommodation options - Cohesive visual approach to entrances and other physical features of towns - Supportive SA Planning system. 	Ongoing
2.	<p>Heritage Conservation - In consultation with owners, progress heritage designation of buildings assessed as being of heritage value (Stage 1).</p>	Investigate in Short Term
3.	<p>Heritage Conservation - Undertake further assessments of heritage value, building on the updating of heritage survey in 2021</p> <p>LTFP 28 Feb 2022</p>	Investigate in Medium Term

	<ul style="list-style-type: none"> Heritage Survey Part 2 \$27k 22/23 	
4.	Heritage Support - Establish heritage advisory service and incentives scheme.	Ongoing
5.	Greening and Canopy – investigate options, including: <ul style="list-style-type: none"> townships as built features increase, in particular: <ul style="list-style-type: none"> open space areas to increase amenity value for residents walking and cycling routes infrastructure major developments public and private land in rural areas. 	Ongoing
6.	Habitat restoration – investigate opportunities for large scale habitat restoration.	Ongoing
7.	Waste – investigate options to reduce waste associated with new development. This includes fostering the circular economy.	Investigate in Short to Medium Term
8.	Carbon Footprint – investigate options to reduce carbon footprint associated with new development.	Investigate in Short to Medium Term
9.	Fire Risk – Participate in the investigations and Code Amendment underway by Planning and Land Use Services and CFS (SA Government) to better guide development. Better planning for fire risk improves investment potential.	Investigate in Short Term
10.	Gawler and Light River Flood Risk - Participate in the investigations and Code Amendment underway by Planning and Land Use Services (SA Government) to better guide development. Seek least impact on agricultural productivity associated with flood mitigation.	Investigate in Short Term
11.	Coastal Inundation Risk – update Community Emergency Management Plans for each coastal settlement coordinated with asset planning. Noting the particular hazard profile at Middle Beach, consider the best long term approach for Middle Beach. Better planning for inundation risk improves investment potential, including for tourism based purposes.	Investigate in Short to Medium Term

Proactive Leadership

Strategic Plan 2021 - 2024

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.

- Actively seek funding and partnerships to deliver Council initiatives
- Actively engage with and inform our communities
- Strategic and sustainable financial management
- Proactively engage in Local Government Reform and continuous improvement.

What do We Know

As a service and infrastructure organisation, Council needs a coordinated approach to managing and facilitating growth that leads to liveable and economic towns, settlements and districts. A strategy for growth informs operational and service decisions, including how Council works with local business and residents, local groups, other spheres of government, other councils, infrastructure providers, and the development sector.

Funding Opportunities

- Council Long Term Financial Plan
- Private Funding – Developer Contributions
- State and Commonwealth Government Funding, including:
 - Planning and Development Fund

The level of success in achieving the GSAP depends upon cooperation between the public and private sectors, in particular:

(a) Adelaide Plains Council:

(ii) Promote the GSAP to all levels of government, private sector partners and the South Australian community, creating the necessary impetus to generate positive change.

(iii) Provide a framework for influencing the SA Planning System, including amending the Planning and Design Code, to support the GSAP.

(iv) Updating the GSAP to ensure it remains relevant.

(i) Continue its holistic, whole-of-government, approach to decisions to ensure that support the GSAP, including integrating with all Council's strategic documents including:

- Long term financial plan
- Tourism and Economic Development Strategy
- Recreation and Open Space Strategies
- Asset Management Plans
- Social and Community Service Plans
- Environmental Plans
- Other plans.

(b) State Government:

(i) Improve strategic transport links with metropolitan Adelaide aligning with the GSAP.

(ii) Support public service provision and incorporation of GSAP policies into the 30 Year Plan for Greater Adelaide, and where relevant, the Planning and Design Code.

(c) Infrastructure/utilities providers, to deliver, in a timely, coordinated and efficient manner, all transport, water, gas, electricity, information and communication technology, health and community services infrastructure required to support the GSAP.

(d) Land owners and developers:

(i) Participate in planning that supports the GSAP.

(ii) Enter into agreements with Council and State Government to fund infrastructure to support the GSAP.

(iii) Work with Council to establish and promote a consistent and recognisable Adelaide Plains offering for marketing and promotion of major developments.

(iv) Provide affordable and diverse housing.

(e) Australian Government to support policies and initiatives – including grant funding – that aligns with the GSAP.

The impact of above actions not being undertaken will need to be considered and the GSAP reviewed as necessary.

Proactive Leadership Strategies

1. **Partner with the State Planning Commission** and other Australian, State and local government entities to pursue liveable growth outcomes
2. **Maintain working relationships** with economic, living and environmental groups of Adelaide Plains
3. **Share information and engage** with the Adelaide Plains community to influence liveable growth.
4. **Ensure the SA Planning System is aligned with Council’s outcomes** and up to date for trends impacting Adelaide Plains. This includes the Planning and Design Code
5. **Provide excellent customer service** for people looking to invest and undertake development.

Proactive Leadership Action Plan

	Actions	Timing
1.	Maintain formal and informal links with the State Planning Commission and Planning and Land Use Services	Ongoing
2.	Maintain collaborative relationships with local economic, living and environmental groups in progressing the actions. Work together based on values of integrity, respect, professionalism, innovation and open mindedness.	Ongoing
3.	Foster the Adelaide Plains Business Advisory Group in shaping and supporting delivery of the Tourism and Economic Development Strategy and relevant growth strategies and actions.	Ongoing

4.	Make information available and establish a planned approach to engagement about projects arising from the GSAP. This includes having a planned approach to community and stakeholder information and engagement for each project.	Ongoing
5.	Reference the GSAP in Council long term planning, including the Long-Term Financial Plan and Asset Planning, and in applications for grant funding	Ongoing