

ECONOMIC DEVELOPMENT FRAMEWORK

2016 – 2019



ECONOMIC DEVELOPMENT FRAMEWORK

Contents

1. INTRODUCTION	3
2. PROFILE OF COUNCIL AREA AND WHERE IT FITS WITH THE REGION	6
3. DEMOGRAPHIC PROFILE	9
4. ECONOMIC PROFILE AND ANALYSIS.....	11
5. THE KEY FOCUS AREAS OF COUNCIL’S ECONOMIC DEVELOPMENT FRAMEWORK.....	16
6. UNDERSTANDING THE ECONOMIC ENVIRONMENT.....	17
7. SUPPPORTING BUSINESS DEVELOPMENT	25
8. INVESTMENT ATTRACTION AND FACILITATION - MARKETING AND PROMOTING OPPORTUNITIES AND ADVANTAGES	27
9. POLICY AND PLANNING-SUPPORTING ECONOMIC AND COMMUNITY DEVELOPMENT	29
10. ECONOMIC DEVELOPMENT ACTIONS.....	31
11. ECONOMIC DEVELOPMENT FRAMEWORK ACTION PLAN	33
12. OTHER STRATEGIES CONTRIBUTING TO ECONOMIC DEVELOPMENT	39

1. INTRODUCTION

Purpose and Intent

The District Council of Grant Economic Development Framework 2016-2019 aims to provide a structured framework to guide economic development efforts and initiatives by Council over the next three years. The framework is integrated with and sits under Council's Strategic Management Plan 2016-2020 adopted in April 2016. In formulating the Economic Development Framework, consideration has been given to existing Council strategic documents, including in particular, Mount Gambier Airport Masterplan, Mount Gambier and District Saleyards Masterplan, Community Development Framework and other Master Plans and Community Plans.



Structure

The Economic Development Framework is structured around the 5 Goals identified in Council's Strategic Management Plan 2016-2020.



Four areas of focus for Economic Development form the basis of the Economic Development Framework.-

Understanding the Economic Environment
Supporting Business Development
Investment Attraction and Facilitation with associated Marketing and Promotion
Policy and Planning-Supporting Economic and Community Development

An Economic Development Framework Action Plan outlining activities to be undertaken over three years is an important component of this Economic Development Framework. It includes target dates and KPIs to deliver the desired economic development outcomes included in Council's Strategic Management Plan 2016-2020.

What is Economic Development?

The primary function of economic development is to support the prosperity and economic opportunities for business and communities. It requires a range of policy, strategy and actions that reflect and build upon the economic, social and environmental assets that contribute to economic growth for business, localities and regions.

Economic development is generally the policy, strategies, and supporting actions set to enhance economic and social opportunities whereas economic growth is a measure of economic activity, (output, productivity, employment and community prosperity) resulting from economic strategy.

Economic development is the process by which a community or region can achieve structured and managed sustainable economic growth and improved prosperity achieved through us having an understanding of the economic environment, its people and the assets and resources that will support existing businesses and attract new investment.

Thinking beyond our region

When considering economic development, it is important for us to think beyond our region and consider how our region's economy and businesses relate to and interact with others regionally, nationally and globally. While our Council has distinct boundaries as far as operational responsibility is concerned, the same does not apply to industry, markets, supply chains and particularly tourists and other visitors to our region. An understanding of how this region's economy and its businesses interact outside its boundaries and developing strategies and partnerships that build on broader thinking around economic regions and value chains will be an important consideration for our economic future. This is particularly the case with other councils within the Limestone Coast Region and neighbouring Glenelg Shire in Victoria, as part of the Greater Green Triangle Region.



2. PROFILE OF COUNCIL AREA AND WHERE IT FITS WITH THE REGION

Location and boundaries

The District Council of Grant is located in the Limestone Coast region of South Australia about 450 kilometres south of Adelaide and 450 kilometres west of Melbourne. It is the most southern local government area in South Australia. The District Council of Grant is bounded to the south and southwest by the Southern Ocean, the Victorian Border to the east and the Wattle Range Council to the north and northwest. The District Council of Grant encircles the City of Mount Gambier and provides the city with a framework of commercial, industrial, retail, community and residential facilities as a continuation of the urban regional centre, with outlying primary industry and rural industry pursuits beyond.

The Council is predominantly rural with a number of small townships. Our population in 2015 was 8235 (ABS ERP 2015).

Land use

The District Council of Grant covers an area of 1,898 square kilometres which contains some of the richest and most productive agricultural land in South Australia. Dairying, beef and sheep production, wool, seed and grain production and horticulture are the predominant agricultural activities. The Port MacDonnell fishing industry, in particular the rock lobster industry is a significant factor in the economy of the area. Port MacDonnell is acknowledged as the “Southern Rock Lobster Capital of Australia”. Forestry production and related secondary industries of logging, milling and processing are major economic and employment generating activities.

Natural resources

Features such as the spectacular coastline and the natural and built heritage, including Canunda National Park, Lake Bonney, Mount Schank State Heritage Area, Piccaninnie Ponds and Ewens Ponds and exceptional cave diving opportunities make the area a popular and growing tourist destination and a recreational playground for local, national and international visitors. The District Council of Grant is a diverse collection of townships and communities and we value the different approaches, opinions, and expectations from our communities.

History and origins

The District Council of Grant is named after Lieutenant James Grant who sighted the Port MacDonnell area in 1800. Lieutenant Grant was responsible for naming both Mount Gambier and Mount Schank. The District Council of Grant was formed on 1st July 1996 after the amalgamation of the District Council of Mount Gambier and the District Council of Port MacDonnell.

Included areas

The District Council of Grant includes the localities of Allendale East, Blackfellows Caves, Burrungule (part), Canunda (part), Cape Douglas, Caroline, Carpenter Rocks, Caveton, Compton, Dismal Swamp, Donovans, Eight Mile Creek, German Creek, Glenburnie, Kongorong, Mil-Lel, Mingbool, Moorak, Mount Schank, Nene Valley, OB Flat, Pelican Point, Pleasant Park, Port MacDonnell, Racecourse Bay, Square Mile, Suttontown (part), Tarpeena, Wandilo, Wepar (part), Worrolong, Wye and Yahl.



Role of Council in Economic Development and the importance of partnerships

The purpose of economic development within Council is to create the environment that supports economic activity and to build the capacity within businesses, networks and communities to flourish.

The role of Council is to guide, to advise and inform business owners and investors on local and regional opportunities, key assets and supply chains and link businesses to sources of business support, funding and information. The development and management of partnerships and networks with businesses, agencies, community members and interest groups and advocacy with all levels of government on priority projects and initiatives is seen as a key to achieving successful economic development outcomes. Close interaction and cooperation between Councils' economic development arm and other Council business units is important for effective economic development outcomes, as shown in the table below.



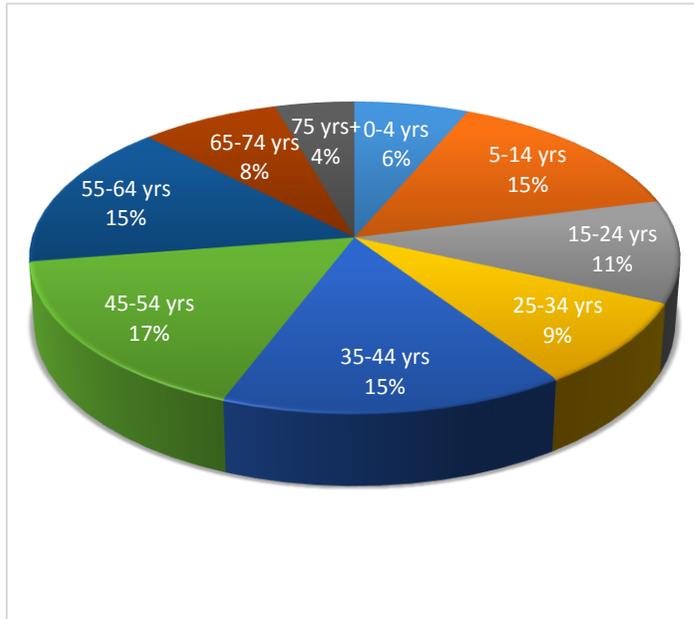
3. DEMOGRAPHIC PROFILE

Population Breakdown

Male	4,144	53%
Female	3,711	47%
Total	7,855 (as at 2011 Census).	

Estimated Resident Population as at 30th June 2015 **8235**

Population Breakdown by Age



Country of Birth (Top 6)

Australia	7012	89.3%
England	153	1.9%
New Zealand	87	1.1%
Netherlands	61	0.8%
Germany	30	0.4%
Italy	25	0.3%

Aboriginal and Torres Strait Islander people 106 1.3%

Median mortgage repayment (\$/month)	1,300
Median rent (\$/week)	135
Average people per household	2.7
Median household income (\$/week)	1,184
No. of private dwellings	3,663

Source: 2011 Census of Population and Housing, Australian Bureau of Statistics

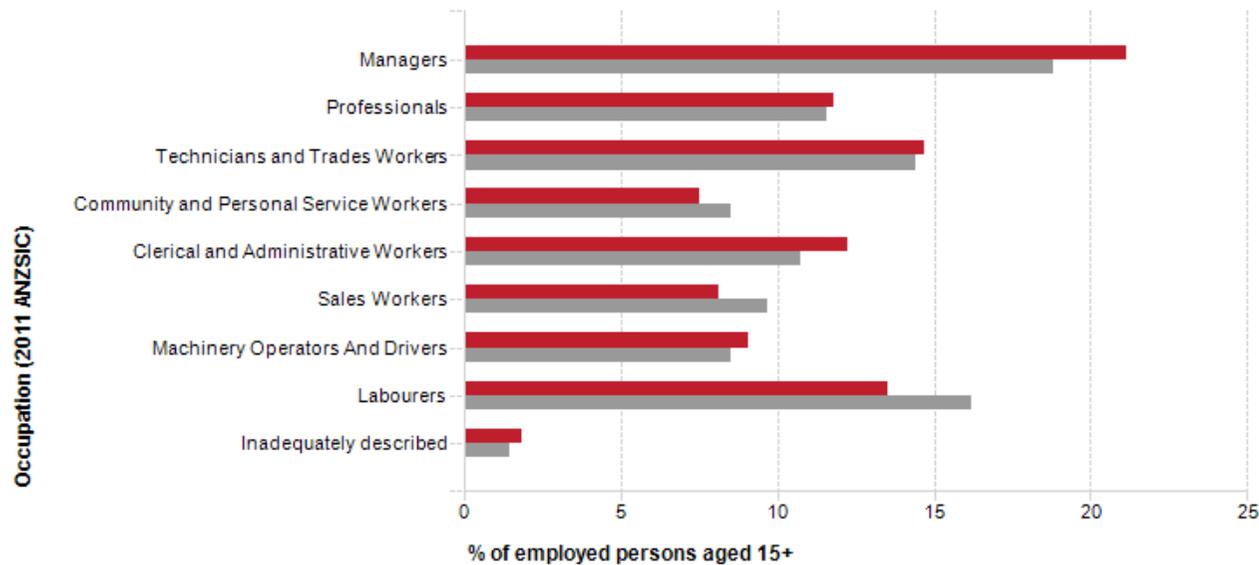
Highest qualification achieved

District Council of Grant - Total persons (Usual residence)	2011		2006		Change 2006 to 2011
	Number	%	Number	%	
Qualification level					
Bachelor or Higher degree	491	7.9	423	6.9	+68
Advanced Diploma or Diploma	329	5.3	312	5.1	+17
Vocational	1,385	22.3	1,215	19.8	+170
No qualification	3,270	52.7	3,446	56.2	-176
Not stated	727	11.7	733	12.0	-6
Total persons aged 15+	6,202	100.0	6,129	100.0	+73

Occupation of employment, 2011

Total employed persons

■ District Council of Grant ■ Limestone Coast region



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.

4. ECONOMIC PROFILE AND ANALYSIS

Industry Sectors

In 2014 -2015 the total output for all industries in District Council of Grant was **\$550.6 Million**.

Gross Regional Product in 2014 -2015 increased by 2.6% over the previous year, compared to an increase of 1% for Regional South Australia.

The top contributors to output by industry were:-

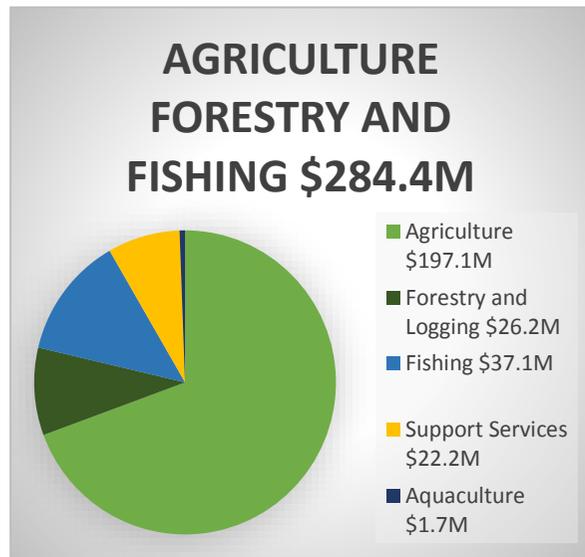
AGRICULTURE, FORESTRY AND FISHING

CONSTRUCTION

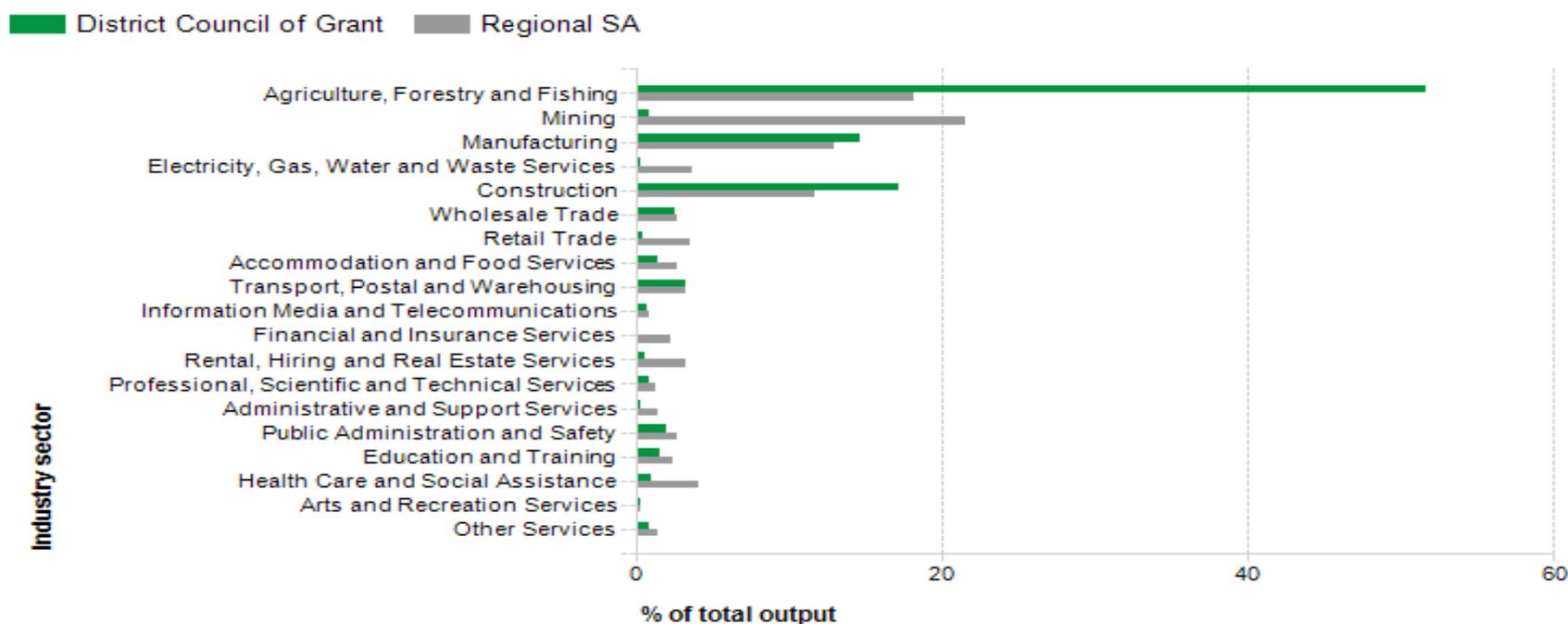
MANUFACTURING

The Agriculture, Forestry and Fishing Sector accounted for the largest output by industry, generating **\$284 Million** or 51.7% of total output in District Council of Grant area. The importance of this sector has increased over the last 10 years, increasing from \$141 Million or 28.1% of total output in 2004 -2005. During the same period, Manufacturing has decreased from 36.8% of total output in 2004-2005 to 14.6% in 2014-2015 and Construction has grown from 13.3% in 2004 -2005 to 17.1% in 2014 -2015.

BREAKDOWN OF 3 MAIN INDUSTRY SECTORS BY TOTAL ECONOMIC OUTPUT 2014-2015



Output by industry sector 2014/15



Source: National Institute of Economic and Industry Research (NIEIR) ©2016
Compiled and presented in economy.id by .id the population experts



Value Add

Value added by industry is an indicator of business productivity in District Council of Grant. It shows how productive each industry sector is at increasing the value of its inputs. It is a more refined measure of the productivity of an industry sector than output (total gross revenue), as some industries have high levels of output but require large amounts of input expenditure to achieve that.

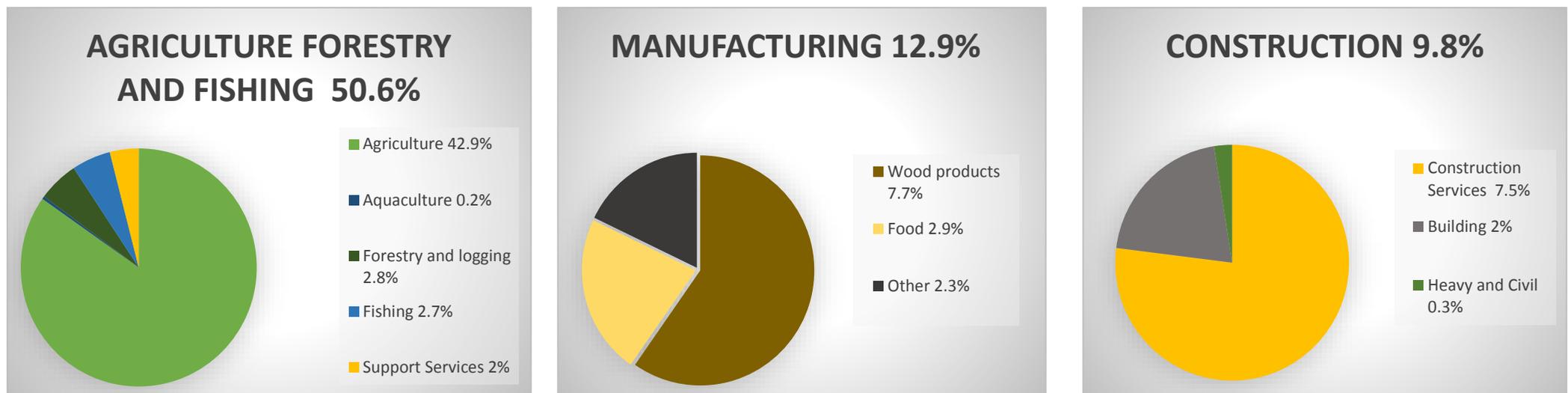
A comparison of the value-add of each industry sector in District Council of Grant confirms the three main contributing sectors to be the same sectors as for Total Economic output for 2014 -2015, but ranked in a different order.

Agriculture, Forestry and Fishing	Manufacturing	Construction
\$140.1M Value added (49.3% of output)	\$29.4M Value added (36.6% of output)	\$27.1M Value added (28.7% of output)

Likewise, a comparison of all industries and their contribution to full-time equivalent (FTE) employment in District Council of Grant confirms the importance of these three main industry sectors.

A comparison of these statistics with the benchmark figures for regional South Australia shows that each of these industry sectors makes a greater contribution to FTE employment than the comparative benchmark.

BREAKDOWN OF 3 MAIN INDUSTRY SECTORS BY CONTRIBUTION TO FTE EMPLOYMENT 2014-2015



In 2015, the Agriculture, Forestry and Fishing sector accounted for **50.6%** of FTE employment in the District Council of Grant region. The importance of this sector in providing employment has increased over the last 10 years (41.4% in 2005).

Full-time equivalent employment by industry sector

District Council of Grant	2014-2015		2009-2010		Change
Industry	Number	%	Number	%	2009/10 to 2014/15
Agriculture, Forestry and Fishing	1,041	50.6	891	45.8	+150
Manufacturing	266	12.9	369	19.0	-103
Construction	201	9.8	147	7.5	+54
Transport, Postal and Warehousing	119	5.8	125	6.4	-6
Education and Training	85	4.1	94	4.8	-9
Wholesale Trade	67	3.3	57	2.9	+11
Accommodation and Food Services	55	2.7	43	2.2	+12
Public Administration and Safety	40	1.9	37	1.9	+3
Other Services	36	1.8	35	1.8	+1
Health Care and Social Assistance	36	1.8	32	1.7	+4
Retail Trade	24	1.1	31	1.6	-7
Professional, Scientific and Technical Services	23	1.1	21	1.1	+3
Administrative and Support Services	17	0.8	16	0.8	+0
Mining	12	0.6	12	0.6	+0
Arts and Recreation Services	11	0.6	13	0.7	-1
Information Media and Telecommunications	11	0.5	10	0.5	+1
Electricity, Gas, Water and Waste Services	8	0.4	9	0.5	-1
Rental, Hiring and Real Estate Services	4	0.2	2	0.1	+2
Financial and Insurance Services	2	0.1	3	0.2	-1
Total Industries	2,057	100.0	1,946	100.0	+111

Source: National Institute of Economic and Industry Research (NIEIR) ©2016. Compiled and presented in economy.id by .id, the population experts.
<http://www.id.com.au>

FTE employment is simply aggregate hours worked divided by 38 hours per week, as an estimate of the average full-time worker hours.

Tourism

While not considered a separate industry as far as the Australian Bureau of Statistics is concerned, being made up of a combination of many contributors including hospitality, accommodation, retail, transport etc., tourism is a significant contributor to economic activity for District Council of Grant.

In 2011, there were 83 people who made up the tourism and hospitality workforce in District Council of Grant. Of this, 36.1% worked full-time, 50.6% worked part-time and 59% were female.

The Australian Bureau of Statistics publish the “Tourism Satellite Account” which is a separate set of national accounts which look at the value and contribution of tourism in the national economy. National Economics microsimulation model of the tourism satellite account at the local level, shows that:-

In 2014-2015, the total tourism and hospitality sales in District Council of Grant was **\$6.3M**, the total value added was **\$2.4M**.

Figures released recently by the South Australian Tourism Commission show the Limestone Coast to be the most visited region outside of Adelaide by international visitors, with 47,000 visits and 211,000 nights stayed during the year ending 30th June 2016.

Domestically, the Limestone Coast had 539,000 visitors who stayed 1.7 Million nights to 30th June 2016.

Tourism offers even greater scope for increased economic contribution to the region in the future, with its full potential being relatively untapped, particularly in relation to the region’s natural attractions and experiences, combined with its food and wine offerings.

5. THE KEY FOCUS AREAS OF COUNCIL'S ECONOMIC DEVELOPMENT FRAMEWORK



6. UNDERSTANDING THE ECONOMIC ENVIRONMENT

Economic Indicator figures for 2014 -2015 extracted from the Economic Profile for the Limestone Coast Region produced by .id show that for the District Council of Grant, Population, Gross Regional Product and Jobs all **grew at a greater rate** than neighbouring Limestone Coast Councils and South Australia as a whole. Similarly, the unemployment rate was lower and the number of employed residents grew. Unemployment rate for District Council of Grant as at June 2016 was 4.44% (6.8% for S.A).

Competitive Strengths and Comparative advantages

An effective process to distil the range and scope of the information gathered to bring together the key research-based issues for the Economic Development Framework is the **7 Capitals** model of collecting and sorting information under seven key resource areas (capital) that exist within regions or communities, as shown in the figure below.



The competitive strengths and comparative advantages detailed in each of the seven key resource areas of capital below show that the District Council of Grant is well placed to realise many opportunities to further economic development of the region and that there are many positive elements that can be utilised to contribute to this development.

Natural Capital	Context
Natural assets of the region	<p>Natural assets that are underutilised, providing significant potential for tourism industry development including:-</p> <ul style="list-style-type: none"> • Spectacular coastline which includes Port MacDonnell, Blackfellows Caves, Carpenter Rocks, Pelican Point, Nene Valley, Cape Douglas, Cape Northumberland, Racecourse Bay, Brown Bay • Tranquil and spectacular Glenelg River, including Donovans Landing and Dry Creek • Piccaninnie Ponds Karst Wetlands RAMSAR site • Mount Schank State Heritage Area • Ewens Ponds, Little Blue Lake, Hells Hole • Numerous sinkholes, dive sites and diving caves, including Allendale, Kilsby's sinkhole, the Shaft • 30 Trails including Kanawinka Geotrail and Admella Discovery Trail • Numerous Conservation Parks and reserves • Canunda National Park, 4 wheel drive tracks and sand dunes • Numerous Conservation Parks and reserves • Extensive beach access for vehicles
Prime agricultural and horticultural land	Rich volcanic soils and productive loams providing opportunity for agribusiness value-add and new horticultural pursuits
Water availability	Large volumes of allocated, quality groundwater supply and reliable rainfall to support high agricultural and horticultural productivity
Climate	Temperate climate without climatic extremes, providing good liveability for residents and tourists and predictability for primary production

Built Capital	Context
Airport Infrastructure	Mount Gambier Airport - Council owned and maintained asset with planned expansion and capability to provide significant economic value-add opportunities through freight and cold storage, as well as increased passenger traffic
Marine Infrastructure	Marine infrastructure, boat ramp, breakwater and jetty at Port MacDonnell and marine infrastructure at Blackfellows Caves, supporting both commercial and recreational fishing and tourist activities
Regional Saleyards	Mount Gambier and District Saleyards - Council owned and maintained livestock selling facility providing important economic infrastructure for local livestock producers and livestock selling agents
Recreational and community facilities	Recreational facilities and amenities provided at Tarpeena, Port MacDonnell, Brown Bay, Nene Valley, Donovans Landing, Dry Creek Memorial Halls, playgrounds, barbeque areas, skate park
Community assets	Port MacDonnell Community Complex incorporating the library, Rural Transaction Centre, maritime museum, gallery, visitor information centre and community meeting room
Road assets	Serviceable arterial road network incorporating State highways and local council road network
Utilities and IT	Good regional availability of Fixed Wireless NBN Broadband Adequate mobile phone coverage in most parts of the region Finger Point Waste Water Treatment Plant Community Wastewater Management Systems servicing Port MacDonnell, Donovans , Tarpeena, Pelican Point, Cape Douglas and Allendale East
Schools	Allendale East Area School and a number of rural Primary Schools
Mount Gambier Gaol complex	Significant contributor to local economy through purchase of goods and services, as well as providing local employment
Arts and cultural	Public sculptures and murals Library, maritime museum and gallery located at Port MacDonnell Community Complex

Built Capital	Context
<p>(Continued) Heritage and buildings</p>	<p>Old Customs House Cape Northumberland Lighthouse Adam Lindsay Gordon Cottage and Dingley Dell Conservation Park Woolwash Interpretive Centre Port MacDonnell Maritime Museum Old Maritime Museum/Council Offices</p>
<p>Housing</p>	<p>Affordable housing options available</p>
<p>Health/Aged Care</p>	<p>The Oaks Aged Care Facility Sutton Court Aged Care Facilities Doctors Surgery at Port MacDonnell</p>
<p>Sporting facilities</p>	<p>Glenburnie Racetrack Borderline Speedway McNamara Park Mount Gambier Karting Club facilities Blue Lake Golf Course (part) Port MacDonnell Golf Course Numerous football, soccer and cricket ovals, netball and tennis courts</p>

Economic capital	Context
Strong industry base	Established industries in the region including:- <ul style="list-style-type: none"> • Large Southern Rock Lobster fishing fleet and Abalone fishery • Large scale dairying operations • Significant forestry and timber processing operations • Productive mixed farming sector • Growing Mount Gambier Wine Region
Skills base	Availability of skills and attraction and retention of skilled professionals Positive levels of Year 12 attainment rates
Research and Development	Tree breeding and forestry research and development
Workforce profile	Over 45 percent of population qualified at Certificate level or higher Managers make up the highest percentage of occupations
Land and asset availability	Extensive area of land in Council area zoned Primary Production Industrial Land Review and development of Master Plan currently being undertaken
Financial Capital	Context
Government investment	Record of successful past grant funding submissions, attracting government funding. Investment ready projects being developed
Property values	Favourable levels of housing and land affordability

Cultural Capital	Context
Arts and culture	Cultural, community and sporting events and activities including:- <ul style="list-style-type: none"> • Generations in Jazz • Port MacDonnell Bayside Festival • Mount Gambier Racing Club Gold Cup Carnival • Australia Day Celebration and award presentation • Mil-Lel A & H Society Show • Borderline Speedway <i>Kings Challenge</i> and McNamara Park <i>Master of Mac Park</i> • Port MacDonnell Offshore Angling Club <i>Tuna and Sport Fish Tournament</i> • Port MacDonnell Maritime Museum • Exhibitions at Port MacDonnell Community Complex Gallery
Sense of Community	Safe, connected rural communities with relaxed lifestyle
Political capital	Context
Community leadership	Ready access to both Federal and State representative members of Parliament Good Government and agency relationships and partnerships
Policy and strategy	Proactive Council and regional partnerships Cross regional planning and strategic thinking fostered Strong cross-border relationships developed

Human and social capital	Context
Population growth and demographic change	<p>Emerging economic opportunities within aged care and specialist services and access to local health facilities</p> <p>Cultural diversity and strength of overseas migration</p> <p>Growth of Burmese and Congolese communities in the region</p>
Education	<p>Higher levels of Year 12 attainment rates</p> <p>Good access to primary and secondary education facilities</p> <p>Access to tertiary education facilities in Mount Gambier including a variety of TAFE courses and University of South Australia offering a number of tertiary qualifications including Nursing, Education, Business, Music and Social Work</p>
Health and community services	<p>Mount Gambier and Districts Health Service</p> <p>South East Regional Community Health Services</p> <p>First response ambulance volunteers</p> <p>Numerous volunteer CFS Brigades</p> <p>Port MacDonnell and Districts Men's Shed</p>

Opportunities

- **Value add to agricultural and horticultural production**
- **Inward investment to facilitate key opportunities**
- **Tourism and international tourist market**
- **Expansion of Mount Gambier Airport and freight capability**
- **Alternative Energy, especially biomass opportunities**
- **Aged care industry and retirement living**
- **Economic development opportunities from waste management**

Challenges

- **Securing sustainable pricing and markets for key industries, especially dairy and rock lobster**
- **Securing investment funding for key infrastructure**
- **Securing a sustainable future for Mount Gambier and District Saleyards**
- **The availability of skilled workforce for future industry growth**

7. SUPPORTING BUSINESS DEVELOPMENT



Skills and Workforce Development

Business Database

Development and regular maintenance of a comprehensive database of businesses in District Council of Grant will provide a valuable tool in supporting business development in the region. It will assist in effectively communicating with those business both in providing them access to business information and details of training opportunities, workshops and forums etc. as well as providing a means of gathering intelligence from them regarding their needs.

Training and Business Skills

A key priority of engagement with businesses within District Council of Grant area is the identification of the training, business skills and workforce development needs of businesses. Working with providers to facilitate the delivery of suitable training and business skills programs to match the needs of businesses in the region will be an ongoing focus, as will the facilitation of linkages to suitable diagnostic and business planning tools for businesses to access. Succession Planning is often an issue for family businesses, in particular farming operations. Access to training programs, such as those offered by Family Business Australia, will be sought for regional delivery.

Business and Industry Forums

The business database will assist in facilitating industry based forums and discussions with key industry leaders to better inform Council on issues and opportunities and to assist Council in advocating for and providing assistance to business and industry.

Forums and group discussions will also assist Council to identify opportunities and gaps in industry based groups and networks and any impediments or opportunities for their business that we may be able to assist with.

Clustering and Collaboration

A simplistic view of Clustering or Smart Specialisation is that it provides the opportunity for businesses that may normally be competitors to cooperate and grow by increasing the overall economic output to markets outside the region, under a cluster structure. Often Small to Medium Enterprises (SMEs) lack the size, scale and resources to effectively participate in or impact upon market opportunities that are presented, whether they be international or domestic markets. Opportunities for businesses in the District Council of Grant to participate in regional clusters or for the potential formation of natural clusters based on regional strengths will be keenly sought.

Likewise, opportunities for businesses to collaborate with others in the provision of services, for example jointly tendering for larger contracts, will be identified and encouraged.

Grants and Government Assistance programs

Provision of information to businesses on the availability of any suitable grants and government assistance programs and referral of businesses to the relevant agency or provider will ensure that businesses are provided with the opportunity to take advantage of relevant government initiatives.

8. INVESTMENT ATTRACTION AND FACILITATION - MARKETING AND PROMOTING OPPORTUNITIES AND ADVANTAGES

Investment Attraction

There is a need to attract and facilitate investment, particularly in infrastructure for key regional industries of agriculture for value adding, new manufacturing and tourism infrastructure (accommodation and experience development) to further the economic growth of the region. This need is very evident and a key element of Council's Economic Development Framework.

International Engagement Strategy (including China strategy)

Councils' International Engagement Strategy developed from this framework includes strategies and actions to make the most of opportunities for economic development arising from effective engagement with international markets, linking regional efforts through Regional Development Australia Limestone Coast and Limestone Coast Local Government Association.

These include:-

- Identifying export ready businesses and businesses with the plans and capability to become export ready, and assisting them to link with State and Federal agencies and assistance programs through Austrade and TradeStart.
- Identifying trade opportunities for businesses in our region, based on competitive strengths and specific market opportunities.

- Assisting businesses to attract investment, ensuring that they have sound proposals, investment memoranda and business cases for investors to consider.
- Promoting E-Commerce opportunities.
- Working with partners to create linkages through hosting or participating in international delegations where they are linked to identified, and qualified, regional opportunities.

Tourism

Unique natural attractions and spectacular coastline, combined with top quality food and wine produced in the region present significant opportunity for further development as sought after experiences for tourist markets, with the majority being largely undeveloped. The opportunity to work with neighbouring Glenelg Shire in Victoria to link this region to the Great Ocean Road, with it being viewed as a natural progression for the vast number of self-drive tourists attracted to the Great Ocean Road, is being actively pursued, as is the potential to attract cruise ship passengers disembarking at Portland.

Capital investment in infrastructure to support the potential tourist market will be critical to achieving successful outcomes.



Other critical factors in achieving successful outcomes will be the education of tourism operators to provide the level of customer service expected, together with support of entrepreneurial tourism experience developers.

Marketing material /prospectus

A critical enabling element for Investment Attraction, International Engagement and Tourism promotion will be the availability of high quality, professional and targeted marketing material, effectively highlighting what the region has to offer by way of investment and trade opportunities or tourism experiences.

It is important that the District Council of Grant works in partnership with other stakeholders, (e.g. neighbouring councils, Limestone Coast Local Government Association, RDA Limestone Coast, SA Tourism Commission and Investment Attraction SA) when developing and contributing to this marketing and promotional material.

9. POLICY AND PLANNING-SUPPORTING ECONOMIC AND COMMUNITY DEVELOPMENT



Mount Gambier Airport

The Mount Gambier Airport is a vital component of the region's transportation infrastructure which is wholly owned and managed by the District Council of Grant. It is the only facility in the Limestone Coast region with a regular passenger service.

The Mount Gambier Airport Master Plan 2016-2020 was adopted in September 2015. Plans have since been developed and funding is being sought for a 3 stage upgrade, extension and development of the airport to cater for future economic growth of the region. The opportunity for airfreight out of the region, in particular for high value perishable food products (e.g. dairy and seafood), is seen as offering considerable potential and is currently being investigated.

Economic development actions in relation to the airport include:-

- The development of a business case for a freight/export hub at Mount Gambier Airport.
- Sourcing and advocating for government funding to undertake development of this important transportation infrastructure.
- Investigating partnership opportunities with private sector investors for the development of airside or non-airside infrastructure or land use.

While the airport currently is able to cater for increased passenger numbers or additional operators, the planned development is aimed at attracting future passenger growth and larger aircraft.

Mount Gambier and District Saleyards

The Mount Gambier and District Saleyards is the largest livestock exchange in the Limestone Coast and an integral part of the agricultural economy of the region and is wholly owned and managed by the District Council of Grant. A draft Mount Gambier and District Saleyards Masterplan 2016-2026 has been developed and is expected to be adopted in the near future.

The estimated contribution of the Saleyards to the regional economy in 2015-2016 is \$198M from sales of nearly \$129M. A challenge for the future of the Saleyards is the increase in sales from producers directly to processors. The availability of the Saleyards provides livestock producers with an important element of competitiveness within the livestock market and a financially viable auction facility will assist in maintaining that competitiveness. Economic development actions in relation to the Saleyards centre around new business opportunities and infrastructure upgrades and include:-

- Engagement and consultation with stakeholders on the retention and growth of business opportunities and opportunities for other means of business including on-line and special sales.
- Developing and implementing a Marketing and Communications Plan for the Saleyards.
- Seeking funding for infrastructure improvements.

Community Development Framework 2016-2020

The District Council of Grant's Community Development Framework 2016-2020 has recently been completed.

The Community Development Framework aligns with this Economic Development Framework and integrates with it in the areas of improved infrastructure, increased tourism and branding, sourcing of funding and the implementation of Community Masterplans (Placemaking).

Community Masterplans

- **Port MacDonnell Urban Design Framework and Masterplan**

Infrastructure upgrades in the Port MacDonnell Urban Design Framework and Masterplan include an upgrade to the Jetty, Boat Ramp and Wharf area, some of which has since been undertaken. The recommendation in relation to the Former Boatyard site, a prime piece of real estate for development ideally located on the foreshore at Port MacDonnell, is to *“Investigate sustainable and viable commercial opportunities with the private sector that will fit in with the objectives of the master plan in the long term. e.g. vibrant street level retail uses with tourist accommodation”*.

- **River and Coastal Communities Urban Design Framework and Masterplan**

Work included in this Masterplan builds on the work undertaken for the Port MacDonnell Urban Design Framework and Masterplan and includes other coastal communities and river communities adjacent to the Glenelg River.

Infrastructure related recommendations from the plan include a new coastal road linkage to incorporate improvements to all access points to coastal and river public areas and infrastructure upgrades at Donovans Landing and Dry Creek.

- **Tarpeena Community Plan**

The Tarpeena Community Plan includes a number of strategies to *“Actively enhance public infrastructure to serve the needs of residents and visitors to Tarpeena”* which includes improving access to Information Technology and options for 'hot spot' Wi Fi service within Tarpeena through private sector and community partnership.

Another strategy included in the Masterplan is to *“Facilitate and encourage tourism opportunities within the township, leading to increased economic activity”* and developing and improving tourist facilities including investigating the process and requirements for Tarpeena to be designated as a RV Friendly destination.

10. ECONOMIC DEVELOPMENT ACTIONS

The Economic Development Framework Action Plan (section 11) which follows, details strategies and associated actions which have been identified as a means of achieving those outcomes specifically related to economic development and realising the aims of this Economic Development Framework.

Each section of actions is referenced back to Council's Strategic Management Plan 2016-2020, with the symbol that represents the goal that is supported by each group of actions.

Regular reporting against these actions will be undertaken to track progress under this Economic Development Framework and measure the impact the actions are having on economic growth.

COUNCIL'S STRATEGIC MANAGEMENT PLAN 2016-2020 GOALS:

GOAL 1 PHYSICAL INFRASTRUCTURE IS IMPROVED AND DEVELOPED



OUTCOMES

1. Improved roads and infrastructure, transport links, footpaths and walking/cycle trails
2. Improved public spaces
3. Improved regional infrastructure (including non-council infrastructure)
4. Improved Airport infrastructure and services
5. Improved Mount Gambier and District Saleyards infrastructure and services
6. Improved Marine infrastructure

GOAL 2 ECONOMIC DEVELOPMENT OPPORTUNITIES PURSUED AND PROMOTED



OUTCOMES

1. Growth of new and existing industries and businesses
2. Increased tourism
3. Existing events supported and new events developed
4. Land developed to suit future needs and demands

GOAL 3 IMPROVED COMMUNITY SERVICES DELIVERED THAT SUPPORT COMMUNITY EXPECTATIONS



OUTCOMES

- 1. Improved and accountable partnerships and services provided by other stakeholders**
- 2. Effective and improved community development programs**
- 3. A safe and vibrant community**

GOAL 4 STRONG LEADERSHIP, MANAGEMENT AND DELIVERY OF TRANSPARENT COUNCIL SERVICES



OUTCOMES

- 1. Effective communication and consultation with the community and regional partners**
- 2. Effective Council management and business systems**
- 3. Effective regulatory services**
- 4. Effective support and services to Elected Members**
- 5. Effective partnerships with stakeholders**

GOAL 5 SUSTAINABLE USE, ACCESSIBILITY AND PLANNED USE OF OUR NATURAL AND BUILT ENVIRONMENT



OUTCOMES

- 1. Alternative energy solutions and opportunities are explored**
- 2. Improved and continued access to our natural environs (parks, coasts, marine parks)**
- 3. Sustainable approach to coastal protection strategies**
- 4. Sustainable Community Waste Management Systems implemented and maintained**

11. ECONOMIC DEVELOPMENT FRAMEWORK ACTION PLAN

STRATEGY:-Assist business and industry through advocacy, advice and facilitation of economic development opportunities

OUTCOME:-Growth of new and existing industries and businesses

GOAL 2



Activity	KPI	Responsibility	Target Date
Develop and maintain a database of business and industry sectors	Comprehensive database developed	Economic Development Advisor	30/9/16
Identify opportunities and gaps in industry based groups	List of opportunities and any gaps identified	Economic Development Advisor	Ongoing
Facilitate industry based discussion and forums to assist in Council's advocacy and assistance to business and industry	2 forums per year facilitated	Economic Development Advisor	Ongoing
Work with businesses and industry to identify skills and workforce development needs	Database of skills and workforce development needs created	Economic Development Advisor	Ongoing
Work with businesses and industry to identify to what extent succession planning has been considered	Need established and training arranged	Economic Development Advisor	Ongoing
Work with providers to facilitate the delivery of suitable training and business skills programs to match the needs of businesses within D C Grant	Training identified and promoted	Economic Development Advisor	Ongoing
Facilitate awareness and training programs to maximise digital capability and encourage utilisation of available technology	Digital capability training available and promoted in region	Economic Development Advisor	Ongoing

STRATEGY:-Continue to assist industry to facilitate opportunities for value adding

OUTCOME:-Growth of new and existing industries and businesses

GOAL 2



Activity	KPI	Responsibility	Target Date
Identify value adding opportunities in consultation with regional and business partners	List of value added opportunities created	Economic Development Advisor	Ongoing
Identify clustering opportunities and opportunities for businesses to work collaboratively for increased value adding	List of clustering opportunities developed	Economic Development Advisor	Ongoing
Implement and advocate for value adding opportunities	Value added opportunities implemented	Economic Development Advisor	Ongoing
Develop strategies for implementation of value adding opportunities	Strategies developed	Economic Development Advisor	Ongoing

STRATEGY:-Develop and Implement an International Engagement Strategy to support investment and export opportunities

OUTCOME:-Growth of new and existing industries and businesses

GOAL 2



Activity	KPI	Responsibility	Target Date
Develop an International Engagement Strategy, linking regional efforts through RDALC and LCLGA	Strategy developed and adopted	Economic Development Advisor	31/12/16
Identify opportunities or gaps in investment and export	Opportunities and gaps identified	Economic Development Advisor	Ongoing
Development promotional and advocacy tools for investment and export opportunities	Suite of tools developed	Economic Development Advisor	31/3/17

STRATEGY:- Maintain active involvement and collaboration with Limestone Coast RDA and projects. OUTCOME:- Growth of new and existing industries and businesses			
			GOAL 2 
Activity	KPI	Responsibility	Target Date
Develop and maintain regional partnerships including RDALC	Good relationships with regional partners maintained	Economic Development Advisor	Ongoing
Attend and have positive input in regional forums and meetings that focus on economic development	Economic Development meetings and forums attended	Economic Development Advisor	Ongoing

STRATEGY:- Assess plan and advocate for aviation related business or industry development at and from the Airport. OUTCOMES:- Improved Airport Infrastructure and Services Growth of new and existing industries and businesses			
		GOAL 1 	GOAL 2 
Activity	KPI	Responsibility	Target Date
Develop a business case for a freight/export hub at Mount Gambier Airport.	Business case completed	Airport Manager Economic Development Advisor	March 2017
Investigate and develop a plan for business use of airport land.	Plan developed	Airport Manager Economic Development Advisor	June 2017

STRATEGY:- Pursue funding partnerships for Airport infrastructure improvements and opportunities OUTCOMES:- Improved Airport Infrastructure and Services Growth of new and existing industries and businesses			
		GOAL 1 	GOAL 2 
Activity	KPI	Responsibility	Target Date
Source and advocate for government funding to undertake infrastructure projects	Funding opportunities maximised	Airport Manager Economic Development Advisor Community Development Officer	Ongoing

STRATEGY:- Develop, review and implement a marketing plan for retention and attraction of business to the Saleyards OUTCOMES:- Improved Mount Gambier and District Saleyards and services Growth of new and existing businesses			
		GOAL 1 	GOAL 2 
Activity	KPI	Responsibility	Target Date
Develop a Marketing and Communications Strategy Plan for retention and attraction of business to the Saleyards	Saleyards Marketing and Communication Strategy plan produced	Business Manager Saleyards Economic Development Advisor Team Leader Saleyards	March 2017
Engage, consult and review with Saleyards staff, Agents, Buyers, Sellers, Transport Operators and other stakeholders on retention of business and potential growth of business	Engagement undertaken and opportunities identified	Business Manager Saleyards Chief Executive Officer Economic Development Advisor	March 2017
Implement Marketing and Communications plan	Implementation of plan undertaken	Business Manager Saleyards Chief Executive Officer Economic Development Advisor	June 2017
Work with peak industry groups MLA, ALMA, LSVA and other saleyard operators etc. to assess and develop industry strategies for retention and expansion of business	Suitable strategies developed	Business Manager Saleyards Chief Executive Officer Economic Development Advisor	Ongoing
Undertake an annual review of the Marketing and Communications Plan	Annual review undertaken	Business Manager Saleyards Chief Executive Officer Economic Development Advisor	Ongoing
Assess opportunities for other means of business via on-line sales, special sales etc.	Other opportunities assessed.	Business Manager Saleyards Economic Development Advisor	June 2017

STRATEGY:- Pursue funding partnerships for Saleyards infrastructure improvements and opportunities OUTCOMES:- Improved Mount Gambier and District Saleyards and services Growth of new and existing industries and businesses			
		GOAL 1 	GOAL 2 
Activity	KPI	Responsibility	Target Date
Source and advocate for government funding to undertake infrastructure projects	Funding opportunities maximised	Business Manager Saleyards Economic Development Advisor Community Development Officer	Ongoing
Investigate partnership opportunities with private sector investors for the development of saleyard operations and projects	Investigations undertaken	Business Manager Saleyards Economic Development Advisor	Ongoing

STRATEGY:-Engage with the Limestone Coast Collaborative to assist in regional tourism promotion and development OUTCOME:-Increased Tourism			
			GOAL 2 
Activity	KPI	Responsibility	Target Date
Assess opportunities as they arise for collaboration and use of the Limestone Coast Brand	Opportunities for use of brand assessed	Deputy Chief Executive Officer Economic Development Advisor Community Development Officer	Ongoing
Promote Limestone Coast Brand to local businesses	Continue to participate and support the development, launch and use of the LCC Brand. Inclusion of the LCC Brand in tourism strategy development within council. Actively promote Australian Data Tourism Warehouse (ATDW) to tourism operators	Economic Development Advisor Community Development Officer	Ongoing

STRATEGY:-Assess eco-tourism opportunities in cooperation with public and private sectors OUTCOMES:-Improved and continued public access to our natural environs (parks, coast, marine parks) Increased Tourism			
		GOAL 5 	GOAL 2 
Activity	KPI	Responsibility	Target Date
Assess and review eco-tourism opportunities	Review undertaken	Chief Executive Officer Economic Development Advisor	Ongoing
Develop Piccaninnie Ponds Eco-Tourism concept	Concept developed	Economic Development Advisor	December 2016
Advocate to State Government and private sector for the development of Piccaninnie Ponds Eco-Tourism concept	Advocacy undertaken	Chief Executive Officer Economic Development Advisor	Ongoing

STRATEGY:- Assess and advocate for alternative and sustainable energy solutions and developments OUTCOMES:- Alternative energy solutions and opportunities explored Growth of new and existing industries and businesses					
		GOAL 5		GOAL 2	
Activity	KPI	Responsibility		Target Date	
Liaise with alternative energy providers and other stakeholders for investment and development opportunities	Liaison undertaken and any opportunities identified	Director Environmental Services Economic Development Advisor		Ongoing	
Ensure significant community engagement is undertaken for any alternative energy solution	Community engagement undertaken	Director Environmental Services Economic Development Advisor		Ongoing	
Advocate for sustainable and environmentally sound alternative energy solutions	Advocacy undertaken	Director Environmental Services Economic Development Advisor		Ongoing	

STRATEGY:- Investigate alternative sustainable waste disposal methods OUTCOMES:- Sustainable waste management services Growth of new and existing industries and businesses					
		GOAL 5		GOAL 2	
Activity	KPI	Responsibility		Target Date	
Advocate for development of new waste disposal business and infrastructure in the Limestone Coast.	Advocacy undertaken	Environmental Health Manager Economic Development Advisor		Ongoing	

STRATEGY:- Advocate for enhanced educational services facilities and opportunities OUTCOME:- Improved and accountable partnerships and services provided by other stakeholders				
		GOAL 3		
Activity	KPI	Responsibility		Target Date
Engage with UNISA and other stakeholders for the establishment of student accommodation facilities	Engagement undertaken	Economic Development Advisor		June 2017

12. OTHER STRATEGIES CONTRIBUTING TO ECONOMIC DEVELOPMENT

There are a number of other strategies to assist with the achievement of outcomes which contribute towards Economic Development which are included in the Strategic Management Plan 2016-2020, but not specifically detailed as actions under this Economic Development Framework Action Plan.

These include:-

INCREASED TOURISM

- Develop and implement a tourism strategy
- Implement the Limestone Coast Trails plan where financially viable

EXISTING EVENTS SUPPORTED AND NEW EVENTS DEVELOPED

- Support and promote existing events
- Assess opportunities for new events

LAND DEVELOPED TO MEET FUTURE NEEDS AND DEMAND

- Undertake Industrial Development Plan Amendment
- Undertake Country /Rural Living Review, including township zones and boundaries
- Undertake annual reviews of planning strategy to assist in future direction and demands for land use
- Promote and facilitate residential/rural living development opportunities with the private sector

IMPROVED INFRASTRUCTURE

- Assist in the development of a Regional Infrastructure Plan in collaboration with regional and State Government partners
- Assist in the development, review and implementation of the Green Triangle Freight Action Plan.