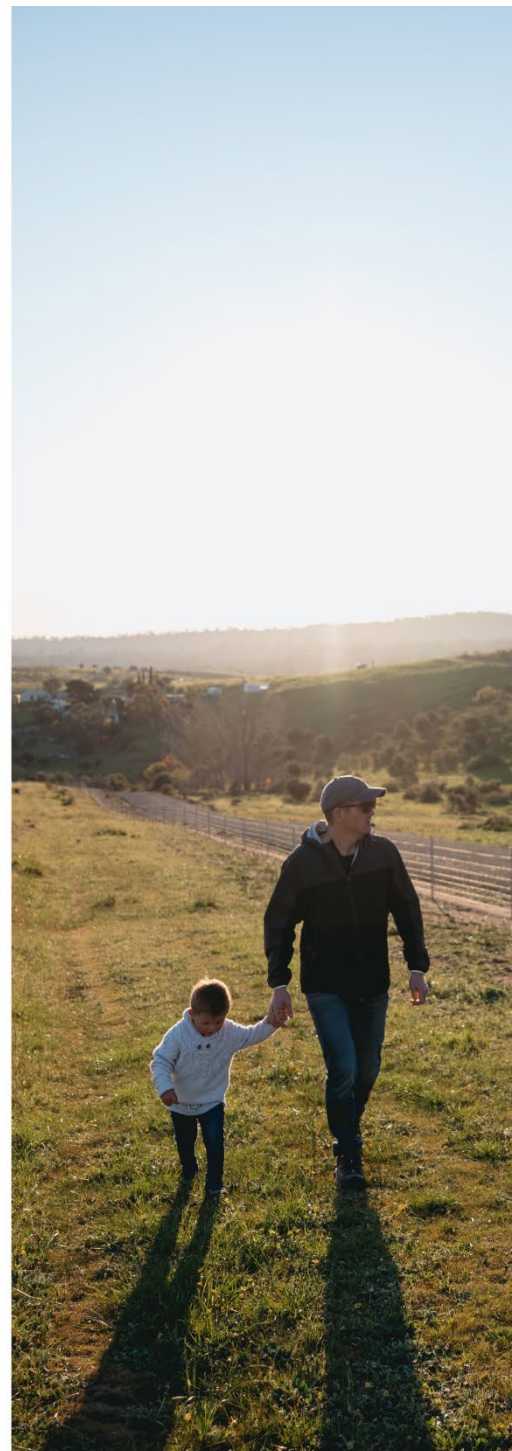


Economic Development Plan 2023-2027

Clare and Gilbert Valleys Council
July 2023



Aboriginal Woman and Child

The sculpture is a tribute to the resilience of 'hardy' people and culture. The woman is depicted in a traditional 'bush' pose, holding the child in her arms. The child is looking up at the woman, symbolizing the strength and support of the community. The sculpture is a tribute to the resilience of 'hardy' people and culture. The woman is depicted in a traditional 'bush' pose, holding the child in her arms. The child is looking up at the woman, symbolizing the strength and support of the community.





An Australian Government Initiative



YORKE AND MID NORTH

Prepared in conjunction with Regional Development Australia Yorke and Mid North

June 2023

Front cover image: Rattler Trail by Charmaine Photography, Clare

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Regional Profile

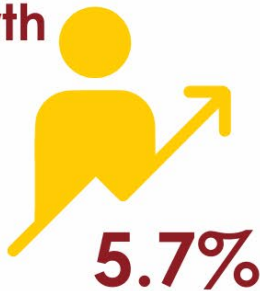
Population

9,292



ABS, Regional population 2021
Resident population, Clare and Gilbert Valley SA2s

Population growth



ABS, Regional population 2021
Change in population 2011 – 2021, Clare and Gilbert Valley SA2s

Median age

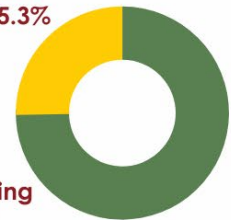
CGVC 48
SA 41



ABS, 2022

Residents' place of work

Residents working out of region 25.3%



Residents working in region 74.7%

ABS, 2022

Gross regional product

\$613 million



NIEIR, 2022

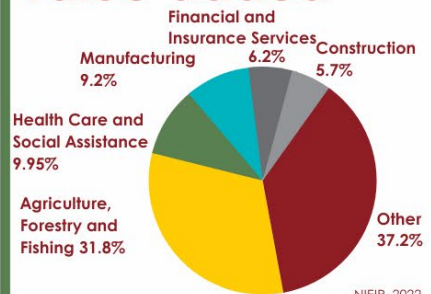
Number of businesses

1,354



ABS, Counts of businesses 2022

Top industries by value added



NIEIR, 2022

Top industries by employment

Sheep, beef cattle and grain farming (397)
School education (275)
Beverage manufacturing (252)
Cafes, restaurants, and takeaway food services (155)
Hospitals (146)

ABS, 2022

Top industries by counts of businesses

Agriculture, forestry and fishing (483)
Rental, hiring and real estate services (160)
Construction (111)
Manufacturing (82)
Professional, scientific & technical services (82)

ABS, Counts of businesses 2022

Fastest growing regional centres

2016 to 2021

Clare - 3,228 (75)
Sevenhill - 163 (42)
Mintaro - 218 (26)
Penwortham - 163 (19)
Tarlee - 316 (17)

ABS, 2022



CLARE & GILBERT VALLEYS COUNCIL

Purpose and role of the Economic Development Plan

The Clare and Gilbert Valleys Council (Council) plays a number of pivotal roles in both serving and shaping the local community, including as a provider of services, manager of assets and leader in local representation and decision making.

Council performs these functions on behalf of the local community in pursuing its vision:

Grow our population while maintaining an engaged, vibrant and attractive community with a shared respect for our natural and built environment and a productive economy that fosters innovation and excellence.

The *Strategic Plan 2019 – 2029* (Strategic Plan) sets out Council's high-level directions for how it will achieve this vision by guiding future investment and services decisions. The Strategic Plan is structured around key themes that speak to the types of outcomes sought by Council and the specific strategies to be implemented in achieving these outcomes for the community, as well as the various roles to be played by Council in pursuing these strategies.

Themes:

1. Connected and empowered community
2. Vibrant local economy
3. Protected and enhanced natural and built environment
4. Quality services, assets and infrastructure

Council's role(s):

- Provider
- Advocate
- Leader
- Partner
- Regulator

Alongside the Strategic Plan, Council has adopted a number of other strategic documents which set out how Council will implement various strategies to inform operational planning and decision-making.

These other strategic documents include, but are not limited to, the following:

- Annual business plans
- Community Land Management Plans
- Disability Access and Inclusion Plan
- Asset management plans
- Long Term Financial Plan
- Open Space and Recreation Strategy
- Cultural Tourism Strategy

The purpose of Economic Development Plan (EDP) is to provide clarity around the type of economic growth Council wants to achieve for the local community and identify specific opportunities for achieving this growth.

The type of economic growth sought by Council is that which grows prosperity for the community over time, typified by a broad range of opportunities being created for all the community in a way that can be sustained for future generations by protecting and enhancing future opportunity.

Having identified this type of growth (as well as specific opportunities for achieving this growth), the role of the EDP is to help plan and coordinate activities by Council and other key stakeholders (consistent with these other strategic documents) to deliver these opportunities and secure economic growth.

By providing visibility and coordination of these activities, the EDP will help stakeholders work together to deliver projects and functions aligning with the strategies and opportunities to drive economic growth and deliver prosperity for the community, and in doing so contribute to achieving Council's vision for a vibrant community and productive economy that respects the natural environment that the community rely upon.

Nomenclature around the Clare Valley Tourism Region

Tourism and the visitor economy are an important part of the regional economy for the Clare and Gilbert Valley Council area, alongside the primary production sector and services economy.

For clarity, references made to tourism throughout this EDP are made in reference to the Clare Valley tourism region which is a geographic structure defined by the South Australian Tourism Commission; this region comprises the local government areas of Clare and Gilbert Valleys Council, Regional Council of Goyder and Wakefield Regional Council.

Reference within this document to Clare Valley in respect of tourism make reference to the tourism region in aggregate for the purpose of the EDP (inclusive of all parts of the Clare and Gilbert Valley Council region).

Economic outlook and trends informing the Economic Development Plan

The regional economy of the Clare and Gilbert valleys is an impressive one, with strong export performance driven by the primary production and wine manufacturing sectors, growing recognition and visitation by interstate and international visitors, and an increasingly important centre for professional services catering to primary sectors and domestic services for the Mid North region.

However, the regional economy remains small in a relative sense, at \$613 million¹ (measured in gross regional product) in 2021-22, compared with the state's economy in excess of \$120 billion. Its size means it is subject to economic, fiscal and geopolitical forces well-beyond the influence of community, industry and stakeholders locally.

Economic outlook

Uncertainty in the global economic outlook is greater in mid-2023 than it has been for much of the previous decade, with inflation expected to remain elevated into 2023-24 before rising interest rates are eventually expected to tame inflation.

This reversal of historically cheap interest rates (made in pursuit of controlling this inflation arising during the COVID-19 pandemic) will present a drag on economic growth which has not been a factor since the early 2010s.

Instead of cheap debt, governments and businesses will need to focus on boosting productivity and market access to drive economic growth sustainably in the long-term². Innovation and growing complexity (via technology, better supply chain management and management approaches) will be crucial to support productivity growth, while improvements in market access will be influenced by global events and political decisions taken by governments across the globe.

These global events (e.g. wars, disasters, climate change) will continue to drive volatility in commodity markets, presenting both risk and opportunity for the regional economy in the Clare and Gilbert valleys.

Movements in interest rates and commodity prices also have implications for commodity prices received for the commodities produced by the region's primary producers, as well as food and beverage exports and services in tourism. A softer Australian dollar in the near to medium term³ will create opportunities for local exporters, while also raising import costs for those bringing the types of physical capital in that are needed to drive long-term growth in productive capacity and efficiency.

¹ Economy ID (2023), *Gross regional product – Clare and Gilbert Valleys Council, 2021-22*, modelled by National Institute for Economic and Industry Research, accessed < <https://economy.id.com.au/rda-yorke-mid-north/indicator>> .

² See Lowe, P. (2022), *Inflation, Productivity and the Future of Money*, address to the Australian Strategic Business Forum 2022, 20 July 2022, accessed <<https://www.rba.gov.au/speeches/2022/sp-gov-2022-07-20.html>>

³ Westpac (2023), *Australia and New Zealand Weekly*, 26 June 2023, accessed < <https://www.westpac.com.au/content/dam/public/wbc/documents/pdf/aw/economics-research/WestpacWeekly.pdf>>

Key implications:

- Economic growth is forecast to be slower globally, nationally and at the state level than in recent years (outside the initial peak of the COVID-19 pandemic).
- Growth will need to come from productivity improvements, rather than relying on historically cheap interest rates.
- Positive opportunities will be available for businesses and industries capable of finding and delivering growth projects that generate higher rates of return in a high(er) interest rate environment.

Fiscal environment

Fiscal settings (governments' budgetary positions and strategies) are expected to tighten in the near term as inflationary pressures, pre-committed spending in forward capital programs and net debt levels weigh on governments' ability to grow expenditure and borrow. Similarly, softer economic growth and asset prices are also likely to limit revenue growth in the immediate term.

New spending programs are expected to be geared more heavily towards improving services, driving the transition to net zero emissions (and related structural adjustments) and narrow areas of industry opportunities, rather than the broad-based stimulus delivered through budgets in the late 2010s and early 2020s.

Capital projects (when coupled with debt) will be examined more closely as significant cost escalation creates delivery risk for both contractors and governments, while debt servicing costs combine to put further pressure on the net benefits of investing in significant new capital projects (growing to account for 4.5 per cent⁴ and 2.7 per cent⁵ of general government sector revenues for the State and Federal Governments respectively by the end of the forward estimates).

Governments (particularly Federal and State) are placing greater emphasis on partnerships across levels of government, with local perspectives and place-based solutions coming into focus more often than in recent years.⁶ This creates opportunity (and potentially expectations) where priorities between levels of government align.

⁴ Government of South Australia (2023), 2023-24 State Budget, Budget Paper 3 – Budget Statement, accessed <https://www.statebudget.sa.gov.au/_data/assets/pdf_file/0006/914181/2023-24-Budget-Statement.pdf>

⁵ Australian Government (2023), 2023-24 Budget, Budget Paper No. 1: Budget Strategy and Outlook, accessed <<https://budget.gov.au/content/bp1/index.htm>>

⁶ See the Australian Government's *Regional Investment Framework* (accessed <https://www.infrastructure.gov.au/sites/default/files/documents/final_2023-24_rmbs.pdf> and South Australian Government's *Economic Statement* (accessed <https://www.premier.sa.gov.au/_data/assets/pdf_file/0004/895054/SA-Economic-Statement.pdf> for examples

Key implications:

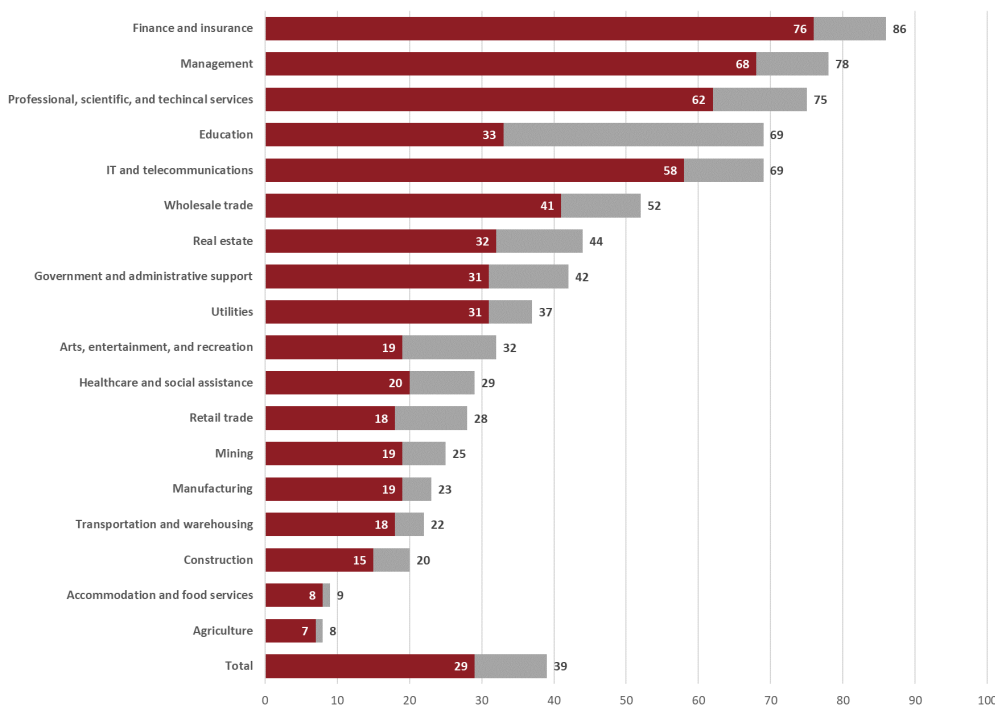
- Making the case for increased government expenditure will become harder as the costs of funding spending grow.
- Funding partners across levels of government are likely to require better information earlier to provide them with confidence of the merits of funding proposals put to them.
- Collaborative approaches will need to demonstrate strong alignment with a range of priorities in addressing local challenges and securing local opportunities.

Other trends impacting the (regional) economy.

Beyond government and macroeconomic factors, there are a number of important trends that will impact the local economy and communities of the Clare and Gilbert Valleys. Changes in the way people work brought on by the COVID-19 pandemic have become entrenched for many workers, with many people now preferring (and expecting) to work flexibly. Workers who can perform their roles substantively remotely will continue choosing to do so – certainly more frequently than before the pandemic.

International research by McKinsey has found 29 per cent of work (measured in terms of time performing tasks) can be performed remotely without any productivity loss across all industries, with up to 39 per cent of work being able to be performed to some extent.⁷

Figure 1: Proportion of work (%) able to be performed remotely by sector (lower and upper bounds)



Source: Adapted from McKinsey (2020)

⁷ McKinsey (2020), What's next for remote work: An analysis of 2,000 tasks, 800 jobs and nine countries, accessed <<https://www.mckinsey.com/featured-insights/future-of-work/whats-next-for-remote-work-an-analysis-of-2000-tasks-800-jobs-and-nine-countries>>

In the regional economy of Clare and Gilbert Valleys, the total share of work able to be performed remotely will be lower as agriculture and manufacturing (particularly in food and wine) comprise a larger share of the local economy and have a smaller share of functions that can be performed remotely (estimated at 7 per cent and 19 per cent respectively based on this research and the composition of the local economy). Still, the trend towards greater flexibility and remote work presents a significant opportunity for the region insofar as it provides ready access to well-paid employment opportunities, high-quality amenities and services, and a lifestyle that is both exceptional and attainable.

These presence and consumer behaviour of these workers spending more time working in, or remotely from, Clare and Gilbert valleys presents opportunities for growth in the sections of the economy servicing these workers – particularly retail, services and hospitality. Greater depth in these markets can support new specialty offerings, as well as strengthening core markets for existing businesses.

To accommodate these remote workers, we must ensure the liveability of our towns and village continues to improve by providing capacity (in terms of housing) and quality (in terms of amenities).

Industries will also need to address (and embrace) a number of changes unfolding around them, driven by changing consumer preferences which are in-turn shifting expectations of investors and financiers. For the regional economy, growing considerations of environmental, social and governance (ESG) credentials will become increasingly important for local exporters wanting to access markets in developed countries. This is rapidly affecting market access for our winemakers⁸, but is also becoming more important for commodity exporters producing broadacre crops and livestock.

Key implications:

- Workers in the fastest growing (services) sector of the economy will have greater choice and different expectations regarding working flexibly.
- There are opportunities to attract workers able to work remotely motivated by lifestyle to live in the Clare and Gilbert Valleys.
- Attracting these workers (and servicing existing communities) requires liveable spaces, a broad range of services and high-quality amenities.
- New planning instruments are likely to encourage further infill development and tighter, denser greenfield developments around existing service centres (and infrastructure networks).
- Producers will have to evolve to meet consumers' expectations in respect of sustainability.

⁸ See Australian Grape & Wine (2023) for examples of research into market access factors

Developing and interpreting the Economic Development Plan

Approach to developing the EDP

Council and RDA Yorke and Mid North have worked with an extensive range of stakeholders in developing the EDP through the following process:

1. Analyzing economic and demographic data produced by the Australian Bureau of Statistics, National Institute for Economic and Industry Research and organisations to obtain an evidence-based understanding of the local community and economy.
2. Reviewing the previous iteration of the EDP to understand what has been delivered, which aspects remain relevant and what else has changed which needs to be reflected in the current iteration of the EDP.
3. Interviewing more than 20 different businesses, industry groups and other stakeholders to understand local priorities around current challenges and future opportunities for economic development locally.
4. Testing the findings of stages 1 – 3 in a workshop with Council to validate the findings and identify additional areas of opportunity to be explored in developing the EDP.
5. Preparing an initial draft of the EDP for public consultation and feedback
6. Finalising this current iteration of the EDP through adoption by Council

Structure of the EDP

Consistent with its role in supporting the delivery of the Strategic Plan, the EDP is structured around the same themes and relevant strategies set out in the Strategic Plan. The EDP details specific activities and actions for delivering the strategies identified in the Strategic Plan (clustered around these strategic themes). Activities (and corresponding actions) are replicated against relevant strategies to show alignment against the Strategic Plan in aggregate.

Stakeholders involved in the delivery of these activities and actions are prescribed to guide the delivery of activities, and to provide accountability in working across organisations to deliver outcomes for the local community. Multiple stakeholders are identified for certain actions reflecting the partnership approach to be taken in delivering many of these activities.

The (primary) role to be performed by each of these stakeholders are also identified for each stakeholder in respect of each activity to provide clarity on their role(s) in implementing these strategies.

A series of indicators are also proposed against each set of activities to measure outcomes (or in some instances progress) towards the relevant objective. This is crucial to ensure the EDP achieves measurable outcomes consistent with the targeted objectives.

The Economic Development Plan

Strategies	Activities	Actions	Stakeholders	Role(s) in implementation	Indicator	
Connected and empowered community						
1.1	Strengthen opportunities for the community to participate in learning	Work with businesses and training providers to identify skill gaps and secure training to provide a better skills match and expanded career opportunities.	<ul style="list-style-type: none"> - Engage with employers who identify specific skills training requirements through Industry Outreach program - Use data to advocate for, and otherwise facilitate, matching skills training being delivered locally 	RDAYMN	Partner/ Advocate	Employer satisfaction with local training offerings (via survey)
			<ul style="list-style-type: none"> - Work with tertiary education providers to investigate opportunities for delivering tertiary education locally 	CGVC; RDAYMN	Advocate/ Partner	Options assessed
		Work with universities to secure internships and student placements in the region and encourage students to consider relocating to the region when they have graduated.	<ul style="list-style-type: none"> - Engage with employers to identify cadetship/internship/graduate employment roles and opportunities - Work with StudyAdelaide and other organisations to promote the region to students and connect them with opportunities locally 	RDAYMN; CVBTA	Partner	Placements/job outcomes in relevant programs/positions
		Undertake detailed designs for amenity upgrades to key townships and seek co-funding for delivery	<ul style="list-style-type: none"> - Develop concepts for place improvement projects at strategic locations or towns to pursue funding opportunities as they become available 	CGVC	Provide	Designs for key townships

Strategies		Activities	Actions	Stakeholders	Role(s) in implementation	Indicator
Connected and empowered community continued						
1.6	Enhance the residential streets of the towns and villages	Develop and implement a township greening strategy	<ul style="list-style-type: none"> - Align and support implementation of relevant state, regional strategies - Identify key streets within townships, especially walkable streets and prioritise for active transport (i.e. footpaths and curbing) and greening improvements - Explore opportunities for leveraging funding state, federal and non-government organisations and make grant applications when available - Undertake an information session for potential developers to understand the development process and opportunities. 	CGVC; Legatus; NYLB	Partner/ Provide	New street tree plantings
1.7	Design and deliver well-planned townships with adequate capacity for housing, infrastructure, employment, business activity and recreational areas	Identify and market existing development opportunities	<ul style="list-style-type: none"> - Develop register of residential development land available and provide to interested residential developers to help promote opportunities locally. - Engage with owners of industrial zoned land to support their development activities and facilitate land being made available for industrial development - Support construction of new dwellings and creation of new residential allotments in the district. 	RDAYMN; CGVC; Renewal SA	Partner/ Regulator	Registry blocks developed Residential support development program developed

Strategies		Activities	Actions	Stakeholders	Role(s) in implementation	Indicator
Connected and empowered communities continued						
1.7	Design and deliver well-planned townships with adequate capacity for housing, infrastructure, employment, business activity and recreational areas	Facilitate network augmentation projects to secure and accelerate new land releases	<ul style="list-style-type: none"> - Continue long-term land supply planning activities - Work with network operators and regulators to identify/schedule plans/opportunities to expand networks as required 	CGVC; DIT PLUS; Network operators	Leader/Regulator	Network augmentation projects
		Delineate between growth and heritage areas by pursuing character preservation zones and supporting code amendments of land suitable for residential development that maintain the district's character	<ul style="list-style-type: none"> - Seek changes in regulatory policy to enforce character preservation zones around the village of Watervale and the main street of Riverton - Pursue code amendments to support the growth in Clare. - Work with proponents interested in rezoning for residential purposes whilst maintaining the district's amenity and character. 	CGVC; DTI PLUS	Regulator/Leader	Planning Code amended
1.8	Enhance the uniqueness of each of our townships through the development of public spaces that reflect their unique character and local heritage and industry	Implement initiatives leveraging community-managed assets (e.g. Town Halls) to support innovative entrepreneurial and creative initiatives and implement	<ul style="list-style-type: none"> - Develop character statements for each township - Work with stakeholders to deliver activation activities - Market and/or support development and activation opportunities that are consistent with the character statement(s) of different townships - Implement the actions of the Cultural Tourism Strategy and provide funding support (both internal and external) for arts and heritage installations in key public spaces. 	CGVC; RDAYMN	Leader	Attendance at activation events
Connected and empowered communities continued						

Strategies		Activities	Actions	Stakeholders	Role(s) in implementation	Indicator
1.9	Advocate for affordable housing options	Facilitate residential development that increases the diversity and depth of housing stock	- Work with developers to bring affordable multi-dwelling residential developments into Clare, Riverton and Saddleworth to support greater access to worker accommodation	RDAYMN; CGVC; Renewal SA	Regulator	Number of residential development approvals with fewer than 3 bedrooms, i.e. smaller dwellings.
			- Work with developers and operators of aged care services to bring smaller footprint developments into the area to support downsizing options		Partner	
			- Work with the Office for Regional Housing to develop more housing options.		Partner	
			- Develop/maintain service directories to promote local services and educate prospective residents around the liveability of the area(s) - Develop register of residential development land available and provide to interested residential developers to help promote opportunities locally. - Engage with Defence SA to explore workforce attraction and accommodation initiatives	CGVC; RDAYMN	Leader/ Partner/ Advocate	

Strategies	Activities	Actions	Stakeholders	Role(s) in implementation	Indicator	
Connected and empowered communities (continued)						
1.11	Advocate for improved telecommunications connectivity	Work with community, network operators and carriers to identify specific service problems and develop solutions to address these	<ul style="list-style-type: none"> - Identify assets that could support telecommunications infrastructure - Support consumer education activities around handset and network technology changes - Support and contribute to submissions to relevant programs including the Mobile Network Hardening Program, Regional Connectivity Program and Mobile Black Spot Program. 	CGVC; RDAYMN; Carriers; Network operators	Advocate	Connectivity assessments (via surveys and related data sets)
Vibrant local economy						
2.1	Engage with a broad range of stakeholders including State and Federal Government, RDA, industry associations, local industry and business and community groups to foster economic growth and development.	Collaborate and support the implementation of sectoral growth strategies developed by key industry and other stakeholder groups	<ul style="list-style-type: none"> - Support the implementation of strategic plans of: - Clare Valley Wine and Grape Association - Clare Valley Business and Tourism Association - Hart Field Site Group 	Industry groups; RDAYMN CGVC	Partner	Initiatives supported
		Support the progression of the Clare Valley Water Supply Solution project	<ul style="list-style-type: none"> - Lobby for the development of climate-independent water solution for Clare, Barossa and Eden valleys - Facilitate detailed demand assessments and contribute to technical studies 	CGVC; CVWGA; DEW/PIRSA; RDAYMN	Advocate/ Partner	Project included as a priority project by State Government

Strategies		Activities	Actions	Stakeholders	Role(s) in implementation	Indicator
Vibrant local economy (continued)						
2.2	Support the development of value-add industries to our established agriculture, wine and tourism industries.	Support and facilitate establishment and expansion of value adding activities by providing effective support and case management through project and statutory planning processes	- Provide advice and support investigations (i.e. feasibility studies, business cases, funding proposals) into value adding projects	RDAYMN	Partner	Number of value adding projects progressed
			- Workshops to educate businesses around 1) how to undertake value adding activities within permitted land uses, and 2) planning processes to permit more intensive land uses	CGVC; DTI PLUS	Regulator/ Leader	Workshops delivered
2.3	Promote Clare as a regional Government and industry service centre for the mid-north region.	Advocate to encourage regionalisation of public sector workforces and functions	<ul style="list-style-type: none"> - Participate in Regional Australia Institute's Rebalancing the Nation regionalisation initiative - Lobby governments to support work from home (WFH) policies to enable public sector employees to work remotely from regional locations - Lobby relevant government departments to relocate functions and/or work teams to Clare - 	CGVC; RDAYMN	Advocate	Growth in resident employment in public administration division

Strategies	Activities	Actions	Stakeholders	Role(s) in implementation	Indicator	
Vibrant local economy (continued)						
2.4	Support the development and enhancement of a vibrant retail sector recognising the value of retail precincts to residents and visitors alike.	Explore initiatives for operationalising Main Street Amenity policy and use it to attract investment in street scaping and business frontage upgrades	- Develop concepts for place improvement projects at strategic locations to pursue funding opportunities as they become available	CGVC	Provide	Amenity assessments (via surveys)
		Activate underutilised retail property	<ul style="list-style-type: none"> - Conduct an audit of underutilized and vacant properties within appropriately zoned areas of townships - Engage with property owners to encourage them to activate their properties - Investigate an activation program based on Renew model - Implement a grant funding program that improves the amenity and functionality of main street buildings. 	CGVC; RDAYMN	Partner	Activations supported
2.5	Foster opportunities for collaboration and co-working to promote Clare as a connected hub for doing business within and beyond the district.	Support and create co-working and innovation spaces	<ul style="list-style-type: none"> - Promote and support existing co-working spaces - Investigate and support the development of complementary innovation and co-working spaces, focusing on activities in priority sectors 	RDAYMN; CGVC; CVBTA	Partner	Utilisation of (existing) co-working space; Number of new (complementary) offers established

Strategies		Activities	Actions	Stakeholders	Role(s) in implementation	Indicator
Vibrant local economy (continued)						
2.6	Promote the liveability of the district as an attractive location for resettlement.	Develop 'soft power' initiatives to encourage people to move to the council region.	<ul style="list-style-type: none"> - Undertake communications campaign(s) targeting specific demographics including defence industry professionals - Foster a network of ambassadors for the Gilbert Valley to create referral pathways 	CGVC; CVBTA RDAYMN	Lead/ Advocate	Inward migration
2.7	Encourage tourism offerings to cater to a range of interests and varied economic options.	Support and participate in the transition of regional tourism governance arrangements following SATC's review of regional tourism (June 2023)	<ul style="list-style-type: none"> - Jointly fund marketing activities promoting the region - Support and promote product development initiatives delivered by industry associations and partners - Support and promote industry capability development initiatives delivered by industry partners - Facilitate and support activities of proponents, partners and investors to progress and deliver luxury accommodation projects 	RDAYMN; RTO; CGVC	Lead/ Partner	Visitor expenditure
2.8	Encourage the development of a diverse range of tourism products that make use of the natural characteristics of the area.	Implement the Clare Valley Destination Management and Marketing Plan to increase visitation and visitor spend				
2.9	Support national and international recognition of local industries and achievements.	Showcase and celebrate successes of local business	<ul style="list-style-type: none"> - Incorporate content celebrating nominations and awards received by local businesses and groups into communications plans and activities 	CGVC; CVWGA; RDAYMN; CVBTA	Lead/ Advocate	Media reach

Strategies		Activities	Actions	Stakeholders	Role(s) in implementation	Indicator
Vibrant local economy (continued)						
2.10	Support the development of a strong and reputable creative industries sector.	Implement the Cultural Tourism Strategy and support cultural pursuits throughout the district particularly those that have benefits to the creative industries sector.	<ul style="list-style-type: none"> - Facilitate and support events being staged by community groups and event promoters - Work with touring creative arts groups to attract local performances 	CVBTA; CGVC	Provide/ Partner	Events supported
		Support and participate in the transition of regional tourism governance arrangements following SATC's review of regional tourism (June 2023) Implement the Clare Valley Destination Management and Marketing Plan to increase visitation and visitor spend	<ul style="list-style-type: none"> - Jointly fund marketing activities promoting the Clare and Gilbert Valleys and its attractions - Support and promote product development initiatives delivered by industry associations and partners - Support and promote industry capability development initiatives delivered by industry associations and partners - Facilitate and support activities of proponents, partners and investors to progress and deliver luxury accommodation projects 	RDAYMN; RTO; CGVC	Lead/ Partner	Visitor expenditure
2.11	Advocate for the development of tertiary and vocational education opportunities that are accessible locally.	Work with providers to increase the range of training options delivered locally and utilization of existing facilities	<ul style="list-style-type: none"> - Work with UniHub Spencer Gulf and other tertiary education providers to identify and explore opportunities for tertiary training locally 	CGVC; RDAYMN	Advocate/ Partner	Options assessed
			<ul style="list-style-type: none"> - Undertake skills demand surveys to ascertain skills training requirements of local employers - Lobby TAFE and other registered training organisations to expand courses delivered locally 	RDAYMN; CGVC; TAFE	Advocate/ Partner	Survey responses; Number of courses available

Strategies		Activities	Actions	Stakeholders	Role(s) in implementation	Indicator
Protected and enhanced natural and built environment						
3.1	Implement community safety measures ranging from preventative and contingency planning through to community education to help manage and mitigate against extreme weather events and natural disasters	Promote and demonstrate climate adaptation and resilience techniques in natural and built environments	<ul style="list-style-type: none"> - Empower Council's development team to provide advice regarding design options in line with guidance following National Climate Risk Assessment and related guidance materials - Implement a Climate Change Strategy for Council. 	DTIPLUS; Legatus; CGVC; NYLB	Regulator	Number of six-star NABERS rated developments
		Develop and implement a township greening strategy	<ul style="list-style-type: none"> - Align and support implementation of relevant state, regional strategies - Map existing canopy coverage to prioritise areas for plantings - Explore opportunities for leveraging funding state, federal and non-government organisations 	CGVC; Legatus; NYLB	Partner/ Provide	Plantings
		Educate primary producers and tourism operators about opportunities and strategies to adapt to climate change	<ul style="list-style-type: none"> - Partner with other organisations to deliver workshops and walkthroughs to educate primary producers about on-farm diversification opportunities. 	UNFS; CVWGA; Hart Field Site	Partner	Number of participants

Strategies	Activities	Actions	Stakeholders	Role(s) in implementation	Indicator	
Protected and enhanced natural and built environment (continued)						
3.6	Provide sustainable waste collection	Direct waste streams into reuse and recycling activities in accordance with circular economy principles	<ul style="list-style-type: none"> - Review the implementation of the 3-bin system and fortnightly general waste connection and identify opportunities for further waste reduction. - Undertake a scoping study into opportunities for the circular economy covering household, industry and primary production waste streams - Prepare feasibility studies and business cases on priority opportunities 	Legatus; CGVC; RDAYMN	Provide/Lead	Projects converted
3.7	Identify improved management practices leading to reduced environment impact	Support efforts to educate and inform businesses and industry around opportunities to reduce environmental impact	<ul style="list-style-type: none"> - Promote energy efficiency audit programs funded by the State and Australian Governments - Investigate opportunities for repurposing trade and water produced by industry - Support and promote the implementation of the 7 star energy efficiency rating for new dwellings. 	CGVC; GISA; RDAYMN; CVWGA	Partner	Projects converted

Strategies	Activities	Actions	Stakeholders	Role(s) in implementation	Indicator	
Protected and enhanced natural and built environment (continued)						
3.10	Protect the visual and heritage amenity of the district in conjunction with Heritage South Australia	Support and enable the activation of heritage buildings to secure revenues to fund preservation activities	<ul style="list-style-type: none"> - Support the activation of Martindale Hall through current permissible uses under its management agreement - Explore incentives to preserve and activate heritage buildings - Identify opportunities for redevelopment and activation of Council-owned heritage buildings - Re-implement the Heritage Restoration Fund 	CGVC; NTSA; RDAYMN	Regulator/ Provide	Number of activation events Number of properties
		Delineate between growth and heritage areas by pursuing character preservation zones and deferred urban code amendments	<ul style="list-style-type: none"> - Seek changes in regulatory policy to enforce character preservation zones around the villages of Mintaro, Auburn, Watervale and Leasingham - Pursue code amendments to support rezoning and deferred urban zoning to support growth in Clare (north of Square Mile Road and west of the golf course) and Riverton. 	CGVC; DTI PLUS	Regulator/ Partner	Zoning codified

Strategies		Activities	Actions	Stakeholders	Role(s) in implementation	Indicator
Quality services, assets and infrastructure						
4.1	Plan for the effectiveness and inclusiveness of infrastructure and services to cater to the needs of community, visitors and local businesses and industry	Prioritise infrastructure projects to deliver projects creating greatest impact first	<ul style="list-style-type: none"> - Develop a detailed program of infrastructure projects to inform prioritisation activities and enable funding applications as opportunities become available. - Prepare submission(s) to Infrastructure SA's 20 year infrastructure strategy and five-year capital intentions statements. 	CGVC	Provider	Priority projects delivered
4.3	Provide new and upgraded road infrastructure across the district	Deliver improvements to key tourism routes to improve usability of existing and extend access to new tourism sites	<ul style="list-style-type: none"> - Lobby for the continuation and expansion of the highways located within the Clare Valley Tourism Region to secure funding for additional sections of the road, including within Clare. - Collaborate with DIT and SATC to deliver wayfinding infrastructure for the Flinders Ranges touring route via Clare Valley. - Implement Council's Wayfinding Strategy in full. - Support the improvement of tourist routes (via Horrocks and Barrier highways) to key tourist destinations that are not currently served by sealed roads including investigating their potential for sealing. 	CGVC; DIT; SATC	Partner/ Provider	Project(s) delivered

Strategies		Activities	Actions	Stakeholders	Role(s) in implementation	Indicator
Quality services, assets and infrastructure (continued)						
4.4	Advocate to State and Federal Government for financial support to maintain and enhance services to meet the needs of the community	Work with businesses and training providers to identify skill gaps and secure training to provide a better skills match and expanded career opportunities.	- Engage with employers with identify specific skills training requirements through Industry Outreach program - Use data to advocate for, and otherwise facilitate, matching skills training being delivered locally	RDAMYN; CGVC	Partner/ Advocate	Employer satisfaction with local training offerings (via survey)
			- Work with tertiary education providers to identify and explore opportunities for tertiary training locally	CGVC; RDAYMN	Advocate/ Partner	Options assessed
		Support childcare providers in delivering the capacity required to enable equitable workforce participation across families	- Lobby to attract subsidised training for relevant early childhood education qualifications delivered locally - Advocate for staff attraction and retention initiatives to benefit childcare providers operating locally	CGVC; CVCCC; RDAYMN	Advocate	Early childhood educators employed
4.6	Provide a range of built infrastructure that supports and enhances community and businesses	Progress funding cases for priority infrastructure projects to deliver improved built assets and services for the community	- Support investigations into the proposed Riverton Community Complex - Lobby Federal and State Governments and telecommunications carriers to address priority blackspots - Deliver the Auburn Streetscape Plan - Refurbish the Clare and Riverton Halls	CGVC; RDAYMN; DITRDCA; PIRSA; Carriers	Partner/ Advocate	Projects funded

Strategies	Activities	Actions	Stakeholders	Role(s) in implementation	Indicator	
Quality services, assets and infrastructure (continued)						
4.8	Have an open space strategy that identifies and enhances existing walking and cycling paths	Collaborate to deliver key priorities identified in the Open Space Strategy	<ul style="list-style-type: none"> - Deliver the actions of the Open Space and Recreation Strategy. - Continue to provide funding support to the Riesling and Rattler Trail committee and assist in their promotion and development. - Promote and assist in the further development of the Wine and Wilderness Trail. 	CGVC; CVWGA; DEW	Partner/ Provide	Projects delivered
		Enhance and expand on cycling and walking trails to expand activity-based tourism and recreation opportunities	<ul style="list-style-type: none"> - Develop detailed plans and costings for a series of new cycling and walking loops that enhance the variety of cycling options available in preparation for funding opportunities 	CGVC	Partner/Provider	Proposals prepared

Implementing the Economic Development Plan

Council administration will undertake a prioritisation process for incorporating different activities and actions from the EDP into relevant operational plans on an annual basis (most notably Council's Annual Business Plan and Asset Management Plan).

The criteria to be used in this prioritisation process will include:

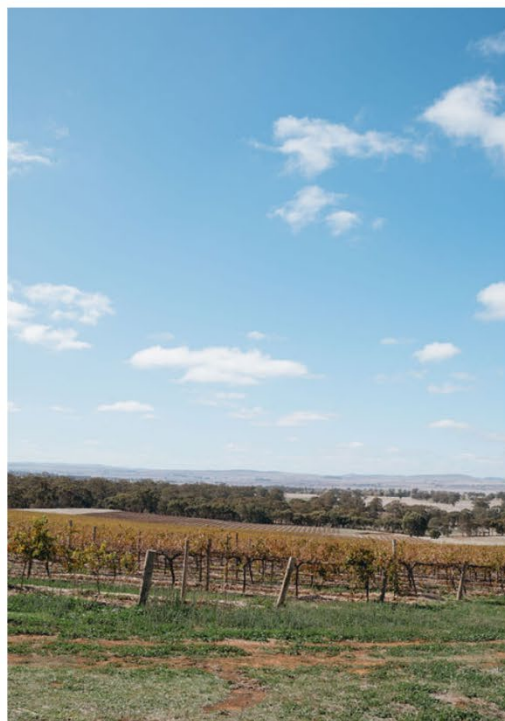
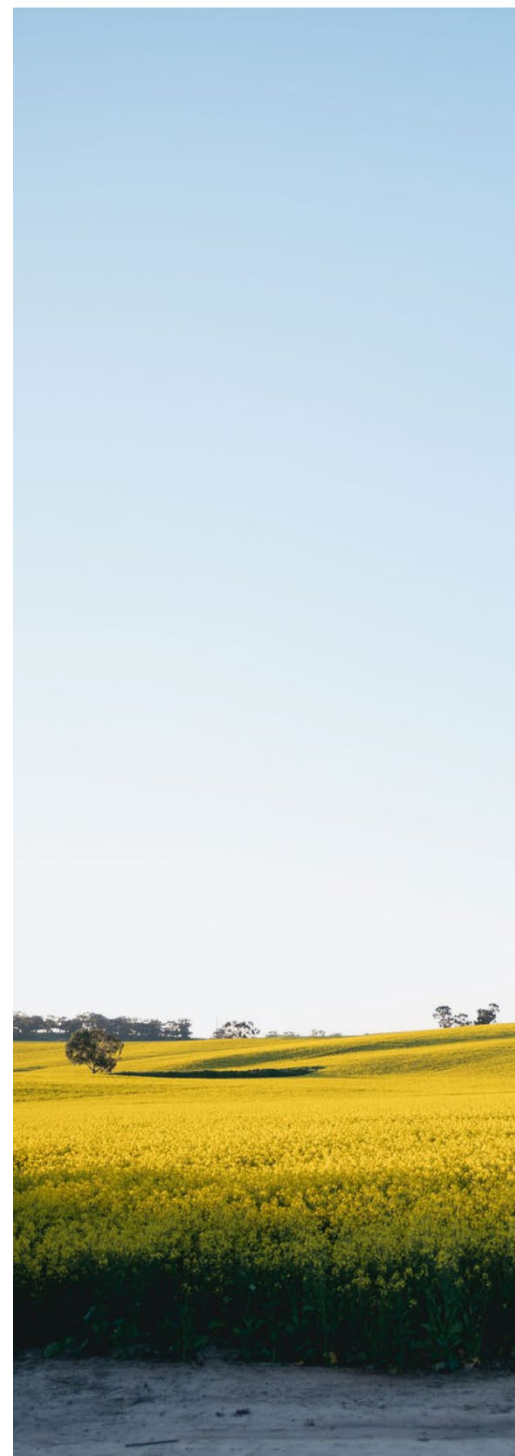
- Impact (significance of outcomes to be achieved)
- Fundability (access to external, internal and leveraged funds)
- Capacity (available stakeholder capacity to deliver)
- Deliverability (project readiness and risk factors)

Council administration will present prioritised lists to Council in aggregate, as well as annual updates reflecting changes in policy and related settings.

Progress in implementing individual set of activities and actions will be reported upon annually to ensure Council (and the community) have visibility of the status of individual sets of activities.

Performance against specific indicators will be reported against at least annually, depending on available of data used for individual metrics (the longest intervening period being annually).

The EDP in aggregate will be reviewed by 2026 at the latest to help inform the preparation of subsequent iterations.



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