



Economic Development Plan 2020-2030

Report prepared for

Light Regional Council

July 2020



lucid

/ˈluːsɪd/

adjective

1. expressed clearly; easy to understand

2. bright or luminous



Document Control

Job Name: Economic Development Plan 2020-2030

Client: Light Regional Council

Client Contact: Kieren Chappell

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Acknowledgement of Country

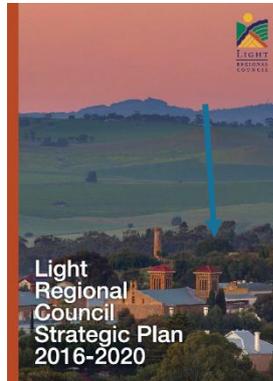
We acknowledge that the Light Region's economic wellbeing is built upon the traditional lands of the Ngadjuri, Peramangk and Kaurna traditional owners. We respect their spiritual relationship to their country and acknowledge that as traditional custodians, their cultural and heritage beliefs are still as important to the traditional owners of today.

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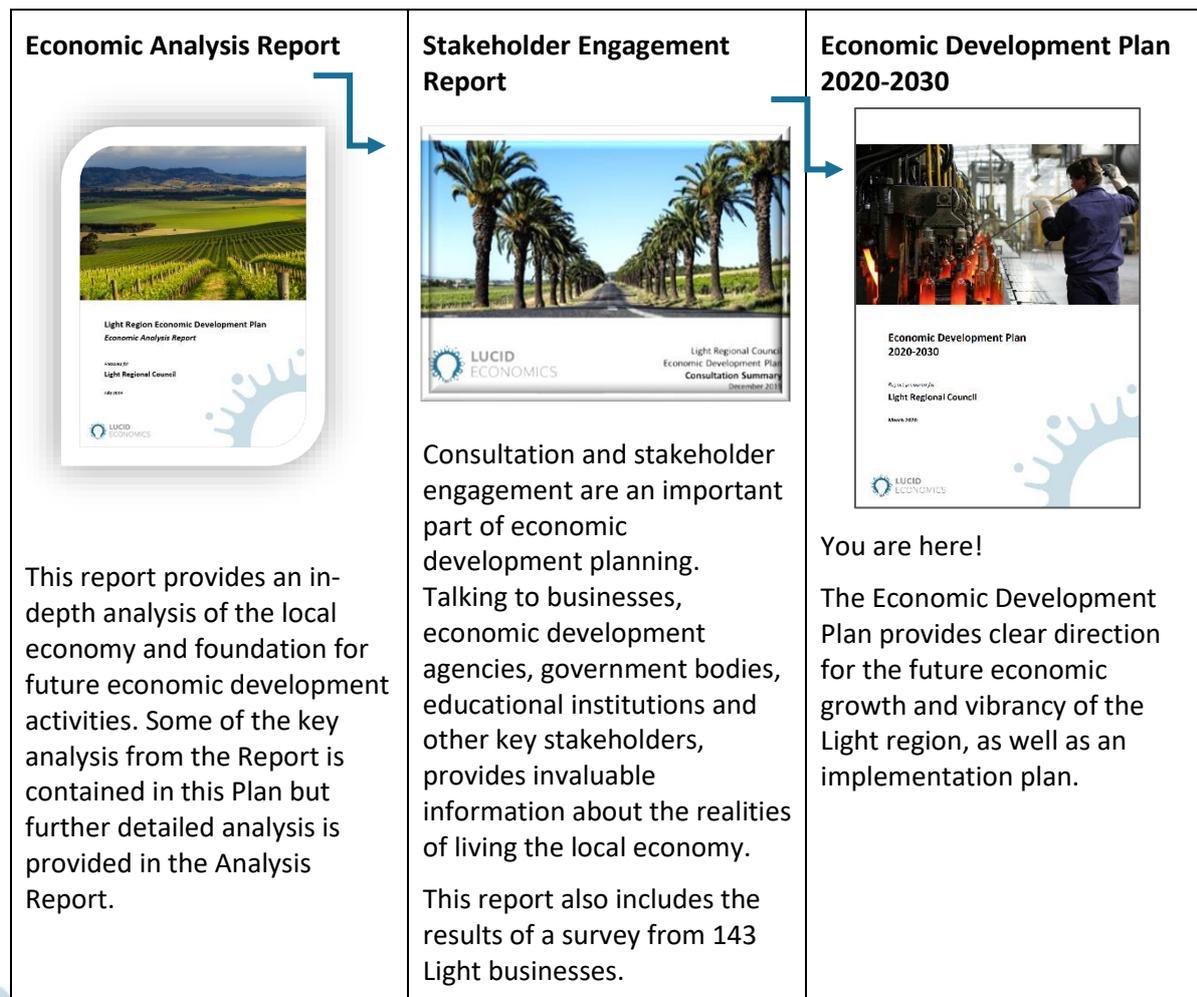
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About this Document

The formulation of this Economic Development Plan was chiefly informed by the following documents.



Economic Development Plan and Associated Background Reports



Appendix A illustrates the Light Regional Council Economic Development Framework.

Executive Summary

Introduction

Lucid Economics Pty Ltd (Lucid Economics) was engaged to deliver an Economic Development Plan for the Light Regional Council.

To capitalise on the economic opportunities arising from the changing nature of the local and broader economic environment, this economic development plan seeks to understand the Light region's local economy and industry sectors, to set strategies, goals and actions to develop the local and regional economy over the next 10 years, and to provide economic development direction to the Council, supporting agencies and local businesses in the pursuit of the Light Regional Economic Vision.

The Economic Development Plan provides a guide to investment and resource management decisions in a local government context.

Coronavirus Pandemic (COVID-19)

The COVID-19 pandemic emerged during the development of this plan. In response, the South Australian and Commonwealth governments enacted a range of restrictions, effectively shutting down various sectors of the economy and forcing many businesses to close temporarily or permanently. There has been a wide range of support provided by all three spheres of government to support businesses (and residents) during this time including Council's own COVID-19 Economic Recovery Plan.

Economic development plans are necessarily long-term and the response and recovery to the current crisis has been considered in the context of this plan and its long-term aspirations and vision, essentially presenting a range of activities to be carried out in the short term. After the response and recovery, the Economic Development Plan will provide the required guidance regarding future economic growth.

The Light Regional Economy

The Light region's economy is unique in many ways. The region's median weekly personal and household income levels were both higher than the state medians in 2016, and the region's labour market exhibits a low rate of unemployment. However, there are pockets of relatively high socio-economic disadvantage.

Light's population growth is currently slowing and ageing, which is likely to have implications for the more population-dependent industries. Population growth in 2018 (the most recent year for which data is available) was 0.8%, down from 1.7% just three years earlier and 2.5% a decade ago.

The economy is focused around the three key industries of agriculture, manufacturing and construction, which combine to make up almost 50% of the region's economy (in Gross Regional Product terms). Large employers such as Orora Glass, Ahrens Engineering, Ridley Feed Mill and the various wineries across the region make a very important contribution to the economy. Economic growth in the Light region has been particularly volatile in recent years due to changing prices, drought and a number of other external factors. The most recent year experienced a 6% decline in Gross Regional Product (GRP) with all major industries showing declines. This outcome compares to 0% growth at the state level and a 1% increase from the RDA Barossa Gawler Light Adelaide Plains region.

The Light region currently has a jobs deficit of over 30% (i.e. 30% more jobs would be necessary to equal the number of resident workers). With this deficit, it is not surprising the 65% of local resident workers travel outside of the Council area to work. While the majority of these residents are travelling to adjoining local government areas, some do travel to Adelaide for work.

The economic analysis of the local economy indicated that there are a number of future economic development growth opportunities for the Light Region in the following industries:

- Agriculture
- Food and beverage manufacturing
- Professional, scientific and technical services
- Tourism
- Equine industry
- Healthcare (including emergency services, aged care and retirement living)
- Creative industries

Business Sentiment

Consultation for this project was undertaken through both individual interviews and a survey of businesses.

The survey revealed that the advantages of running a business from the Light region was overwhelmingly proximity to customers followed by proximity to Adelaide. Location disadvantages were identified as unsupportive local and/or state government, then availability of utilities and telecommunications infrastructure, and proximity to suppliers.

More than half of the survey respondents said Council's role was to advocate to state and federal governments for infrastructure investment, followed by marketing and promotion of the area for business and investment, and purchasing more from local businesses.

Businesses that were interviewed identified ways that Council could support the local economy, as outlined below.

- Capitalise on the global premium Barossa brand
- Business friendly planning policies and processes, especially for existing businesses
- Facilitate workforce development
- Ensure the provision of appropriate economic infrastructure

Economic Development Plan

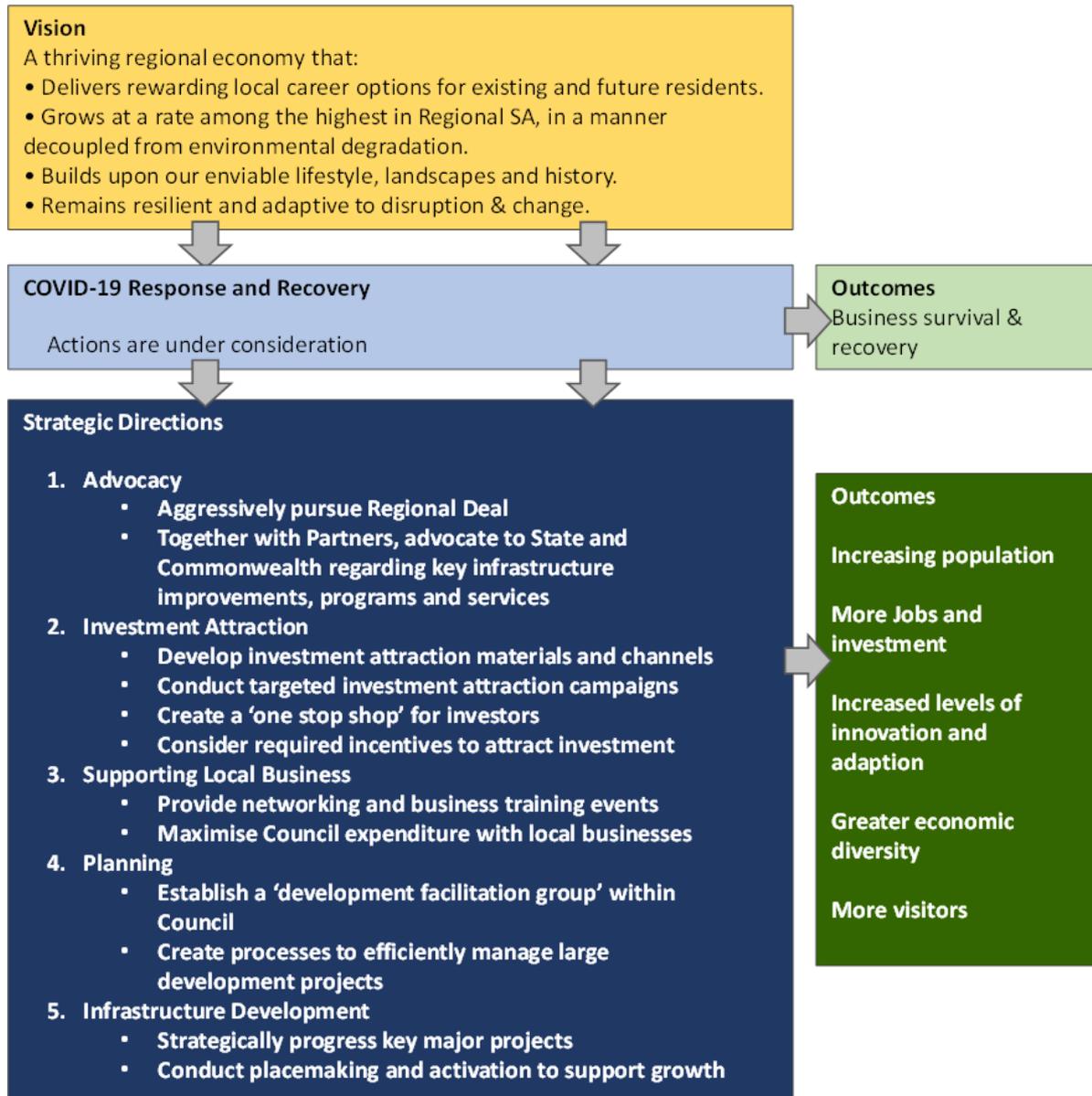
Vision for the Future Light Region Economy

The Light region will be a thriving regional economy that:

- Delivers rewarding local career options for existing and future residents,
- Grows at a rate among the highest in regional SA, in a manner decoupled from environmental degradation,
- Builds upon our enviable lifestyle, landscapes and history, and
- Remains resilient and adaptive to disruption and change.

The following diagram provides an overview of the Economic Development Plan.

Figure E.0.1. Light Regional Council Economic Development Plan Overview



Source: Lucid Economics

An implementation plan outlines key actions for each strategic direction as well as key performance indicators (KPI), priority and the resources and partners required to be successful.

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1. Introduction

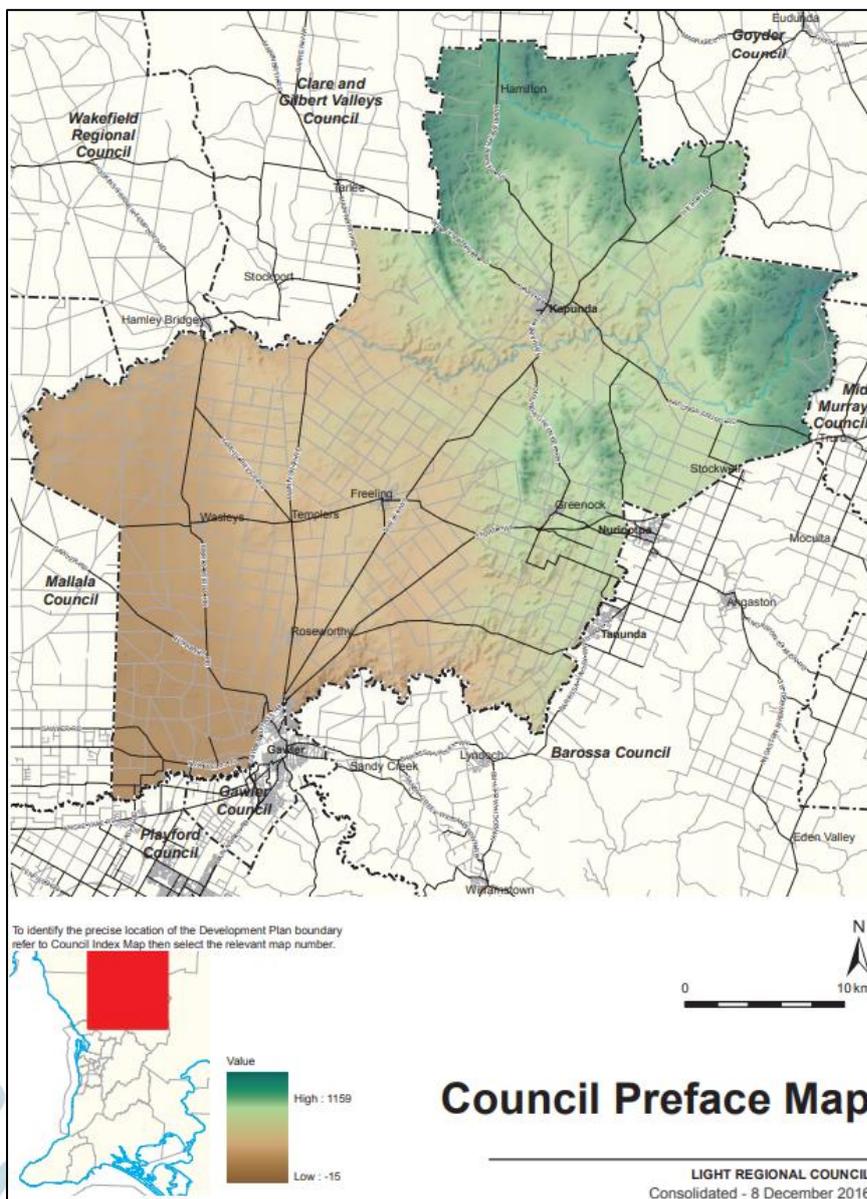
Lucid Economics Pty Ltd (Lucid Economics) has been engaged to deliver this Economic Development Plan on behalf of the Light Regional Council (LRC).

The Light region, an hour’s drive north of Adelaide, encompasses a significant proportion of one of Australia’s best-known international brands, the Barossa Valley wine region, as well as prime agricultural land to the north and west.

Townships within the LRC area include Kapunda, Freeling, Gawler Belt, Greenock, Hewett, Roseworthy and Wasleys as well as several other smaller settlements.

Following European settlement in South Australia, Light’s local economy was initially founded on mining (through Australia’s first commercial copper mine in Kapunda) and agriculture. Agriculture (including viticulture) remains an important industry, with supporting manufacturing industries also providing significant jobs.

Figure 1.1. Map of Light Regional Council Area



Source: Light Regional Council (2016).

The changing nature of some of the Light region’s strongest industry sectors presents economic opportunities, including in manufacturing and agriculture, as well as the potential to diversify the local economy by supporting the growth of the visitor economy and renewable energy sectors, as well as industries emerging through technological advancements.

Other changes that will impact the Light region economy include the residential and employment lands development at Roseworthy, the opening up of SABRENet¹ and the Gig City program, and the development of the Northern Adelaide Irrigation Scheme (NAIS). The completion of key infrastructure including the Northern Connector and the North-South Corridor Regency Road to Pym Street projects will cut freight, tourist and commuter travel times from the Light region by up to 15 minutes to key locations such as the Adelaide CBD, airport and port.

The Council’s *Strategic Plan 2016-2020* defines a number of priority areas, including ‘economic wellbeing’, with measures of success being ‘increased diversity of economic sectors across the region’ and ‘levels of employment across age groups are maintained or improved’.

This Economic Development Plan seeks to understand the Light region local economy and industry sectors, to set strategies, goals and actions to develop the local and regional economy over the next 10 years, and to provide economic development direction to the Council, supporting agencies and local businesses in the pursuit of economic wellbeing, as characterised by the Light Regional Economic Vision.

Coronavirus Pandemic (COVID-19)

The coronavirus pandemic (COVID-19) emerged during the development of this plan. On 31 December 2019, the World Health Organisation (WHO) was alerted to a pneumonia of unknown causes detected in Wuhan, China. The outbreak spread quickly and was declared a Public Health Emergency of International Concern on 30 January 2020 and a Pandemic on 11 March 2020. The WHO named the new disease COVID-19.

As at 20 July 2020, there were more than 14.3 million confirmed cases of COVID-19 and more than 603,000 deaths. In Australia, there were 11,802 confirmed cases and 122 people had died from COVID-19.

Restrictions brought in by the Commonwealth and state governments have changed the way people live and work in Australia. The current crisis will have a lasting effect on the lives of the people who are living through it. It will likely become a defining element of the current generation, similar to the Great Depression or World War II for earlier generations.

Figure 1.2 below compares the number of Light residents on Newstart (as it was known at the time) in June 2019 with the number of Light residents on JobSeeker in June 2020.

The Light region has been less impacted by COVID-19 than the dataset benchmark regions of Greater Adelaide and South Australia. Whilst there was a significant increase in those on Jobseeker in June 2020 compared with June 2019 (+421), Light is comparatively 25-30% better off than the benchmark areas.

¹ The South Australian Broadband Research & Education Network (SABRENet) is a specialised high-speed and high-capacity fibre-optic broadband network linking major research, education and innovation sites across metropolitan South Australia.

Figure 1.2. JobSeeker and Youth Allowance Recipients

Month	June 2020		June 2019		
	JobSeeker and youth allowance recipients	% of 15-64 age population	JobSeeker and Youth allowance recipients	% of 15-64 age population	Change
Light Regional Council	835	8.3%	415	4.1%	+421
Gawler - North	506	8.2%	244	3.9%	+262
Light	531	8.7%	268	4.4%	+263
Greater Adelaide	94,420	10.8%	49,281	5.6%	+45,139
South Australia	124,949	11.3%	68,362	6.2%	+56,587

Source: Department of Social Services

2. The Light Economy

2.1 Overview of the Light Regional Economy

The Light region has an estimated population of 15,339. While population growth remains positive, the rate of growth has been declining over the last five years. By 2031, the Light region is expected to have 18,963 people. Population growth will need to increase above current levels in order to reach this population figure. Population growth is important as it drives economic growth across approximately one-third of the economy.

The Light region provides affordability, with average house prices 18% lower than the State average and 27% lower than metropolitan Adelaide, which should aid in attracting new residents.

Compared to South Australia, the Light region enjoys relatively high levels of income and low levels of unemployment. The local workforce is relatively highly skilled and well educated. However, there is a jobs deficit of over 30% (i.e. the economy would need to increase local jobs by over 30% to match the number of resident workers). Due to this jobs deficit, 65% of local residents leave the region every day for work. Most are travelling to neighbouring Local Government Authorities (LGAs), however, some residents do travel into Adelaide for work.

While no one industry truly dominates the economy, there are a handful of very important industries (and individual businesses). Manufacturing is the single largest sector, followed by agriculture, construction and education. Only the education sector has grown over the most recent year. Manufacturing, agriculture and construction can all be relatively volatile industries that are impacted by a myriad of internal and external factors including prices, weather, local demand, global competition and technology.

Locally, the manufacturing sector is dominated by glass manufacturing (39%), fabricated metal product manufacturing (18%), food manufacturing (16%) and beverage production (14%). These sectors are representative of key employers such as Orora Glass, Ahrens Engineering, Ridley Feed Mill, JT Johnson and Sons and Laucke Feed Mills as well as the various wineries across the region and combined they represent 20% of Gross Regional Product. The agricultural industry includes the vineyards and the growing of wine grapes locally, but the industry's largest sector locally is livestock, mostly pigs and chickens. There are also grain and hay growing operations in the region that contribute meaningfully to the economy. Unfortunately, none of these industries performed well over the last year, producing declines across local Gross Regional Product as well as employment.

Education, retail and healthcare have been the strongest performing industry sectors in the region, in terms of growth. These industries have been providing strong job growth over the last two years.

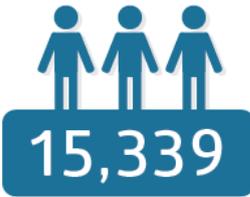
Tourism is important to the region and contributes directly to the wineries in the region as well as many of the towns. Over 300,000 visitors are attracted to the Light region, with the majority of them (80%) being day-trip visitors. Tourism contributes a total of \$14.0 million to the local economy (in GRP terms) and 157 jobs (directly and indirectly).

Based on recent study by the Regional Australia Institute, 27% of jobs in the Light region are rated as having 'high vulnerability' to technological change. The top three jobs by employment number in the Light region that are most vulnerable to automation are in sales, food processing and book-keeping.

Food processing is particularly relevant to the region as a key agriculture centre and the sector that offers high growth opportunity.

POPULATION

— 2018 —



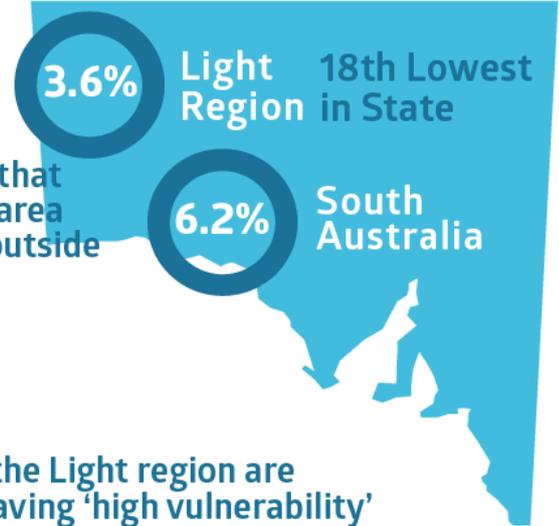
— 2031 —



Require 1.6% per year population growth to reach 2031 population.

Source: DPTI (2018)

UNEMPLOYMENT



Residents that live in the area but work outside



Local jobs deficit

Source ABS (2017)



Of jobs in the Light region are rated as having 'high vulnerability' to technological change

RAI (2019)

AFFORDABILITY. HOUSE PRICES

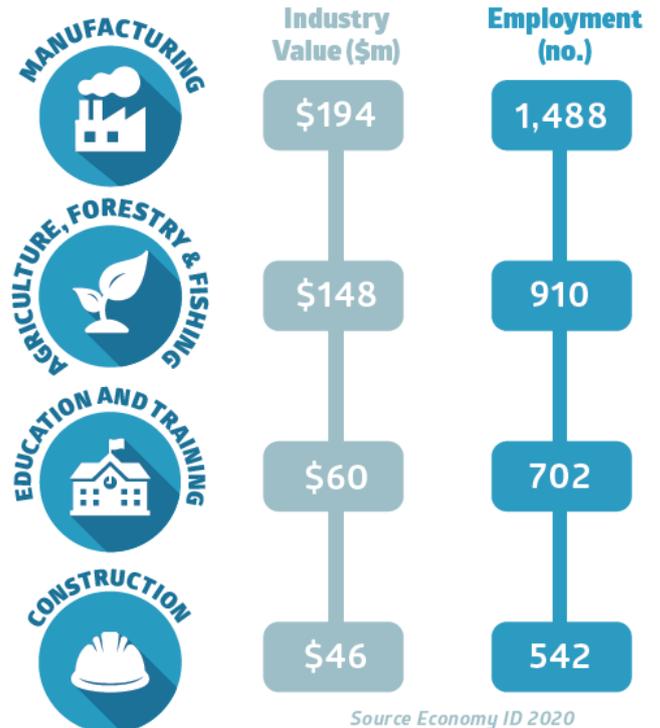
REISA (2020) and Pricerfinder (2020).



AUSTRALIA FACES SIGNIFICANT ENVIRONMENTAL AND ECONOMIC IMPACTS FROM CLIMATE CHANGE

Dept Agriculture, Water and the Environment (2020)

GRP \$828m (2018-19)



Source Economy ID 2020

TOURISM



OVER 300,000 VISITORS PER YEAR

DIRECTLY CONTRIBUTES \$9.4m (1.5%)

111 JOBS (2.1%) TO THE ECONOMY

Source Tourism Research Australia, Lucid Economics, Economy ID

2015-16 Value of Production (\$m)

Source: ABS (2017)



2.2 Future Growth Opportunities

This analysis has considered a number of economic and industry factors as well as workforce and other related economic indicators in evaluating the local economy. It has identified a range of competitive advantages as well as a range of economic development opportunities. The analysis has indicated that there are several future economic development growth opportunities for the Light region in the following industries:

- Agriculture
- Food and beverage manufacturing
- Professional, scientific and technical services
- Tourism
- Equine industry
- Healthcare (including emergency services, aged care and retirement living)
- Creative industries

Impact of COVID-19 Pandemic

In response to the COVID-19 pandemic, the South Australian Government made an Emergency Declaration on 22 March 2020 (and subsequently extended on 4 April 2020), which enacted a variety of restrictions that were recommended by the Prime Minister, including:

- Forced social distancing and self-isolation rules
- Closure of all non-essential businesses
- Cancellation of all events and limiting gatherings to 10 people (however strongly urged to limit gatherings to no more than two people)
- Closing South Australia's borders except for essential workers
- People required to stay at home (unless they have to leave for an essential purpose)

In mid-March, the ABS conducted a Business Impacts of COVID-19 Survey of Australian businesses to identify the impacts of the COVID-19 pandemic and found:

- 66% of businesses saw a reduction in turnover
- 64% of businesses experienced a reduction in demand
- 48% of businesses have reported an impact from Government restrictions
- 29% of businesses experienced a difficulty in sourcing new stock or raw materials

In May, new COVID-19 cases stabilised at a low level and a number of states had successfully suppressed cases of COVID-19 to zero for significant amounts of time, allowing them to return, progressively, to 'normal' life, including South Australia.

The ABS's May 2020 Business Impacts of COVID-19 Survey showed 55% of businesses were accessing government support, including wage subsidies and many had changed their business operations – by shifting to online sales or operating with a reduced workforce.

The situation remains fluid with subsequent outbreaks in Melbourne in July 2020 and potentially also in NSW, resulting in a return to 'hard closures' of some state borders. Without a vaccine, there remains the possibility of outbreaks occurring anywhere across the country for the foreseeable future.

3. Strategic Context

Some significant economic opportunities have been embraced by the Light Regional Council through the changing nature of some of its strongest industry sectors, as well emerging sectors and changes in the broader economic environment.

These include residential developments at Hewett, Freeling, Kapunda, Greenock and Wasleys together with the planned significant expansion of Roseworthy. More specific economic activators include large scale regional water supply infrastructure such as the Gawler Water Reuse Scheme (GWRS), Barossa Infrastructure Limited (BIL) and the Northern Adelaide Irrigation Scheme (NAIS). Emerging activators include the opening up of SABRENet, proposed expansions at Adelaide University's Roseworthy campus, growing support for a proposed international equine centre, private developments particularly in the wine industry, and catalytic opportunities to grow the visitor economy.

Preparation of this Economic Development Plan is intended to guide investment and resource management decisions in a local government context. Council's role in supporting the development of the local economy is complementary to the equally important roles undertaken by other levels of government and regional development agencies, and this plan sits within the context of those roles and activities, as outlined below.

3.1 Role of Local Government in Economic Development

Local government is a natural leader in local economic development because councils know their local business communities, workforce and comparative advantages better than anyone else.

Local people are the key to economic growth and development, and councils are perfectly positioned to work with local stakeholders to drive a bottom-up, place-based approach to achieve economic prosperity. Economic development is also a council-wide effort and many of council's day to day activities will influence and impact economic development outcomes.

As highlighted in Figure 3.1 below, many of the key functions of local government can influence the development of local economies. Local governments play an advocacy role for business and industry in securing public investment in key infrastructure projects and/or supporting key policy or regulatory change at the state or national level. Even some of the services that councils provide, such as waste management, health services, transport services, visitor servicing, community services, etc can contribute meaningfully to encouraging future economic growth and investment. Finally, and probably where economic development can have the most impact is through the Council's role as a facilitator and an activator. Council therefore has numerous levers and tools to help create a local environment that is conducive to economic growth.

The role of local government in economic development is further supported directly by the Local Government Act 1999 that describes the function of local councils:

- To promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism
- To plan at the local and regional level for the development and future requirements of its area
- To provide for the welfare, well-being and interests of individuals and groups within its community
- To provide infrastructure for its community and for development within its area
- To establish or support organisations or programs that benefit people in its area or local government generally

Figure 3.1. Role of Local Government in Economic Development



Source: Lucid Economics

3.2 Strategic and Policy Context

There are a number of strategic and policy initiatives that are important to the future economic development of the Light region that are linked to this Economic Development Plan. The following table (Table 3.1) provides a description of the specific policy or strategy, as well as how it connects to the Economic Development Plan. A more detailed summary is provided in the Economic Analysis Report.

Table 3.1. Strategic and Policy Context

Document / Initiative	Description	Linkage
Light Regional Council Strategic Plan	The Strategic Plan is the overarching guiding document for the council, providing clear direction in terms of future activities for all facets of Council work. The development of the Strategic Plan includes input from a range of Council stakeholders and represents the community's perspectives and aspirations for the future.	One of the four priority areas outlined in the Light Regional Council Strategic Plan 2016-2020 is Economic Wellbeing with objectives to increase the diversity of economic sectors across the region and maintain/improve levels of employment across age groups. The Economic Development Plan is responsible for guiding Council activities to deliver on this key priority area and guide the update of the new Council Strategic Plan beyond 2020.
Light Regional Council Sustainability Strategy	The Light Regional Council Sustainability Policy (2009) is currently under review by the Council's Sustainability Working Party.	This Economic Development Plan can provide strong linkages to the updated Sustainability Policy, particularly relating to the circular economy and low-carbon economic transition.
Light Regional Council Community Wellbeing Strategy	Council is currently developing a Community Wellbeing Strategy that will consider a variety of economic, social and environmental factors.	While the Economic Development Plan is focused on the economy, there is a very strong link between employment and a healthy community. Research has shown that a strong community can also contribute to growing a strong economy.

Document / Initiative	Description	Linkage
RDA Barossa Gawler Light Adelaide Plains Regional Economic Plan	Regional Development Australia (RDA) Barossa Gawler Light Adelaide Plains is a Board of Industry leaders from key sectors across the region, supported by a professional team, which collaborates with the three spheres of government to identify economic opportunity and challenges – and ways to address them. The Regional Economic Plan sets out clear goals and identifies a series of priority projects and targeted areas, including many important for businesses and infrastructure projects in the Light region.	The Economic Development Plan seeks to leverage the efforts and activities of the RDA, particularly for its identified 'game changer' projects. Many of the targeted priorities are also important to the Light region and will be supported through the Economic Development Plan.
30 Year Plan for Greater Adelaide	The 30-Year Plan for Greater Adelaide describes the State Government's plan for how Greater Adelaide should grow to become more liveable, competitive and sustainable. The Plan provides a comprehensive approach to the future planning, development and provision of infrastructure across the broader region.	The economy and jobs are a key feature of the plan. Specifically, the plan seeks to provide support for sustainable tourism, residential and employment land development across the Greater Adelaide region. The Economic Development Plan is aligned to the aspirations of the 30 Year Plan and provides support for the growth of the local tourism industry.
South Australian Growth Plan	The South Australian government has outlined a plan to greatly increase the State's economy and established a growth target of 3% per annum. There are a number of policies, programs and projects established to support this growth, including the identification of nine key growth industries: tourism; health and medical industries; international education; food, wine and agribusiness; defence industry; space industries; high-tech; creative industries; energy and mining.	The Economic Development Plan is aligned to the growth agenda, with a focus on a number of the state's identified key growth areas including tourism; healthcare; food, wine and agribusiness.
SA Visitor Economy Sector Plan 2030	The South Australian government's industry-led and endorsed plan aims to grow the state's visitor economy to \$12.8 billion by 2030 and generate an additional 16,000 jobs.	The plan is one of nine different industry sector plans that form the basis of the state government's 'growth agenda', which aims to promote industry growth by leveraging our competitive advantages, as outlined above.

Document / Initiative	Description	Linkage
SA Regional Development Strategy	The state government is developing a regional development strategy, aimed at growing our regional economy, supporting people in their choice to live in regional communities, and ensuring regional South Australia is prosperous. It is scheduled for release 'in 2020'.	A stakeholder engagement report has been released which identifies the following issues raised at the Barossa forum: lack of public transport; access to water infrastructure; more higher education options for key local industries; streamline delivery of health services; regional leadership; tourism product; infrastructure and skills development; local planning decision-making; regional decision-making.
<i>Character Preservation (Barossa Valley) Act 2012</i>	The legislation recognises the special character of the Barossa district and seeks to protect and enhance this while providing for the economic, physical and social wellbeing of the communities within them.	While it is important to protect and enhance the Barossa Valley for agriculture and food production, this needs to be balanced with enabling economic growth.
Environment and Food Production Areas (EFPA)	Introduced in the <i>Planning, Development and Infrastructure Act 2016</i> , the EFPA is designed to protect rural, landscape and environmental areas from urban encroachment and encourage consolidation within the existing urban footprint and renewal of existing urban areas.	Many stakeholders felt that this element of the Act is restrictive to growth. Council should work with the RDA and other relevant stakeholders to consider how to ensure the legislation supports the region and food production.

Document / Initiative	Description	Linkage
<p>Small Business Friendly Council (SBFC) initiative</p>	<p>The South Australian Small Business Commissioner has developed the Small Business Friendly Council (SBFC) initiative ‘to help build stronger, more productive relationships between small business and Council’. The five required initiatives of SBFC charter are:</p> <ul style="list-style-type: none"> • Implementing activities to improve the operating environment for small business within Council’s area. • Establishing a business advisory group (if one does not already exist) to assist Council’s understanding of small business in its area. • Implementing a procurement policy which recognises and supports local small businesses wherever possible. • Paying undisputed invoices from small businesses within 30 days. • Implementing a timely and cost-effective dispute resolution process to manage disputes. 	<p>Almost 60% respondents to the business survey said they would like Council to participate in the Small Business Friendly Council initiative. Almost half of all South Australian Councils have now signed up to this initiative.</p> <p>This Plan should consider the initiative and whether or not Light Regional Council should sign up to the Charter.</p>
<p>Building Upgrade Finance (BUF)</p>	<p>Building Upgrade Finance is a finance product to assist building owners with environmental upgrades to non-residential buildings, and with restoration and upgrades to heritage buildings.</p> <p>Under Building Upgrade Finance, an agreement between the building owner, finance provider and local council is entered into, where a:</p> <ul style="list-style-type: none"> • building owner seeks finance for a building upgrade • finance provider lends finance to the building owner • council collects repayments from the building owner and transfers them to the finance provider 	<p>The survey of businesses asked respondents whether they were interested in Building Upgrade Finance (BUF) opportunities involving environmental and heritage upgrades to non-residential buildings and whether they would like Council to offer this finance product. Respondents to this question were very evenly split between the three response options of ‘yes’, ‘no’ and ‘unsure’.</p> <p>However, separate consultation with several community groups based in and/or managing heritage-listed community facilities, were experiencing financial difficulty in being able to meet required building standards associated with upgrades.</p> <p>This Plan should consider the potential of Council’s participation in Building Upgrade Finance.</p>

Source: Lucid Economics

4. Business Sentiment

As part of the preparation of this plan, consultation was undertaken with local businesses through both in person interviews and via feedback gathered through a survey of businesses.

4.1 Business Survey

A short survey was sent to 1,410 businesses located in the Light region, and 143 responses were received.

The survey questions sought information about:

- Business industry and size
- Advantages and disadvantages of the Light region as a business location
- Role of Council in Economic Development (including the Small Business Friendly Council Initiative and the Building Upgrade Finance program)

The survey had a margin of error of 7.8% (at a confidence level of 95%), which represents a statistically sound result.

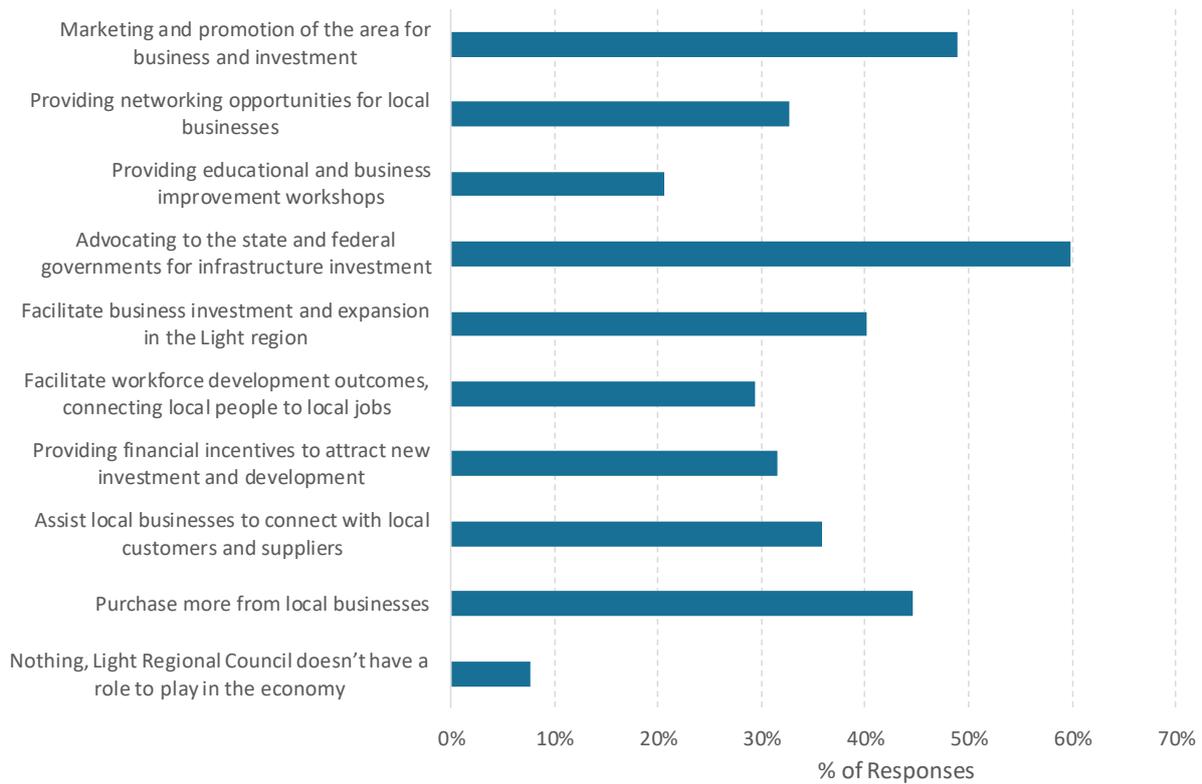
Most respondents worked in agriculture, followed by construction, retail trade, and healthcare & social services. A significant majority of respondents did not employ anyone in their business (i.e. sole operators/owner/occupier businesses).

Location advantages: overwhelmingly, proximity to customers, then proximity to Adelaide were cited as the key advantages. A number of comments were made about being able to have their business close to where they wanted to live.

Location disadvantages: unsupportive local and/or state government was often cited. Of less importance was the availability of utilities and telecommunications infrastructure, and proximity to suppliers. Comments included poor quality roads, lack of public transport and lack of wayfinding signage for visitors.

Council's role in economic development: The survey also asked what role people thought the Council should play in economic development. They were invited to select any of the options that demonstrated the varied and diverse range of activities that businesses felt Council should undertake to support economic development (Figure 4.1).

Figure 4.1. Role of Council, Business Survey Results



Source: Lucid Economics

The survey identified the following key ways that Council could support local businesses:

- **Advocacy:** advocating to state and federal governments for infrastructure and other investment.
- **Marketing & Promotion:** businesses highlighted the importance of marketing and promoting what the area has to offer to attract more businesses and residents.
- **Local Procurement:** businesses highlighted the importance of Council procuring services from local businesses, which keeps expenditure within the region and benefits the local economy.

There was also support for facilitating business investment in the area, providing networking opportunities and assisting local businesses to connect with other local customers and suppliers.

Comments included promoting the Light lifestyle, upgrading the road network, supporting entrepreneurship, and supporting development applications to facilitate business expansion.

Almost 60% of respondents supported Council participating in the Small Business Friendly Council initiative. Respondents were less engaged about Council participation in the Building Upgrade Finance (BUF) program, however the vast majority of survey respondents work in agriculture (27%) followed by construction (11%), that is, businesses that are unlikely to have many buildings requiring environmental or heritage upgrades and therefore access BUF, therefore their interest in it is also likely to be low.

4.2 Business Interviews

Approximately ten local businesses and stakeholders were interviewed for this project. Similar discussion points comprised the core questions for these interviews. Stakeholders interviewed identified the following key ways that Council could support the local economy:

- **Brand Barossa:** capitalise on this global premium brand to attract the luxury tourism market, especially in culinary tourism as well as food production.
- **Planning:** planning was highlighted as a key local government function that should be used to protect existing businesses, particularly industrial businesses that may be facing the challenge of residential encroachment on their facilities.
- **Workforce development:** availability of appropriately-skilled workers is a major issue for local businesses. Interviewees often did not understand the role local government can play to help to address this, which may be reflected in the low prioritisation of this role for Council in the business survey.
- **Economic infrastructure:** businesses want Council to make the Light region attractive to new businesses to locate here, with support for Council to ensure the provision of appropriate infrastructure such as stormwater management and gas.

5. Opportunities and Challenges

The Light region is experiencing many opportunities and challenges that should be considered within the strategic structure of future economic development efforts. The key themes from a strengths, weaknesses, opportunities and threats (SWOT) analysis of the Light region are shown in Table 5.1 below.

5.1 SWOT

Table 5.1. SWOT Analysis of Light Region

Strengths	Weaknesses
<ul style="list-style-type: none"> • Proximity to Adelaide • Regional water infrastructure • Northern Expressway, Connector and North-South Corridor, Regency Road to Pym Street projects • Strong industry clusters including agriculture, manufacturing and construction • Valued lifestyle • Lower cost of living and doing business • Prime agricultural land • Barossa brand • Support from regional development agencies • Collaboration with neighbouring councils • Retention of historic streetscapes, adding heritage value to key townships and areas • Visitor economy assets • History and heritage • Strong, active local community associations 	<ul style="list-style-type: none"> • Lack of local jobs • Economy reliant upon manufacturing, agriculture and construction (particularly large employers in these sectors) • Availability of utilities (e.g. gas, telecommunications) • Lack of skilled workers • Lack of public transport • Deteriorating road quality due to environmental/climate influences • Lack of wayfinding signage • Original streetscape assets from early development of towns (e.g. not to modern standards or amenity)
Opportunities	Threats
<ul style="list-style-type: none"> • Northern Adelaide Irrigation Scheme and coordinated expansion of existing regional water infrastructure schemes • Growth industry opportunities across agriculture, food and beverage manufacturing, professional services, tourism, healthcare and the equine industry • National and world heritage listing opportunities for the Kapunda Mine historic site and its links with the historic Burra and Wallaroo mines • Kapunda Lifestyle Village (supported independent living) • Full development of Kingsford Regional, Roseworthy and Kapunda Industrial Estates • Roseworthy International Equine Centre 	<ul style="list-style-type: none"> • Character Preservation (Barossa Valley) Act, 2012 and Environment and Food Production Areas (also considered as Opportunities) • Climate change • Lack of economic diversity can continue to deliver volatile swings in the local economy • Slow uptake of approved residential subdivisions • Current and anticipated main street vacancies • Disused silos in bulk handling precincts • Disused railway corridors and associated dilapidated buildings/assets • Vacant land/undeveloped lots in development areas (recently rezoned and/or subdivided)

<ul style="list-style-type: none"> • Adelaide Wine Capital Cycle Trail and intersection of the Heysen, Kidman and Mawson Trails in Kapunda • Disused rail corridors for cycle trails or as future commuter links using autonomous vehicles • Position Roseworthy township expansion as an upscale university town residential development as a point of difference to other remote developments • Seppeltsfield Wines' Tourism Masterplan for a Global Epicurean Village • Emergency management precinct • Improved public transport and transit options • Renewable energy investments • Kapunda township tourism activation, centred around a Kidman Experience 	<ul style="list-style-type: none"> • Local Government (Boundary Adjustment) Amendment Act 2017 may enable significant areas of Light Regional Council to be relinquished • Possible closure of Kapunda Hospital • Changes to regulations under the <i>Genetically Modified Crops Management Act 2004</i> (also considered as Opportunities)
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Source: Lucid Economics

5.2 Strategic Assets

Identifying and leveraging strategic assets is important for successful economic development efforts at the local level and the development/encouragement of specific industries according to the region's competitive advantages.

The Light region has a number of strategic assets, including:

- **Strategic location:**
 - Proximity to Barossa Valley: a large section of world-famous Barossa grape-growing land falls within the Light region and association with the Barossa brand, and prime agricultural land within the Barossa Hinterland.
 - Road transport: The Northern Connector and continued nonstop North-South Corridor works (Regency to Pym Street) providing faster access to the defence maritime precinct, Port Adelaide, Adelaide CBD and Adelaide Airport, plus easy access to the Sturt, Thiele and Horrocks highways for efficient transport to market destinations or other transport export modes (sea, air freight).
- **Adelaide University Roseworthy Campus:** Currently offering very animal-centric courses, Roseworthy is embarking on a transformation to increase its agricultural college offering particularly around horticulture and viticulture, in alignment with the region's strengths and opportunities. The University of Adelaide is also a key partner in the international equine centre proposal. Its proximity to recently rezoned residential and employment lands in the Roseworthy Township Expansion create opportunities for a cluster of ag-tech research and development businesses, similar to the highly successful Australian Grain Technologies (AGT).
- **Water:** Close proximity to regional water supply schemes (Gawler Water Reuse Scheme, involving Council and Bunyip Water, Barossa Infrastructure Limited and the Northern Adelaide Irrigation Scheme). Council also has surplus recycled water from township Community Wastewater Management Schemes (CWMS) which may be used for economic purposes.
- **SABRENet:** Close proximity to the high-speed internet cable, which can unlock a variety of economic opportunities.

- **Kingsford Regional Industrial Estate:** This 170ha site provides an opportunity for major large industry developments to support local jobs, and will be further enhanced once planned supporting infrastructure (e.g. gas, regional stormwater management) has been developed.
- **Northern Expressway Residual Land:** Council owns three parcels of prime development land directly adjacent the Northern Expressway, which boast road links, established local land uses and proximity to key growth areas.
- **Fertile Land:** High quality broad-hectare farming land with reliable rainfall and well positioned for added value through availability of irrigation water.
- **Significant heritage assets:** The Light region boasts assets that were created in the formative years of South Australia, together with iconic local characters who were either VIPs or influencers at a state, national or international level (e.g. in Kapunda alone: notably Messrs Kidman, Dutton and Bagot).

These assets can be leveraged to attract future investment and create new jobs.

Government COVID-19 Stimulus Packages

The South Australian Government has announced a stimulus package of \$1 billion, including:

- Once-off emergency grants of \$10,000 for small business and not-for-profits that have suffered a significant loss (due to COVID-19)
- \$300 million for the Business and Jobs Support Fund, which will be used to directly assist individual businesses and industry sectors facing potential collapse from the impacts of COVID-19 and the necessary restrictions put in place
- \$250 million for the Community and Jobs Support Fund, which will assist community organisations, non-profit organisations and some other industry sectors
- Payroll and land tax relief
- Waiver of liquor licensing fees
- Once-off rental grant of up to \$1,000 for residential landlords who reduce the rent of a tenant experiencing rental hardship (due to COVID-19)

The Commonwealth Government has implemented a number of measures to support residents and businesses during the COVID-19 pandemic, including the JobKeeper and JobSeeker programs. On 21 July 2020, the Government announced it would extend the JobKeeper payment for a further six months until 28 March 2021 to support employers who continue to be significantly impacted by COVID-19.

Other Commonwealth support programs include early access to some superannuation funds and HomeBuilder grants.

6. Economic Development Plan

This section outlines the Economic Development Plan, based on all the research, analysis and consultation conducted for this project. It identifies key principles to guide economic development activities and provides a clear structure for the delivery of the future vision.

Light Regional Council COVID-19 Stimulus Package

In May 2020, Council released its COVID-19 Economic Recovery Plan which outlines regional priority initiatives that can be delivered over the next four years (2020-2024), including:

- more water and flood protection measures to sustain and grow South Australia's horticulture and agriculture industries
- infrastructure to encourage more and diverse accommodation and attractions to build South Australia's tourism and visitor economy as people turn to domestic travel

The majority of funding for stimulus packages will be sought from Commonwealth and state governments and the private sector, as well as Council funding within its financial means.

6.1 Principles for Economic Development

The following principles will guide our activities in economic development and provide a way for Council to evaluate future tasks and initiatives.

- **Industries of the future:** focus on sectors that have high likelihood of catalysing future growth in a manner de-coupled from environmental degradation. For example, advanced technology, high value-add, circular economy, low carbon, local job creation, and which align with the Light region's competitive advantages.
- **Boldness:** we will provide a leadership role in economic development by participating in pilot projects that might be ground-breaking regional firsts, acknowledging that there is a level of risk that they may not achieve wider implementation or overwhelming success.
- **Innovation:** we will enable and curate a local economy that is grounded in technology and innovation, which is constantly adapting and evolving within a digitally connected world and a changing climate.
- **Collaboration:** we will work collaboratively with our partners to generate economic outcomes for our community and look to establish innovative partnership models to achieve this. We will learn from our peers and take advice from experts.
- **Liveability:** we will support local businesses to attract workers by maintaining the Light region's great lifestyle and promoting our region as a place people want to live and work, maintaining its social connectedness and promoting prosperous communities.

6.2 Economic Development Plan Overview

The following diagram (Figure 6.1) provides an overview of the Economic Development Plan.

Informed via a number of processes, including the economic analysis, survey and stakeholder interviews, this Economic Development Plan provides a vision for the future economy that will be achieved by focusing on five key strategic directions:

- Advocacy
- Investment attraction
- Supporting local business
- Planning

- Infrastructure development

For each strategic direction, there are specific initiatives and activities that provide further clarity regarding activities to support future economic growth, achievement of the vision and a variety of desired outcomes.

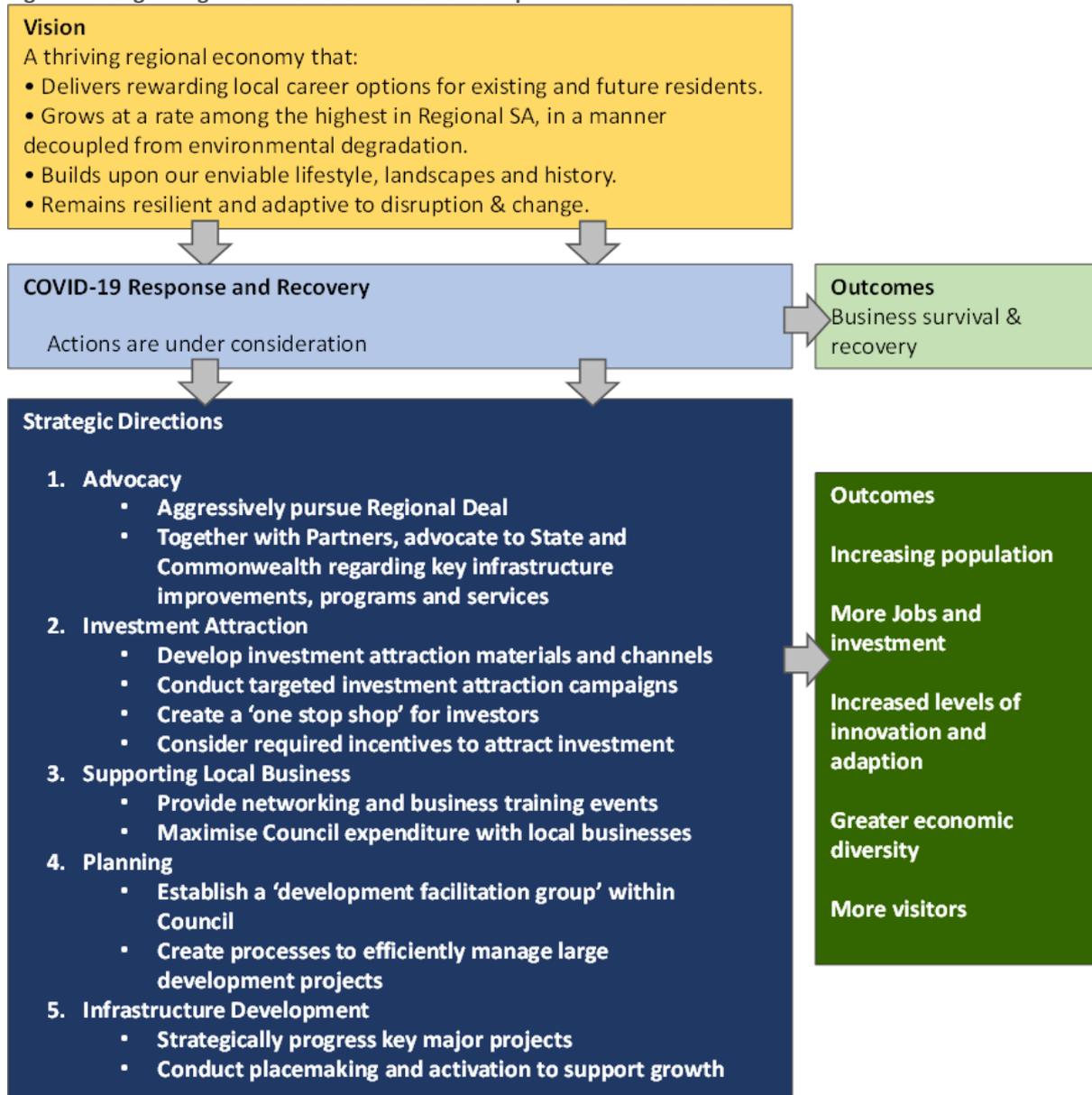
A detailed Implementation Plan provides further detail regarding delivery of the Plan into the future (refer Section 7).

COVID-19 Response and Recovery

As COVID-19 has changed the economic landscape, the response and recovery from the economic crisis requires a separate and definitive economic development response. As such, the Economic Development Plan has been augmented from its originally conceived structure to factor in the immediate actions that are required by Council as well as the necessary activities to encourage the most immediate economic recovery possible, after the current COVID-19 restrictions are lifted.

While these immediate actions are warranted and necessary, they do not take away from the long-term vision and overall structure of this plan. Effectively, the response and recovery from COVID-19 now forms the first stage of the Economic Development Plan, as highlighted in Figure 6.1.

Figure 6.1. Light Regional Council Economic Development Plan Overview



Source: Lucid Economics

6.2.1 COVID-19 Response and Recovery

Overview

COVID-19 has severely impacted all businesses in Australia. Local governments have a range of mechanisms and tools that can be utilised to support the response to the crisis as well as the recovery after current restrictions are lifted.

Council is currently considering the appropriate actions to provide support and stimulus to the local economy.

Why?

The survival and resilience of local businesses is very important to the recovery of the local economy from the current crisis. Council should provide support, where possible and appropriate (and in conjunction with State and Commonwealth Governments), to local businesses and the local economy at large in order to recover from the crisis as quickly as possible.

Key Activities

Actions are under focussed consideration and implementation separate to, but informed by, this Plan.

6.2.2 Advocacy

Overview

Advocating for the local business community requires regular interaction with regional bodies, and state and federal governments. During these meetings or presentations, required infrastructure, services and programs (which are beyond the capacity of the local government) should be presented together with the evidence base to support its delivery. Council should work with the RDA and consider how it can partner with other councils, in particular with Legatus², to deliver a strong regional message.

Interaction with state and federal governments should take place between senior bureaucrats within government as well as elected members and responsible ministers on an ongoing basis, not just when requests for support are made. Helping other agencies and levels of government to understand the work the Council is focused on, its specific community's needs and overall objectives will assist in maintaining strong working relationships and enable Council to be the voice of its local business community. Equally, having the explicit support of local businesses for specific projects can be very powerful when advocating to other levels of government.

Why?

Local government clearly has a role to advocate on behalf of its residents and its business community. More than half of survey respondents said Council should advocate to the state and federal governments for infrastructure investment. This is supported by the Local Government Act 1999 which outlines the functions of a Council to include 'to promote its area and to provide an attractive climate and locations for the development of business, commerce, industry and tourism' and 'to provide infrastructure for its community and for development within its area'.

Feedback from the survey and the business interviews strongly support Council undertaking advocacy, particularly for road infrastructure projects and attracting more residents and visitors.

Key Activities

- **Ongoing Sharing of Information:** Establish regular meetings with local MPs to build relationships and enable the ongoing exchange of information.
- **Regional Deal:** Partner with local/state/federal governments and private partners on packages of projects which can leverage multiple grant funding programs to secure investment.
- **Kapunda Historic Copper Mine:** Along with the Burra and Wallaroo historic mine sites, advocate for national and world heritage listing as significant heritage tourism assets, whilst continuing to consider the environmental and tourism sensitive recovery of the remaining ore body/s for maximum local economic benefit.
- **Character Preservation (Barossa Valley) Act 2012 and Environment & Food Production Areas:** Leverage the character preservation and contribute to the guidelines which are critical. Work to realise the yield premium that is possible.

² Legatus is the trading name of the Central Local Government Region which is a regional subsidiary established to undertake the coordination, advocacy and representation of its constituent councils at a regional level.

- **Freight Infrastructure:** Work with the private sector and Legatus Group to lobby collectively for federal and state government investment into freight infrastructure to accommodate higher mass limits, restricted access vehicles and farm machinery.
- **Roseworthy International Equine Centre:** Continue to partner with the RDA and University of Adelaide to establish an international equine centre at the Roseworthy campus.
- **Infrastructure Australia:** Partner with the RDA to explore and advocate for the Council’s identified key infrastructure projects to achieve listing with Infrastructure Australia and enable delivery of:
 - **An Integrated Water Network:** a network that connects Barossa Infrastructure Limited (BIL), Bunyip Water (Gawler River Water Reuse Scheme), SA Water (Virginia Pipeline Scheme and Northern Adelaide Irrigation Scheme) and other water resources should be the highest priority project as water is the major economic driver for our prominent Ag, Wine and Food sectors (which also stimulate tourism).
 - **Adelaide Wine Capital Cycling Trail:** Seek funding and partners to develop the trail, ensuring Seppeltsfield Road and Kapunda’s heritage are key features.
 - **Better Connectivity:** Rail or autonomous shuttle between the Roseworthy Township Expansion and the electrified Gawler rail line, potentially also connecting the University of Adelaide’s Roseworthy campus and the International Equine Centre. Rapid transit solutions between key metropolitan destinations (e.g. Adelaide CBD, Airport and Port) and regional centres should also be pursued.

6.2.3 Investment Attraction

Overview

Investment attraction involves marketing and promotion, public relations, business development and investment facilitation. Marketing and promotion require the development of marketing materials as well as the dissemination of these materials and should be conducted at a high market level as well as business development activities at an individual investor/cluster level. Once an investor is identified, the facilitation process begins through information provision, site/community inspections, meetings with planning staff, etc.

Why?

Attracting investment from outside of the Council area is important to foster and support economic and employment growth as well as the ongoing diversification and evolution of the local economy. Consultation confirmed that Council has a role to market and promote the area for future investment and business growth.

With their rural feel and proximity to Adelaide, towns like Kapunda and Freeling offer significant opportunities for investment in and development of their existing unique infrastructure - beautiful heritage buildings. Councils can be a key factor in ‘making or breaking’ private investment projects such as these, which may be driven by passion, often without a guaranteed successful business outcome.

A singular regulatory-focused approach to development should be expanded into a new, investment attraction service culture that instils confidence in investors and is consistently administered across multiple Council departments.

A Local Investor’s Experience

It does not take much to “de-incentivise” someone from proceeding when they may already have detractors (friends and relatives!) telling them they are mad. A difficult process may be the straw that breaks the camel’s back and the decision made not to proceed.

It is not just in the approval process, but in facilitating, encouraging, simplifying and making this a less daunting process for those who wish to invest. This is such an important thing for Councils to understand. This can be the difference between investors “having a go” or not bothering if it’s “all just too hard”.

Key Activities

- Implement a communications and activation plan as the Council’s central investment attraction portal, a ‘one-stop-shop’ for investors to source information about the region’s offering, competitive advantages, connectedness and opportunities.
- Link to and promote the South Australian Investment Atlas where investors can search for suitably zoned land for investment/development.
- Implement a marketing campaign for the Light region’s key townships and precincts.
- Develop a package of incentives (non-financial and/or financial) for investment attraction and infrastructure development.
- Work with the Department for Trade and Innovation to support investment attraction efforts across Light’s key industry sectors as well as tourist accommodation and attraction opportunities.
- Directly and proactively pursue key growth opportunities and individual projects including Kidman Experience, new tourism accommodation, and other bespoke investments.

6.2.4 Supporting Local Business

Overview

As highlighted in the business survey results, Council should seek to provide support to local businesses in a number of ways. These could include hosting networking events, providing information regarding potential business opportunities and supporting educational and business capacity building opportunities for businesses.

A review of procurement across Council to identify areas for targeting local suppliers should be undertaken. Maintaining a scoring benefit for local businesses in the tendering process will help to encourage local supply. Furthermore, ensuring that local businesses are aware of business opportunities with Council as well as how to access these opportunities will be important to maximising these local supply scenarios.

Raising awareness amongst local businesses (and residents) regarding the value of buying local should be undertaken and promoted together with local business associations.

Why?

As is the case in most regional economies in Australia, the Light region’s economy is dominated by small businesses (98.3% of all businesses have fewer than 20 employees). Local government facilitates conditions to support small-to-medium enterprises (SMEs) and home-based businesses (HBBs) to prosper and grow, contributing to growth in Gross Regional Product (GRP) and creating local employment opportunities. Supporting businesses to become more competitive and resilient can be a more effective contributor to economic development than attracting new businesses.

Forty-four percent of respondents to the business identified ‘purchase more from local businesses’ as a role of Council in economic development. Continuing to use Council’s purchasing power to grow the local economy is important for local businesses. By expending money locally, Council contributes to the local economy and supports local businesses and jobs. Preventing money from leaking from the local economy has numerous direct and indirect (flow-on) benefits. Increasing local procurement should not mean that Council spends all of its money locally, as it must still seek maximum value for public funds.

Encouraging other businesses (and residents) to buy local is also important to support the local economy. Consultation has identified the perception that local businesses do not support one another, that is, there is perceived to be a relatively low level of local expenditure by businesses.

Key Activities

- Participate in the Small Business Friendly Council initiative.
- Support the RDA’s regular communications by developing and maintaining a database of local businesses in order to encourage greater level of communication amongst and between businesses. Widely promote the RDA’s business training sessions, seminars and other events.
- Host business networking events where local economic development initiatives can be discussed and consulted upon.
- Facilitate relationships between businesses and local education institutions to develop pathways for local students into key local industry sectors and businesses.
- Partner with the RDA, Legatus and neighbouring councils to support and develop the local creative industries sector.
- Work with the RDA to promote ‘jobs for all’ (e.g. including older employees, NDIS clients, youth, etc).
- Provide support services and funding to local community groups and associations to maximise their contribution to the economy.
- Review Council’s procurement policy and procedures to maintain alignment with the South Australian Industry Participation Policy, including ensuring tender evaluations template have weightings in the assessment scoring to support local businesses (where appropriate).
- Ascertain the current level of Council’s local expenditure to identify areas for targeting local suppliers as well as target key expenditure areas that could use local businesses.
- Work with the RDA to promote a Buy Local campaign to educate local residents regarding the benefits of shopping locally and supporting local businesses.
- Work with local business alliances and groups to undertake a local information campaign to increase awareness amongst local businesses of the value of supporting other local businesses (across the region).

“It has been beneficial for our member business owners to develop an appreciation and understanding of how Council works and how we can work together to achieve great outcomes for the region as well as their individual businesses”.

Member of a Light business association

6.2.5 Planning

Overview

The strategic and statutory planning functions of Council are important. Planning can have a significant impact on the area, particularly for larger, business-focused investment projects. Ensuring that the planning process is very clear and easy to understand for future businesses and investors is

very important to engender confidence. Additionally, making the process as efficient as possible can become an effective competitive advantage for the area.

Why?

Having a specific process in place to accommodate and efficiently review commercial development applications is important to create an environment conducive to business and investment growth. Businesses and developers will actively look to invest in areas where the local government planning process is well regarded. Councils with poor planning processes will experience a dearth of commercial investment.

“I wonder if there is an opportunity for LRC to develop its reputation even further with regard to how well planning processes can be managed, making it an even more personalised, supportive, seamless, time sensitive, encouraging and enthusiastic experience - thereby potentially attracting more investment in the region (obviously within the constraints and laws Council has to work within)”.

Light resident and wine and accommodation business owner

Key Activities

- Establish a ‘development facilitation group’ of all key Council staff to meet regularly to discuss commercial development applications.
- Develop a process for significant investment projects that provide considerable economic benefits to the region (and align with the principles and vision outlined in this Plan) that enables case management of these through council processes in a business-friendly way.
- Promote these services/processes as a competitive advantage for Light Regional Council for investment attraction.

6.2.6 Infrastructure Development

Overview:

Council has identified a number of catalytic projects, which are advancing at various levels. These projects are important for the future economic development of the Light region and can help to attract future residents, new businesses and further investment and jobs.

There are a range of placemaking initiatives that can help to activate various centres across the region to ensure these places are inviting for visitors and residents alike, increasing potential customers for the local businesses. Redeveloping older precincts and upgrading mainstreets and facades as well as facilitating events can help to reinvigorate various centres.

Why?

Strategic infrastructure is a key economic input that creates value and builds productivity. High quality economic infrastructure and public realm amenity will attract high value businesses and residents and stimulate private investment. It can improve local business efficiency, reducing the cost of doing business, offering local businesses a competitive advantage.

Like many regional towns, particularly in South Australia, towns in the Light region are experiencing increasing commercial vacancies in their mainstreets and town centres. Online shopping and dormitory towns can provide challenges for small mainstreet businesses. Creating vibrant and appealing climate-adapted public places is important in supporting an environment that can attract people. Ultimately it is the creation of more business and trading in these centres through activation and placemaking that benefits the economy. As trading levels increase, additional investment and workers could be attracted to these areas as well.

Key Activities

- Evaluate the potential benefits of connecting to SABRENet to support local education, innovation, research and development, training and government facilities, as well as Kingsford Estate³.
- Investigate funding models for major projects including value capture and separate rates.
- Pursue grant funding from state and federal governments to support infrastructure and key projects.
- Continue to evaluate opportunities for Council investment into strategic sites.
- Continue to progress various transformational projects.
- Participate in the Building Upgrade Finance Program
- Investigate opportunities to:
 - redevelop disused, historic railway precincts for economic land use
 - upgrade mainstreet façades and verandas to improve heritage character and investment appeal
 - through a public art strategy, facilitate public art projects to build community pride, attract new residents and encourage longer stays by visitors
 - maximise cooling and public shade in public realm, to encourage increased visitation
- Continue to support events that attract visitors from outside the region and develop an events strategy that identifies events with the greatest potential to stimulate the Light regional economy
- Support development activation of broad-hectare land releases where market uptake is tardy, contributing to local population and economic growth
- Promote key retail centres at Kapunda, Greenock, Freeling, Roseworthy, Hewett, Gawler Belt and Wasleys
- Explore the development of an enhanced brand incorporating the Barossa and hinterland areas, representing a national destination in terms of global wine, food, hospitality, accommodation and visitor servicing, offering a diverse experience with greater connection to outback, nature and heritage themes.

Transformational Projects

A number of projects that will have a significant impact on the Light region economy are proposed or underway in the Light region. They include:

- **Roseworthy Township Expansion:** Consider land business structures for the redundant Roseworthy Township CWMS land to efficiently re-develop the land. Purchase or secure tenure over strategic land in the Roseworthy/Kingsford precinct for regional stormwater management and/or a northern regional emergency services hub. Facilitate the implementation of a holistic stormwater management, harvesting and reuse network in the Roseworthy/Kingsford precinct to build upon the precinct’s emerging role as a regional hub of integrated water management. Consider future-proofing and revenue generating opportunities such as the investment in spare services conduits and smart lighting.
- **Kapunda Lifestyle Village:** Explore the benefits of developing supported independent living units in partnership with the private sector.
- **Northern Expressway residual land:** Commence discussions with the South Australian Government regarding access and planning for the Council-owned land parcels adjacent the Northern Expressway, prior to seeking expressions of interest for suitable land use.

³ University of Adelaide Roseworthy Campus, PIRSA Roseworthy, AGT and Gawler Council are already connected.

- **Kingsford Regional Industrial Estate:** Facilitate the development of the infrastructure required to activate this 170ha site, leveraging the Roseworthy Township Expansion, to provide opportunity for major industry developments to support local jobs and a diversified economy.
- **Kidman Experience:** Implement a Kidman Experience project that will be an iconic international tourism destination, increasing visitation to Kapunda and the broader region.
- **Roseworthy International Equine Centre:** Continue to partner with the RDA and University of Adelaide to establish an international equine centre at the Roseworthy campus.

7. Implementing the Plan

The Light Economic Development Plan – Implementation Blueprint is outlined below. It aligns to the strategy and provides key targets for each action. The priority timing of activities is provided across the following range:

- Ongoing: frequently/annually
- Immediate: Year 1
- Short-term: Year 2-3
- Medium-term: Year 4-5
- Long-term: Year 6-10

Table 7.1. Light Regional Council Economic Development Plan – Implementation Blueprint

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
COVID-19 Response and Recovery			
Actions are under focussed consideration and implementation separate to, but informed by, this Plan.	GRP, local jobs and employed residents returning to pre-COVID-19 levels		

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
1. Advocacy			
1.1. Work with RDA to conduct regular meetings with local MPs to build relationships, share ideas and provide updates on latest developments	2-4 meetings per year	Immediate	Internal staff, RDA-BGLAP, state and federal MPs
1.2. Package up projects which can leverage multiple grant funding programs to secure grant funding and private investment	Funding acquired for previously unfunded projects	Immediate	Internal staff, external consultants, RDA-BGLAP, Neighbouring Councils, State and Federal governments
1.3. Continue to contribute to the guiding policy for the Character Preservation (Barossa Valley) Act 2012 and Environment & Food Production Areas (Planning, Development and Infrastructure Act 2016), and work to realise potential value-added development	Submission to DPTI	Short	RDA-BGLAP, DPTI
1.4. Seek government investment in road upgrades to accommodate higher mass freight limits, restricted access vehicles, farm machinery and premium tourist route improvements	Submit business case and/or grant applications	Medium	Neighbouring Councils, Private sector, Legatus
1.5. Develop plans for an integrated water network that connects BIL, Bunyip Water, SA Water and other water resources	Plan developed	Immediate	RDA-BGLAP, SA Water, PIRSA, BIL, Bunyip Water
1.6. Support the establishment of the Roseworthy International Equine Centre	Facilitate business case	Short	RDA-BGLAP, University of Adelaide

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
1.7. Support rail or autonomous shuttle between the Roseworthy Township Expansion and the electrified Gawler rail line; plus potential to connect with Roseworthy campus and the International Equine Centre	Establish relationships and process for accessing rail land	Short	DPTI, OneRail Australia, RTE landowners/ stakeholders
1.8. Seek funding and advocate for the Adelaide Wine Capital Cycling Trail	Make prioritised funding submissions into eligible programs	Short	RDA-BGLAP, Neighbouring Councils, Tourism Barossa, Seppeltsfield Road Business Alliance
2. Investment Attraction			
2.1. Create Council's central investment attraction portal as a 'one stop shop'			
2.1.1. Establish a Light Invest website, including content, structure and graphics	Website created	Immediate	Internal staff, external consultants
2.1.2. Provide latest news, business and investment data to support investment case in the Light region	4 updates	Annual	Internal staff
2.1.3. Provide links and inputs into the SA Investment Atlas	4 updates	Annual	Internal staff
2.1.4. Measure and report on investor engagement with Light Invest website	4 reports	Annual	Internal staff, external consultants
2.2. Conduct the 'Light' Light marketing campaign			
2.2.1. Develop marketing materials for the region and individual towns	Materials developed	Immediate	Internal staff

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
2.2.2. Establish and maintain a marketing database and send out marketing materials	Database created with 100 contacts	Short	Internal staff
2.2.3. Create social media posts and send email updates to database	24 posts/emails	Annual	Internal staff
2.2.4. Explore editorial placement opportunities to highlight local opportunities	2 editorials	Annual	Internal staff
2.2.5. Engage with DTI regarding investment opportunities in the region	2 meetings	Annual	Internal staff, DTI
2.3. Develop a package of incentives for investment attraction and development			
2.3.1. Conduct a study to identify the range of potential incentives (including incentives to encourage sustainability) as well as the community benefit associated with offering them	Level of Council support identified	Immediate	Internal staff
2.3.2. Develop specific guidelines, application forms and protocols to administer an incentive program	Package developed	Short	Internal staff, external consultant
2.3.3. Develop marketing initiatives to promote incentive program	4 email campaigns to database per year	Medium	Internal staff
2.4. Proactively pursue key growth opportunities and individual projects			
2.4.1. Formulate overall business case and ‘pitch’ for Kidman Experience, new tourism accommodation and other bespoke investments	Develop business case	Medium	Internal staff, DTI, RDA-BGLAP, Tourism Barossa

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
2.4.2. Identify and pursue potential investors and proponents for projects, following specified processes	Investors identified and registered, selection processes documented.	As required by projects	Internal staff, external consultant
2.4.3. Pursue national and world heritage listing for Kapunda Historic Copper Mine	National Heritage listing achieved World Heritage listing achieved	Long Long	Internal staff, Consultants, Copper Coast and Goyder councils/Legatus, State and federal governments
3. Supporting Local Business			
3.1. Participate in the Small Business Friendly Council (SBFC) initiative			
3.1.1. Sign a SBFC charter agreement	Charter agreement is signed	Immediate	SA Small Business Commissioner
3.1.2. Implement the five initiatives that Council is required by the charter to meet	The five required initiatives are implemented	Short	Internal staff, local business associations
3.1.3. Promote being a 'small business friendly' Council	Use logo and provide media statement	Short	Internal staff
3.2. Support local businesses through information and education			

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
3.2.1. Support RDA's communications and business training sessions through promoting them to local businesses	Email campaigns to local businesses, generally matching RDA frequency	Immediate	RDA-BGLAP
3.2.2. Host local business networking events to discuss local economic development initiatives	4 events per year	Short	RDA – BGLAP, Internal Staff, local business and community associations
3.2.3. Support local businesses' efforts to recruit workers to the area by sharing information, marketing/promotional material such as a 'living local' booklet	Display of info packages reaching 50 businesses	Annual	Internal staff
3.2.4. Promote the Designated Area Migration Agreement (DAMA) to create a channel to access workers and increase migration to the area	4 emails	Annual	Internal staff
3.3. Maximise local resources for economic development			
3.3.1. Support the development of a local creative industries sector	Create industry development plan	Medium	RDA-BGLAP, Legatus
3.3.2. Provide transparent support to Agents of Economic Growth (local associations) to facilitate better economic and tourism outcomes	Value of support provided, Community and Recreation Facilities Management Policy reviewed and updated	Short	Internal staff

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
3.4. Foster workforce development locally			
3.4.1. Meet with training providers to discuss business requirements and potential local solutions	2 meetings	Annual	Internal staff, Education partners, RDA-BGLAP
3.4.2. Provide support for promoting 'jobs for all' (e.g. older employees, NDIS clients, youth, etc) through identifying pathways to work	Conduct study into available pathways	Medium	Internal staff, DIS, RDA-BGLAP, TAFE
3.5. Promote local buying			
3.5.1. Identify and monitor Council's expenditure with local businesses	Annual % of expenditure spent locally	Immediate	Internal staff
3.5.2. Review Council's procurement policy and ensure preferential weightings for local suppliers	Reviewed policy	Immediate	Internal staff
3.5.3. Target specific areas of Council procurement for increased local expenditure	Conduct analysis of expenditure	Short	Internal staff
3.5.4. Work with the RDA to promote a Buy Local campaign to educate local businesses and residents regarding the benefits of shopping/procuring locally and supporting local businesses in a post COVID-19 world	Conduct campaign	Immediate	Internal staff, RDA-BGLAP, Local Business Associations
4. Planning			
4.1. Establish a 'development facilitation group' of all key Council staff to meet regularly to discuss commercial development applications	Group formed	Immediate	Internal staff

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
4.2. Develop and implement an ‘aftercare’ process overseen by the Development Facilitation Group, that will seek feedback from investors about their development/investment experience and address any issues of concern that they may have with Council in order to encourage additional local capital investment and development	Aftercare process developed and implemented	Short	Internal staff
4.3. Develop a process for investment projects that provide considerable economic benefits to the region (and align with the principles and vision outlined in this Plan) that enables case management of these through Council processes in a business-friendly way	Process completed	Short	Internal staff
4.4. Promote these services/processes as a competitive advantage for Light Regional Council for investment attraction	4 emails	Annual	Internal staff
4.5. Facilitate on-farm diversification activities to improve on-farm profitability	Support the proposed Rural Mixed Use and Value Add Improvement policies in the new Planning Code	Short	Internal staff
5. Infrastructure Development			
5.1. Ensure adequate provision of key utilities that are fit-for-industry			
5.1.1. Evaluate the potential benefits of connecting to SABRENet	Develop business case	Medium	Internal staff, external consultant

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
5.1.2. Advocate for the roll-out of additional mobile phone towers to address mobile blackspots	Develop submission	Short	Internal staff
5.1.3. Facilitate engagement between Developers and Gas suppliers to augment gas supply into Kingsford Regional Industrial Estate	Annual meetings held	Medium	Internal staff
5.1.4. Investigate future funding models for major project infrastructure, including value capture and separate rates	Develop white paper	Medium	Internal staff, external consultant
5.1.5. Plan and budget for Council commitments towards stormwater management infrastructure, in accordance with approved Plans and development market demands	Annual Business Plan funding commitments Stormwater infrastructure developed, avoiding delays in subdivision activity	Long	Internal staff, Developers
5.1.6. Ensure infrastructure is rolled out in a way that supports Smart Cities/Regions	Embed processes in infrastructure programs to assess smart city/region inclusions	Short	Internal staff
5.2. Support the progression of transformational projects			

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
5.2.1. Prepare reports on the progress and support provided to the following transformational projects: 5.2.1.1. Oscar Development at Seppeltsfield 5.2.1.2. Roseworthy Township Expansion 5.2.1.3. Kapunda Lifestyle Village 5.2.1.4. Northern Expressway Residual Land 5.2.1.5. Kingsford Regional Industrial Estate 5.2.1.6. Kidman Experience 5.2.1.7. Roseworthy International Equine Centre	2 reports	Annual	Internal Staff
5.3. Placemaking and Activation			
5.3.1. Sign up to and participate in the Building Upgrade Finance Program	Signed agreement	Short	Internal staff, external service provider
5.3.2. Investigate opportunities to redevelop dormant, historic railway precincts for economic land use	Develop precinct masterplans	Medium	Internal staff, external consultant
5.3.3. Upgrade mainstreet façades and verandas to improve heritage character and investment appeal	Develop mainstreet revitalisation plans for major towns	Medium	Internal staff, external consultant
5.3.4. Develop and implement a public art strategy to facilitate public art projects to build community pride, attract new residents and encourage longer stays by visitors	Develop public art strategy Implement public art strategy	Immediate Long	Internal staff, external consultant, State government, community, businesses, sponsors
5.3.5. Develop a plan to maximise cooling and public shade in public realm, to encourage increased visitation and community amenity	Develop public shade strategy	Long	Internal staff, external consultant

Strategic Direction/Activity	Key Performance Indicator	Priority	Resources/Partners
5.3.6. Continue to support events that attract visitors from outside the region and consider new events to attract additional visitors	Develop Events Strategy	Immediate	Internal staff, external consultant
5.3.7. Support activation of approved broad-hectare land releases where market uptake has been tardy in order to contribute to economic and population growth	Increase in uptake of lots per year	Short	Internal staff
5.3.8. Promote key retail centres at Kapunda, Greenock, Freeling, Roseworthy, Hewett and Wasleys through the development of individual community committees and activations	Develop model governance structures and operational templates	Medium	Internal staff, external consultant

Source: Lucid Economics

8. Monitoring and Review

Priority Timing (years)

Immediate:	1
Short-term:	2-3
Medium-term:	4-5
Long-term:	6-10
Ongoing:	Frequency

While the *Light Economic Development Plan 2020-2030* sets the foundation for the next 10 years, Council should remain open to other opportunities that may arise over this period which are not foreseen in the Plan.

Economies were changing evermore rapidly even before the effects of COVID-19 rippled through our communities, as we become increasingly interconnected regionally, nationally and globally, and the machinations

of those broader economies have progressively stronger impacts on local economies.

It is important that the Plan’s Implementation Blueprint is reviewed at key intervals against PESTEL factors (political, economic, social, technological, environmental, legal), for example at the end point of each recommended timing priority, and be reforecast for the remaining periods. This approach provides clear detailed direction for the short term, and allows the Blueprint to be dynamic and responsive over the long term.

PESTEL Reviews

Post-COVID:	2021
Short-term:	2023
Medium-term:	2025
Long-term:	2030

In order to monitor both the implementation tasks and the emerging economic outcomes of the Economic Development Plan, key performance indicators (KPIs) have been developed for each strategic activity. These KPIs require review on a regular basis, ideally annually.

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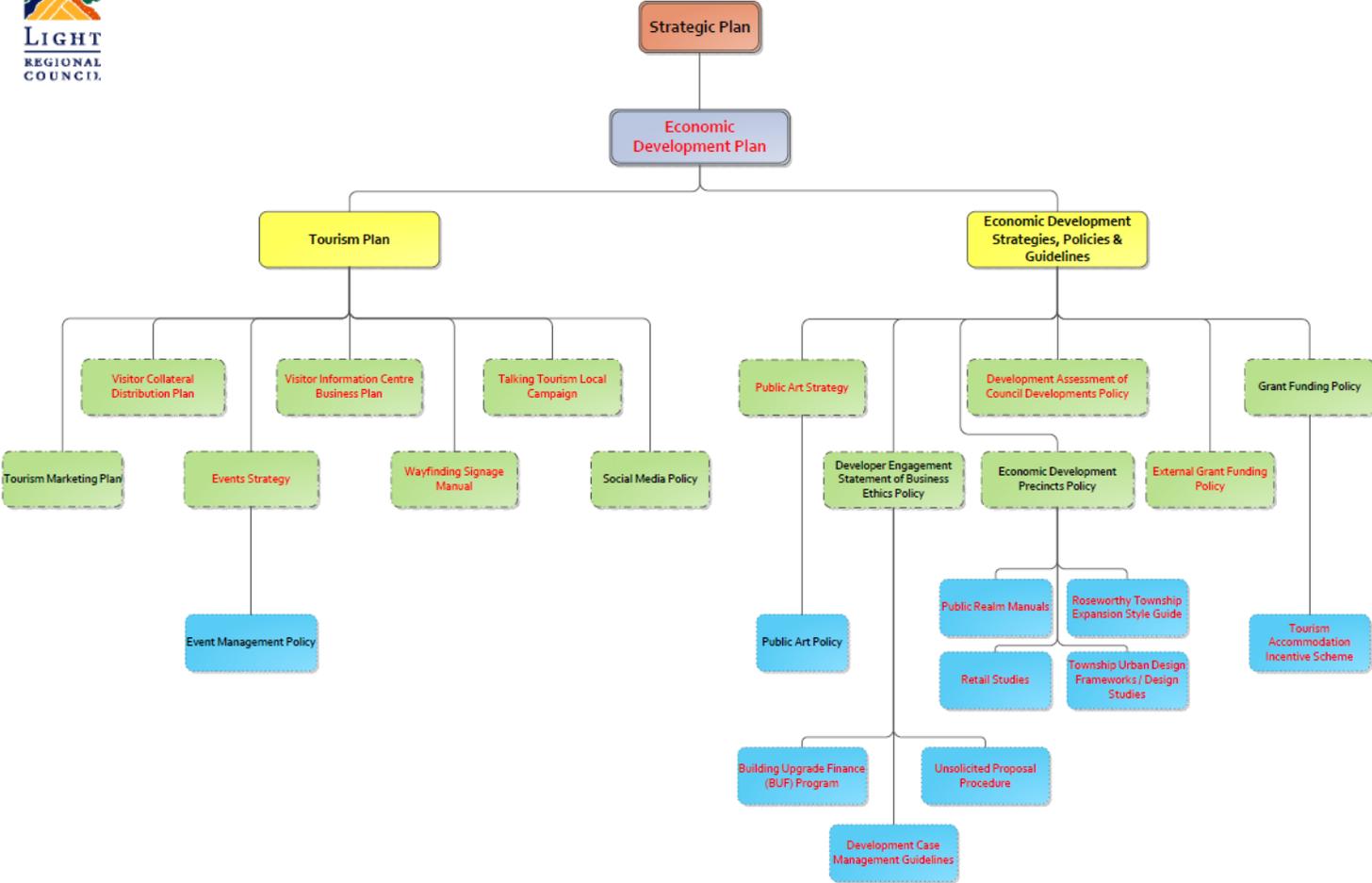
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Appendix A: Light Regional Council Economic Development Framework



Light Regional Council Economic Development Framework



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Source: Light Regional Council

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