



**Regional
Development**
Australia

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Regional Development Australia, Adelaide Hills, Fleurieu and Kangaroo Island

Regional Roadmap

incorporating the 2010 – 2012 *Economic
Development and Job Creation Strategy*



An Australian Government Initiative



An Initiative of
**Government of
South Australia**

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The Regional Roadmap - a 'live' document

The Regional Roadmap provides an on-going opportunity for stakeholders and the broader community to engage through Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island, to promote a coordinated and collaborative approach to regional development.

Comments are welcome at any time, from any stakeholder, on any aspect of the Regional Roadmap. A non-exclusive list of stakeholders is contained in Appendix 1.

The Regional Roadmap will be formally reviewed, revised and updated annually.

Comments can be forwarded to:

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1. INTRODUCTION

1.1 Purpose of the Regional Roadmap

The Regional Roadmap is an initiative of Regional Development Australia Adelaide Hills Fleurieu and Kangaroo Island (RDA AH F and KI).

The Regional Roadmap:

1. describes the Adelaide Hills, Fleurieu and Kangaroo Island region including its attributes, industry and employment base
2. sets out a economic, environmental and social vision for the region
3. identifies strengths, weaknesses and opportunities for the region
4. identifies key drivers of change
5. lists priorities for action

The Regional Roadmap provides an opportunity for key government agencies, non-government organisations, industry and business groups and the wider community to:

1. identify where they fit in with a range of stakeholders responsible for the economic, environmental and social development of the region
2. assist in identifying key issues affecting economic, environmental and social development in the region
3. promote actions and priorities for which they may take a lead to address key issues and contribute to a collaborative action plan for the region

2. REGIONAL PROFILE

A detailed regional profile has been produced as a separate document available at www.adelaidehills.com.au

Snapshot of the region:

1. covers the six local government areas (LGAs) of:
 - 1.1. Adelaide Hills Council
 - 1.2. District Council of Mt Barker
 - 1.3. Alexandrina Council
 - 1.4. City of Victor Harbor
 - 1.5. District Council of Yankalilla
 - 1.6. Kangaroo Island Council
2. represents the geographic area previously covered by the South Central Area Consultative Committee (ACC)
3. has a total land area of 8,663 square kilometres (Adelaide Hills -1,390 km², Fleurieu – 2,873 km², KI- 4,400 km²)
4. comprises two current regional areas recognised by the South Australian Government under the South Australian Strategic Plan (SASP) rather than a single SASP region as is the case for all other RDAs in South Australia
5. has a Mediterranean climate
6. includes a mainland area (Adelaide Hills and Fleurieu) and an Island area (Kangaroo Island) that have quite different regional development potential

mainland area

- 6.1. includes the Mt Lofty Ranges and significant farmland to the east
- 6.2. has easy access to the Adelaide metropolitan area via the SE Freeway that passes through the region
- 6.3. includes the major water catchment area for potable water for metropolitan Adelaide
- 6.4. features the south coast sea change and holiday destinations within 80 kilometres by road from Adelaide
- 6.5. includes the Regional Centres of Mt Barker – Hills (12,000 population) and Victor Harbor- South Coast (10,000 population)

Kangaroo Island

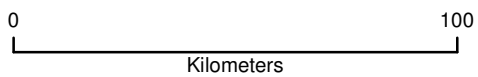
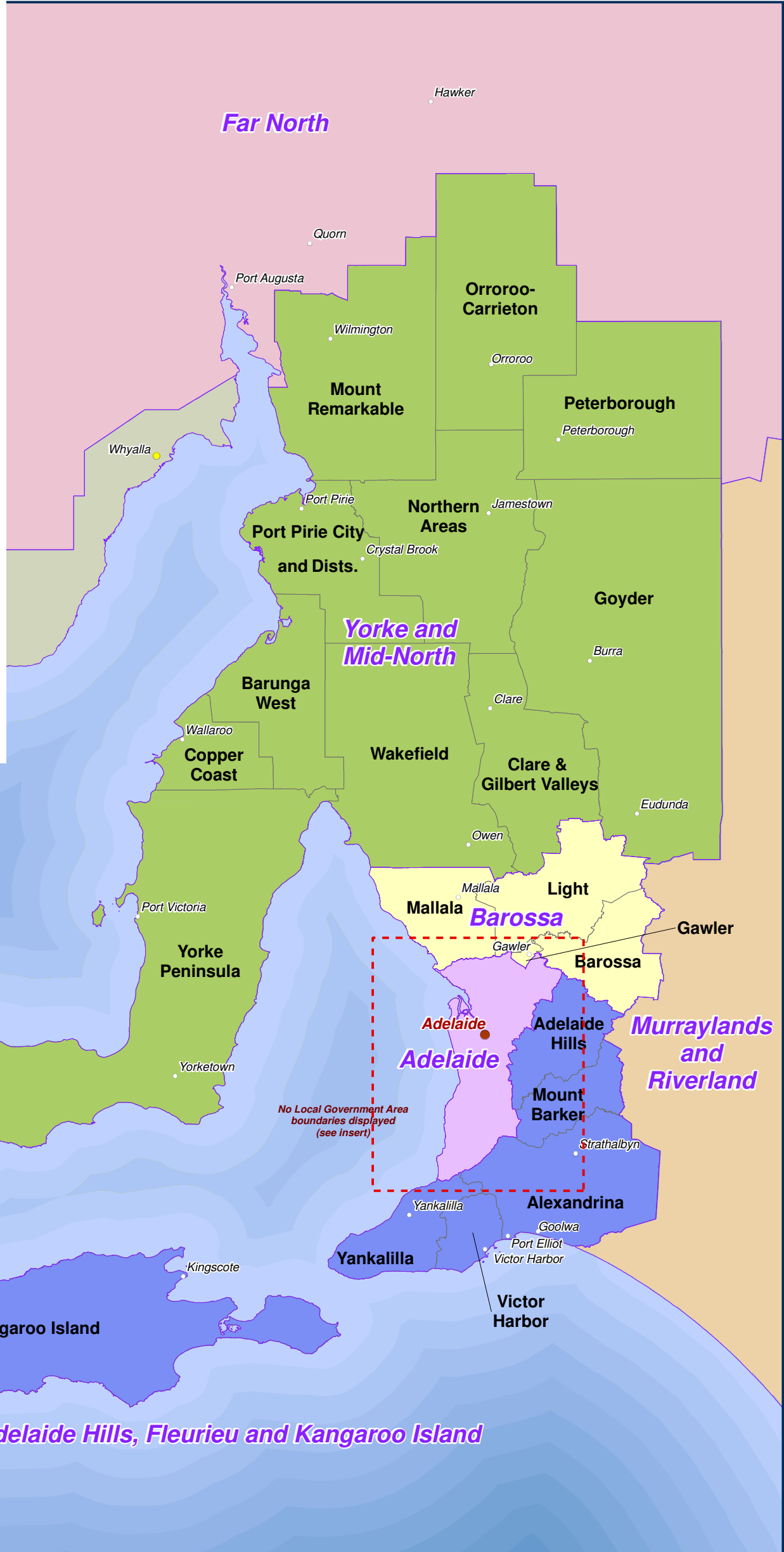
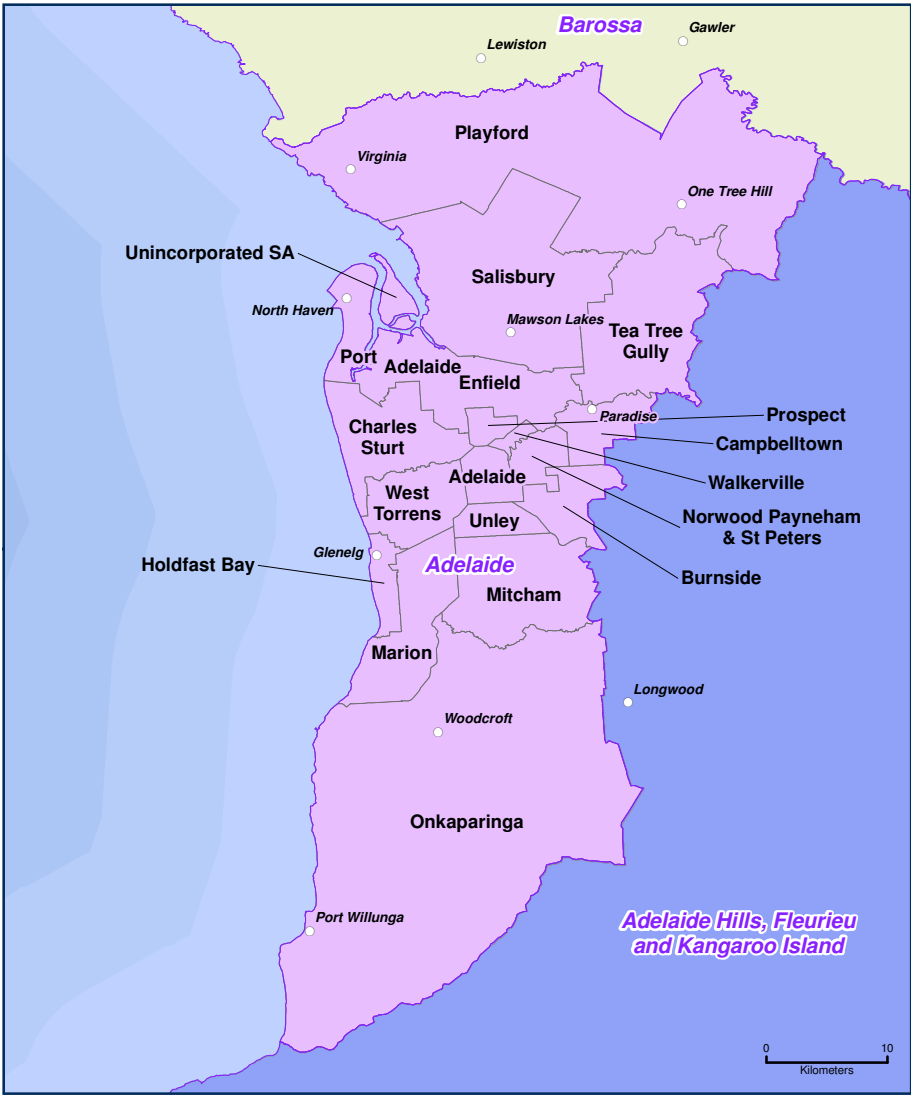
- 6.6. approximately 13 kilometres across Backstairs Passage at its closest point to the mainland
 - 6.7. access to KI is by 45 minutes ferry crossing or 30 minute plane trip
 - 6.8. includes 541 linear kilometres of coastline
 - 6.9. includes Kingscote as the largest township (1,700 population)
 - 6.10. features about 50% of the island as undisturbed native vegetation and about 30% protected by 2 National and Conservation Parks
7. the mainland area includes the fastest growing regional populations outside of the Adelaide Metropolitan Area
 8. hosts over 10,000 businesses.



South Australia (Adelaide and Regions)

Regional Development Australia Regions

Regional Development Australia (Adelaide)



Regional Development Australia South Australia Regions

- Towns**
 - Town
 - Rural City
 - State Capital
- Local Government Area Boundaries**
 - Local Government Areas
- SA RDA Regions**
 - Adelaide
 - Adelaide Hills, Fleurieu and Kangaroo Island
 - Barossa
 - Whyalla and Eyre Peninsula
 - Far North
 - Limestone Coast
 - Murraylands and Riverland
 - Yorke and Mid-North

No Local Government Area boundaries displayed (see insert)

Prepared August 2009 by the Department of Infrastructure, Transport, Regional Development and Local Government using 2009 Local Government Area boundaries as supplied by the Australian Bureau of Statistics. Second Revision: March 2010

3. CONSULTATION

Consultation for the Regional Roadmap is an active and on-going process.

The Regional Roadmap builds substantially on a stakeholder and community consultation process conducted during May – July 2010 as an integral part of the development of the RDA AH F and KI 2010 – 2013 Strategic Plan.

Stakeholders of the Regional Roadmap are identified in Appendix 1.

Stakeholders are consulted using the following four methods:

1. targeted invitations to key stakeholders introducing the Regional Roadmap and inviting comment
2. individual and small group meetings with stakeholders
3. workshops, generally sponsored by Local Government and involving elected members and staff where possible
4. posting the Regional Roadmap on the RDA AH F and KI website.

It is clearly understood by RDA AH F and KI that the development of the Regional Roadmap is an active and inclusive process with an emphasis on consultation and collaboration. The Regional Roadmap is a 'live' document, available for comment at any time, and formally reviewed on an annual basis.

The RDA AH F and KI recognises that it is unlikely to have reached every important stakeholder in the inaugural 2010 development cycle.

A responsible person for the Regional Roadmap has been identified as a 'go to' person for all stakeholders.

A Communication Strategy has been published as part of the RDA AH F and KI Strategic Planning Framework, which incorporates the Regional Roadmap.

4. STRATEGIC FRAMEWORK

Strengths, challenges and opportunities are discussed more fully in the full version of the Regional Profile which is separately published. A short list of key strengths, challenges and opportunities is presented below.

4.1 Key strengths of the Region

Mainland sub-regions

- Proximity to key markets (e.g. Adelaide Metropolitan area)
- Natural environment including wildlife, geography, topography, natural resources, climate and amenity
- Diverse tourism assets with focus on tourism experience
- High quality, primary production land
- Reliable water resources
- Large population base

Kangaroo Island

- Natural environment including wildlife, geography, topography, climate and amenity
- Iconic tourism assets and a recognised international tourist destination
- Primary production land with unique character including rabbit and fox free, GMO free
- Reliable rainfall and some unallocated water resources

4.2 Key challenges for the Region

Mainland sub-regions

- Responding to changing population patterns (population numbers and changing demographics)
- Cost and logistical difficulties of constructing / augmenting infrastructure (e.g. transport, broadband, energy such as reticulated gas)
- Gentrification pressure for changing land use, particularly in respect of primary production land
- Peri-urban pressures such as land use constraints linked to third parties (e.g. water catchment for metropolitan Adelaide area and pressures on 'right to farm' in the Adelaide Hills)

Kangaroo Island

- Isolation from markets related to access issues including the 'water gap' that impact on competitive advantage in areas such as freight costs, opportunity costs of time delays etc
- Managing economic and social development without population growth (i.e. the difference between population growth and value adding as drivers of economic and social development)
- Lack of critical mass in some industries (e.g. aggregation requirements to reduce unit costs of processing or transport)
- Small rate base for infrastructure provision and maintenance yet high demand for usage due to industry profile (e.g. tourism industry, isolation / lack of redundancy in respect of energy supply)

4.3 Key opportunities for the Region

Mainland sub-regions

- Further managed population growth
- Development of service industries driven by the changing needs of a growing population
- Designation of Mt Barker and Victor Harbor as regional centres
- Resources industry development (e.g. minerals industry is driven by where the deposits are located)
- Further development of the tourism industry
- Further value adding to primary industries
- Managed and collaborative planning through regional planning authorities and the development of Structure Plans under the 30 Year Plan for Greater Adelaide.

Kangaroo Island

- Further development of the tourism industry and greater alignment / leverage with other KI assets such as food, wine and art / culture.
- Further value adding to primary industries with a focus on high value, low volume product
- Specialist applications based on advantages of isolation (e.g. GMO free and research / education)

5. VISION AND GOALS

5.1 Vision

The Adelaide Hills, Fleurieu and Kangaroo Island region will be a well serviced, economically prosperous and environmentally sustainable community of well informed and involved people.

5.2 Goals and aims

No	Goal area	Aim
1	Knowledge and Understanding	An informed, integrated and understood community
2	Representation and advocacy	An involved community with a voice
3	Business and Industry Growth	An economically prosperous community
4	Infrastructure provision and maintenance	A community appropriately serviced by physical and social infrastructure
5	Community Building	An environmentally sustainable community

5.3 Key regional issues and actions

Goal areas, aims and objectives for the Regional Roadmap have been designed following consideration of the issues and actions raised during consultations with stakeholders in May and August 2010.

The RDA Board, the RDA executive and staff, government stakeholders (all jurisdictions), and a group of industry stakeholders were consulted with the view of identifying issues facing regional economic, social and environmental development for Adelaide Hills, Fleurieu and Kangaroo Island.

The following is a summary of the key issues / actions identified during this consultation. The issues / actions have been grouped into Goal areas.

Goal area one: Knowledge and understanding

Aim: an informed, integrated and understood community

Objective: Provide a single point of entry to relevant economic, social and environmental data and information for stakeholders and the wider community interested in sustainable economic development in the region

Issues and actions identified during consultation

1. understand and document the region's economic 'business' case
2. establish comprehensive and accurate data and information sets related to regional (economic, environmental and social) development across the region
3. encourage a common standard for data and information collection and management with other agencies and organisations that would benefit from information sharing
4. encourage the building and maintaining of effective working relationships and networks between government agencies, industry and business, non government organisations and the wider community

Goal area two: Representation and advocacy

Aim: An involved community with a voice

Objective: Represent the interests of individual communities, groups of communities (e.g. districts) and the region as a whole in order to inform and influence decisions on economic, social and environmental matters affecting our communities that are linked to sustainable economic development.

Issues and actions identified during consultation

1. Recognise the significance of the following current major policy and planning drivers
 - a. 30 Year Plan for Greater Adelaide
 - b. Planning Strategy for Regional SA (KI) and KI Regional Land Use
2. Recognise the significance of the following key sub- regional policy and planning initiatives
 - a. Future Search and KI Strategic Plan 2010 – 2014 (KI Council)
 - b. 30 Year Plan for Yankalilla (Yankalilla Council)
3. Support and contribute to the following initiatives under the 30 Year Plan for Greater Adelaide
 - a. the establishment of regional planning authorities
 - b. the development of Structure Plans
4. Link up other key government agency industry bodies, non government organisations and wider community Strategic and Action / Implementation Plans
5. Recognise and respond to key policy issues such as
 - a. population growth and changes in demographics (e.g. retaining younger people in the region and responding to ageing population)
 - b. transport management including transit links, B double routes, freight costs, public transport routes and service levels and access issues related to KI
 - c. water resources matters including quality and security of supply for all sectors
 - d. energy quality and security of supply
 - e. regional branding
 - f. issues for fast growth Councils such as 'beneficiary pays vs. rate payers pay' where infrastructure has significant public benefit (e.g. in tourism region or regions where infrastructure standards reflect potable water catchment requirements for third parties)

Goal area three: Business and industry growth

Aim: An economically prosperous community

Objectives: Contribute to sustainable industry and business growth and investment strategies that are consistent with environmental solutions and social inclusion strategies appropriate for the region

Issues and actions identified during consultation

1. Clearly identify the significance to business and industry growth of the key planning and policy drivers of economic development for the region
2. Recognise economic development options and opportunities including:
 - a. The development of market opportunities, particularly in service industries, based on opportunities provided by population increase
 - b. The recognition and strengthening of comparative advantage for industries not based on servicing the regional population increases
 - c. The recognition of other market opportunities such as import replacement linked to major development in the resources industry
 - d. The potential for further value adding particularly in industries with a comparative advantage
 - e. The role of innovation (product development and process improvement) across all industries including tourism, leading to new products and / or increased productivity
 - f. The potential provided by other facilitators such as infrastructure availability (e.g. energy park) or policy incentives such as environmental industry facilitation where advantage may be taken of emerging role of renewable energy for example
3. Recognise key service industries for AH F and KI such as
 - a. building and construction
 - b. retail
 - c. hospitality
 - d. education
 - e. health and community services
 - f. business services
4. Recognise key comparative advantage industries for AH F and KI such as
 - a. primary production including food and wine
 - b. tourism (made up of elements from other sectors including service industries like hospitality)
 - c. mining
 - d. art and culture
5. Link economic development opportunities such as industry development to Structure Planning under the 30 Year Plan for Greater Adelaide for mainland sub-regions.
6. Encourage supply chain development opportunities linked to major projects
7. Promote the development of high value, low volume industries where constraints such as high freight costs, exist around access to markets
8. Identify grant funding opportunities linked to economic development and infrastructure provision including
 - a. Structural Adjustment Fund (Mitsubishi Fund)- closing end of 2010
 - b. Regional Development Infrastructure Fund (RDIF)
 - c. Regional Project Fund (limited access to RDAs)

Goal area four: Infrastructure provision and maintenance

Aim: A community appropriately serviced by physical and social infrastructure

Objective: facilitate the development of new economic, social and environmental infrastructure along with the augmentation and maintenance of existing infrastructure, consistent with the sustainable economic development of the region.

Issues and actions identified during consultation

1. Address land supply requirements for industry and commerce under key planning and policy drivers
2. Facilitate higher specification of broadband across more of the region
3. Support programs to improve transport (physical) infrastructure
4. Encourage water supply quality and security of supply programs for all sectors of the community including residential and industry
5. Identify energy programs that assist in delivering positive environmental outcomes
 - a. encourage the commercial market to consider investing in bringing reticulated gas to the region
 - b. facilitate renewable energy supply as a theme for energy production from the region
6. Design waste management schemes that allow for shared ownership across jurisdictions and encourage innovation in waste to resource programs
7. Understand and support skills training needs related to industry and enterprise development
 - a. identify target groups (e.g. youth, mature age etc)
 - b. deliver skills retention and upskilling programs across all sectors including service industries and comparative advantage industries

Goal area five: Community building

Aim: An environmentally sustainable community

Objective: identify and encourage community building opportunities that are consistent with sustainable economic development for the region

Issues and actions identified during consultation

1. Reduce the carbon footprint of the region
2. Encourage employed residents to work locally
3. Recognise and respond to the needs of target groups (e.g. youth, mature age etc) and deliver labour market programs aimed at linking the available or potential skills sets in the community with the needs of local businesses

5.4 Major projects (over \$5m) other than residential development

Private sector development investment and Public / private sector development including shared benefit infrastructure

The following are non-exclusive lists of current projects that are linked to economic development in the region. Other key projects will be identified during on-going consultation.

Particular reference will be made to work currently being undertaken in relation to the infrastructure requirements under the 30 Year Plan for Greater Adelaide.

1. Food value add precinct (Adelaide Hills)
2. Regional Centre development for Mt Barker
 - CBD development
 - Community health facilities
 - Neighbourhood centres
3. Kanmantoo Copper Mine (Adelaide Hills DC Mt Barker)
4. Foreshore development (Yankalilla)
5. Regional Centre development for Victor Harbor
 - Retail centre development
 - Public recreation and cultural facilities
6. Business enterprise park (Victor Harbor)
7. Youth housing (Southern Fleurieu)

Public sector infrastructure projects

1. Transport
 - Freeway access and egress at Mt Barker and Hahndorf
 - North –south bypass road for the Adelaide Hills
 - Adelaide Hills rail upgrade / bypass
 - Intermodal transport hub and land use project at Monarto South
 - Southern suburbs – Victor Harbor road upgrade / other fast transport options
 - Wharf and foreshore development for KI including Kingscote
 - Goolwa wharf and precinct development
 - Bike trails in the Adelaide Hills/ Mt Barker areas
2. Energy
 - Reticulated gas to the Adelaide Hills
 - Renewable energy programs for Fleurieu and KI
 - Smart Energy development (KI)
3. Internet and Communications Technology
 - Broadband program (NBN) regional backhaul and fibre roll out (region wide)
4. Water
 - CMWS projects in various communities
 - Waste water reuse projects
5. Social infrastructure
 - Recreation and sport facilities at Mt Barker

6 ECONOMIC DEVELOPMENT AND JOB CREATION STRATEGY

The Economic Development and Job Creation Strategy is a focused response to the key drivers of economic development and jobs creation in the region.

The Strategy encourages collaboration between stakeholders and an integrated approach leading to greater efficiencies and a more effective program.

The Strategy recognises and does not attempt to encroach on the broader responsibilities of individual stakeholders.

The following understandings are the basis of this Strategy:

1. recognise the unique physical, social (community) and industry profiles of the sub-regions that make up the region
2. identify the key policy / planning driver(s) for each sub-region
3. distinguish the service industry opportunities for growth (based on population growth) from potential industry growth in other industry sectors based on exploiting their comparative advantage
4. recognise and respond where possible, to community development and environmental improvement opportunities such as reducing carbon footprint by encouraging a higher proportion of employed residents to work locally
5. understand, support and cross promote the leadership programs of key stakeholders that relate to economic development and job creation
6. measure and report on progress by identifying appropriate KPIs linked to the Action Plan

6.1 Key drivers of economic development and job creation in the regional economy

Key planning and policy drivers for economic development and job creation in the Adelaide Hills, Fleurieu and Kangaroo Island are:

- 1 the 30 Year Plan for Greater Adelaide
- 2 Planning Strategy for Regional SA (KI)

Other drivers that are acknowledged include:

- 3 Local government Strategic Plans / Directions for Economic Development
- 4 Future Search (KI Council) and KI Council Strategic Management Plan 2010 – 2014
- 5 Yankalilla District 30 Year Plan (Yankalilla Council)

6.2 Summary of sub-regional profiles

Adelaide Hills sub-region

The Adelaide Hills region is made up of the two local government areas (LGAs) of Adelaide Hills Council and District Council of Mt Barker.

Mt Barker Council District

The growth consequences under the 30 Year Plan for Greater Adelaide are significant for the District Council of Mt Barker and particularly the key core townships

of Mt Barker, Littlehampton and Nairne. A (Ministerial) Urban Growth DPA for these townships was released in June 2010.

The impact of population growth for the Mt Barker core townships means that around 70% or more of the business development and job opportunities will be in service industries such as building and construction, retail, hospitality, health and community services and education.

The balance of growth opportunities (circa 30%) will be in industries that display a comparative advantage such as primary industries, tourism, art and culture or the resources sector. Insight into the likely future industry profile is provided by historical data.

The economic impact of this growth can be measured by the growth in Gross Regional Product.

Adelaide Hills Council District

The future growth potential for the Adelaide Hills Council area is limited by policy constraints linked to issues such as the water catchment function of the Hills, bushfire protection and the need to secure and protect quality primary production land.

Although the Adelaide Hills Council District is included in the 30 Year Plan for Greater Adelaide, the impact of this key driver on population growth is likely to be minimal.

There are however, other opportunities for economic development provided in the 30 Year Plan for Greater Adelaide.

The planned population growth in the Mt Barker district provides both a growing local market for products and services and a skills pool for regional businesses that stretches into the Adelaide Hills Council area.

The focus for local business development for the Adelaide Hills Council area is likely to be on industries with a comparative advantage such as tourism and adding value to food production.

Initiatives that are relevant may include proactive land use planning to encourage the development of dedicated value added precincts for food manufacturing and allowing greater flexibility for food value adding activity on rural land.

Fleurieu Peninsula

The Fleurieu Peninsula region is made up of the three local government areas (LGAs) of District Council of Yankalilla District, Alexandrina Council and the City of Victor Harbor.

Southern coastal townships

The population growth consequences under the 30 Year Plan for Greater Adelaide are more significant for the core townships from Victor Harbor to Goolwa than some of the other parts of the region.

As with the Mt Barker District, the economic development and jobs creation strategy for the main coastal townships extending from Victor Harbor to Goolwa, will focus on responding to the challenges and opportunities of servicing the needs of managed population growth.

Similar to Mt Barker, the impact of population growth for these core townships means that around 70% or more of the business development requirements will be in service industries such as building and construction, retail, hospitality, health and community services and education.

One significant difference between the precincts of the coastal townships and Mt Barker is the demography, with the south coast hosting a population with a significantly higher age profile than Mt Barker. Whilst business development and jobs opportunities will still be linked to the industries servicing the growing population, the nature and range of these services is likely to be different.

Structure Planning under the 30 year Plan for Greater Adelaide will provide an opportunity for local government neighbours to develop a regional approach to service industry development in areas such as health and community services and education for example. Leverage for infrastructure funding may be encouraged through interregional support for government funding bids as well as encouraging private sector investment by enhancing the commercial business case.

The non coastal areas of the Fleurieu Peninsula have opportunities for economic development that mirror the relationship between the Adelaide Hills Council area and Mt Barker District.

The planned population growth in the southern coastal townships provides both a growing local market for products and services and a skills pool for regional businesses that can be reached in reasonable travel time (e.g. 20 minutes).

Similar to the Adelaide Hills area, the significance of primary industries as an industry of comparative advantage is recognised.

The economic impact for the region can be measured by the growth in Gross Regional Product.

Yankalilla district

The District Council of Yankalilla is also included in the 30 Year Plan for Greater Adelaide. However, there are some clear distinctions between townships and rural development in the Yankalilla area and core township development along the southern coasts as described above.

District Council of Yankalilla has produced the '*Yankalilla District – 30 Year Plan (stage 1)*' which adds value to relevant sections of the SA Government's 30 Year Plan for Greater Adelaide.

The principle of economic development based on population growth is still prominent in the Yankalilla Plan with a clear focus on the service centre role for the townships of Yankalilla and Normanville.

The *Yankalilla District – 30 Year Plan* highlights the role of tourism and primary production as economic drivers for the district in those industries that display a comparative advantage.

Kangaroo Island

Kangaroo Island is a unique economy with significant differentiating factors. These include a small and stable population size, narrow industry base and constraints to growth that largely hinge on access issues including the impact of the access issues including the so called 'water gap' on the economics of island living and business development.

The major state level planning and policy driver for Kangaroo Island is the Planning Strategy for Regional SA (KI).

More recently, Kangaroo Island Council has undertaken a planning initiative called *KI Futures Search*. The report from *KI Future Search* provides the basis of an economic development and jobs creation strategy that is targeted at the special needs of Kangaroo Island. This has been further scoped in the Kangaroo Island Council's response to *KI Future Search* that is captured in the KI Council's Strategic Management Plan 2010 – 2014.

Population matters are more complicated for Kangaroo Island than for the mainland. For example, there is a large itinerant population on Kangaroo Island made up of the following categories:

- rate payers who live off island
- seasonal workers / backpackers who stay for work and pleasure purposes
- tourists who require access to community infrastructure (e.g. waste treatment etc). Note: It may be possible to measure (or factor in) the impact of tourists on public infrastructure by considering them as Full Time Equivalents (FTE) based on daily tourist populations and linked to peak demand for planning purposes.

Unique population based programs may be developed targeting adding value from the rate payers who live off Island or highlighting the impact on the regional economy of spending on tourism infrastructure such as roads.

The key industries for Kangaroo Island are tourism and agriculture. These two industries contribute over half of the Gross Regional Product and supporting over half of the jobs on KI.

These two industries offer opportunities for economic development and jobs creation on Kangaroo Island and form the main target industries for the Economic Development and Jobs Creation Strategy.

6.3 Business development and jobs profiles for the Adelaide Hills, Fleurieu and Kangaroo Island

The following population and jobs impacts tables for the Adelaide Hills and Fleurieu, illustrate the economic development and jobs creation opportunities for these two sub-regions. The key policy / planning driver for each of these sub-regions is the 30 Year Plan for Greater Adelaide.

Mt Barker as a Regional Centre for the Adelaide Hills sub-region

Mt Barker has been identified as a Regional Centre under the 30 Year Plan for Greater Adelaide. Significant population growth targets have been set for Mt Barker and other core townships.

Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island
2010 – 2012 REGIONAL ROADMAP

A population growth rate of 2.7% per annum represents a trend similar to the 10 year average (1996 – 2006) for the Mt Barker core townships.

A rate of 4.3% represents a growth rate set by the 30 Year Plan for Greater Adelaide. A rate of 5.8% represents a growth rate set by the 30 Year Plan for Greater Adelaide where growth opportunities are optimised.

The current 'self containment rate' for the residents of Mt Barker core townships is estimated to be about 40%. The self containment rate is the proportion of employed residents who work locally (i.e. within the local government area).

Table 1: Population and jobs growth scenarios for Mt Barker and core townships with a self containment rate of 40%

	Scenario 1A	Scenario 2A	Scenario 3A
Change in Population - 15 Years:			
Baseline population in MB SLA	18,000	18,000	18,000
Annual growth rate in MB SLA	2.7%	4.3%	5.8%
Population increase in MB SLA	8,800	15,800	24,000
New Jobs in DCMB (fte):			
Primary Industries	230	430	660
Food Manufacturing	90	160	250
Wine	20	40	60
Other Manufacturing	210	390	600
Utilities	20	40	60
Building and Construction	200	360	560
Wholesaling	130	240	370
Retailing	600	1,080	1,650
Hospitality	150	270	410
Transport and Storage	70	130	190
Communications Services	40	80	120
Finance and Insurance	50	90	130
Business Services	190	340	520
Government Administration	50	90	140
Education	220	410	620
Health and Community Services	250	460	700
Culture and Recreation	50	100	150
Personal Services	140	260	400
Total New Jobs (fte)	2,730	4,940	7,580
Employment:			
Baseline jobs in DCMB (fte)	9,080	9,080	9,080
Total New Jobs (fte)	2,730	4,940	7,580
Total New Jobs (no. of jobs)	3,240	5,870	9,000
% increase in employment (fte basis)	30%	54%	83%
Gross Regional Product:			
Baseline GRP in DCMB (\$m)	1,630	1,630	1,630
Increase in GRP (\$m)	353	639	976
% increase in GRP	22%	39%	60%

The scenarios shown in tables 1 and 2 are similar with the exception of the 'self containment' rate.

Table 2: Population and jobs growth scenarios for Mt Barker core townships with a self containment rate of 45%

	Scenario 1B	Scenario 2B	Scenario 3B
Change in Population - 15 Years:			
Baseline population in MB SLA	18,000	18,000	18,000
Annual growth rate in MB SLA	2.7%	4.3%	5.8%
Population increase in MB SLA	8,800	15,800	24,000
New Jobs in DCMB (fte):			
Primary Industries	390	650	920
Food Manufacturing	110	200	290
Wine	30	50	70
Other Manufacturing	340	570	810
Utilities	30	50	70
Building and Construction	380	630	880
Wholesaling	190	320	460
Retailing	730	1,270	1,870
Hospitality	180	310	460
Transport and Storage	100	170	240
Communications Services	60	100	140
Finance and Insurance	60	100	150
Business Services	290	490	700
Government Administration	100	160	220
Education	360	600	850
Health and Community Services	410	700	980
Culture and Recreation	70	130	180
Personal Services	200	350	500
Total New Jobs (fte)	4,020	6,850	9,800
Employment:			
Baseline jobs in DCMB (fte)	9,080	9,080	9,080
Total New Jobs (fte)	4,020	6,850	9,800
Total New Jobs (no. of jobs)	4,730	8,060	11,550
% increase in employment (fte basis)	44%	75%	108%
Gross Regional Product:			
Baseline GRP in DCMB (\$m)	1,630	1,630	1,630
Increase in GRP (\$m)	466	805	1,170
% increase in GRP (\$m)	29%	49%	72%

Source: adapted from *Economic Impacts Associated with Population Growth in the Mt Barker District Community*, Engagement Group Australia ([cega](#)) and EconSearch July 2010

Mt Barker and Adelaide Hills scenarios explanation

Scenarios 1A, 2A and 3A relate to different rates of population growth while maintaining a proportion of employed residents who work locally of 40%.

Scenarios 1B, 2B and 3B relate to the same rates of population growth but where the proportion of employed residents who work locally rises to 45%.

The self containment rate is significant for other aspects of the Regional Roadmap including meeting environmental objectives such as reducing the carbon footprint.

For the purposes of the Economic Development and Jobs Creation Strategy, scenario 2B has been selected to set targets and build the business case for infrastructure provision.

Targets for economic development and jobs creation

The Economic Development and Jobs Creation Strategy for the Adelaide Hills sub-region will seek to support other agencies, organisations and bodies to deliver an orderly and well managed response to the 30 Year Plan for Greater Adelaide.

Whilst it appears that the Strategy is focused on the Mt Barker townships, it is assumed that employed residents (of Mt Barker and elsewhere) would be willing to travel a reasonable distance to work (the rule of thumb is 20 minutes) and that this skills pool would be available to businesses developing across the Adelaide Hills sub-region.

Under scenario 2B, a total of 6,850 FTE jobs will be generated / required in the Adelaide Hills sub-region over 15 years if about 45% of the employed residents were to work locally. The jobs will be generated / required across a range of industries including service industries focused on meeting the needs of the growing population as well as a number of industries that display a comparative advantage.

Population growth brings its own market for services. Health and community services, education and retail are examples of local services industry growth associated with population growth.

In the Adelaide Hills region, the comparative advantage industries where significant growth will be required include primary industries, food manufacturing and wine making.

The ratio of service industry to comparative advantage industry growth is expected to be 70:30. This means that a total of 4,795 FTE jobs will be generated / required in service industries and 2,055 FTE jobs will be generated / required in comparative advantage industries.

It is reasonable to assume that comparative advantage industries will require more supportive intervention because of the discretionary nature of investment in these industries.

Two keys to success in growing these comparative advantage industries are:

- 1 the design and delivery of facilitating policy / planning and infrastructure
- 2 the coordination of support from public and private sector agencies and organisations with a role in various industries.

The target for the Economic Development and Job Creation Strategy will be to support 2,055 FTE jobs in comparative advantage industries over 15 years. This can be broken down to 137 new jobs (FTE) per annum once the 30 Year Plan for Greater Adelaide is implemented.

A successful Economic Development and Jobs Creation Strategy will support the expected increase in the Gross Regional Product of \$805m over 15 years as a result of population growth, industry development and jobs creation.

South coast townships (Fleurieu) '15 year' scenarios

Victor Harbor has been identified as a Regional Centre under the 30 Year Plan for Greater Adelaide. Significant population growth targets have been set for the Fleurieu sub-region, with population centres likely to be concentrated along the southern coast from Victor Harbor to Goolwa.

A population growth rate of 2.6% per annum represents a trend similar to the 10 year average (1996 – 2006) for these southern coast core townships. A population growth rate of 4.7% represents a rate implied by the 30 Year Plan for Greater Adelaide in order to deliver a population increase of 22,000 over 15 years.

Table 3: Population and jobs growth scenarios for southern coasts townships

	Scenario 1	Scenario 2	Scenario 3
Change in Population - 15 Years:			
Baseline population in VH & AC SLAs	22,369	22,369	22,369
Annual growth rate in VH & AC SLAs	2.6%	4.7%	4.7%
Local jobs as a % of employed residents	80%	80%	90%
Population increase in VH & AC SLAs	10,400	22,000	22,000
New Jobs in KI & F (fte):			
Primary Industries	750	1,580	1,770
Food Manufacturing	80	160	180
Wine	80	160	180
Other Manufacturing	230	500	550
Utilities	20	50	50
Building and Construction	360	770	860
Wholesaling	130	270	300
Retailing	700	1,490	1,600
Hospitality	330	700	760
Transport and Storage	160	340	380
Communications Services	30	60	70
Finance and Insurance	70	150	160
Business Services	200	430	480
Government Administration	130	270	300
Education	250	520	580
Health and Community Services	400	850	930
Culture and Recreation	90	180	200
Personal Services	120	270	290
Total New Jobs (fte)	4,120	8,760	9,630
Employment Summary:			
Baseline jobs in F & KI (fte)	13,880	13,880	13,880
Total New Jobs (fte)	4,120	8,760	9,630
Total New Jobs (no. of jobs)	4,710	10,020	11,000
% increase in employment (fte basis)	30%	63%	69%
Gross Regional Product:			
Baseline GRP in F & KI (\$m)	1,630	1,630	1,630
Increase in GRP (\$m)	390	828	905
% increase in GRP	24%	51%	55%

Source: EconSearch August 2010

Southern coastal townships and Fleurieu scenarios explanation

Scenarios 1 and 2 relate to different rates of population growth while maintaining a proportion of employed residents who work locally of 80%.

Scenarios 2 and 3 relate to the same rate of population growth but where the proportion of employed residents who work locally rises to 90%.

The current 'self containment rate' for the residents of the southern coast townships is estimated to be in the order of 80%. This rate would need to be lifted to 90% in order to generate / require the number of jobs identified in the 30 year Plan for Greater Adelaide.

The self containment rate is also significant for other aspects of the Regional Roadmap including meeting environmental objectives such as reducing the carbon footprint.

For the purposes of the Economic Development and Jobs Creation Strategy, scenario 3 has been selected to set targets and build the business case for infrastructure provision.

Targets for economic development and jobs creation

The Economic Development and Jobs Creation Strategy for the Fleurieu sub-region will seek to support other agencies, organisations and bodies to deliver an orderly and well managed response to the 30 Year Plan for Greater Adelaide.

Whilst it appears that the Strategy is focused on the southern coastal townships, it is assumed that employed residents (of Victor Harbor – Goolwa and elsewhere) would be willing to travel a reasonable distance to work (the rule of thumb is 20 minutes) and that this skills pool would be available to businesses developing across the Fleurieu sub-region.

Under scenario 3, a total of 9,630 (FTE) jobs will be generated / required in the Fleurieu sub-region over 15 years if about 90% of the employed residents were to work locally. The jobs will be generated / required across a range of industries including service industries focused on meeting the needs of the growing population as well as a number of industries that display a comparative advantage.

Health and community services, education and retail are examples of local services industry growth associated with population growth. In the Fleurieu sub-region, the comparative advantage industries where significant growth will be required include primary industries, food manufacturing and wine making.

The ratio of service industry to comparative advantage industry growth is expected to be 70:30. This means that 6741 (FTE) jobs will be generated / required in service industries and 2889 (FTE) jobs will be generated / required in comparative advantage industries.

It is reasonable to assume that comparative advantage industries will require more supportive intervention because of the discretionary nature of investment in these industries.

The target for the Economic Development and Job Creation Strategy will be to support the 2889 (FTE) jobs in comparative advantage industries over 15 years. This

can be broken down to 192 new jobs (FTE) per annum once the 30 Year Plan for Greater Adelaide is implemented.

The impact of a successful Economic Development and Jobs Creation Strategy will include an injection of \$905m to the Regional Gross Product over 15 years.

Kangaroo Island scenario

Unlike the mainland sub-regions, significant population growth is not planned for Kangaroo Island under state government planning drivers. Economic development and jobs creation strategies will therefore focus on opportunities in the industries where there is a clear comparative advantage.

The Kangaroo Island economic development and jobs creation strategy recognises the significance of tourism and agriculture as the two key industries displaying comparative advantage on the Island.

Tourism

Tourism is an industry that draws on several other industries to deliver its products and services. Manufacturing, wholesale trade, retail trade, accommodation / cafes / restaurants, transport and storage, ownership of dwellings, property and business services, education, and culture and recreation each contribute different proportions to the overall tourism effort. This understanding is important as it will drive skills development and infrastructure investment programs for the region.

Table 4: Estimated economic contribution of **tourism** expenditure to the Kangaroo Island regional economy, 2006/07 ^a

Summary table only

Sector	Tourism expenditure	Gross regional product impact	Employment impact
	\$m	\$m	fte
Agriculture, forestry and fishing			
Mining			
Manufacturing			
Electricity, gas and water			
Building and construction			
Wholesale trade			
Retail trade			
Accommodation, cafes & restaurants			
Transport and storage			
Communication services			
Finance and insurance			
Ownership of dwellings ^b			
Property and business services			

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Public administration and defence			
Education			
Health and community services			
Cultural and recreational services			
Personal services			
Net Taxes ^c			
Imports			
Total (tourism)	94.9	41.1	520
Regional total ^d	-	158	2,145
Contribution to regional total	-	26%	24%

^a Dollar values in the table are expressed in nominal (i.e.2006/07) dollars.

^b The ownership of dwellings sector is a notional sector designed to impute a return to the state's housing stock. Total value of output in this sector is an estimate of rent earned on leased dwellings and imputed rent on the balance of owner-occupied dwellings.

^c Taxes (principally GST) less subsidies.

^d Based on EconSearch (2009a).

Source: EconSearch Notes on the Economic Contribution of Tourism and Agriculture to the Kangaroo Island Regional Economy, 2006/07, EconSearch November 2009

Agriculture

Agriculture also draws from a number of other industries including direct impact (growing, processing, retailing and food services) and flow on impact including wholesale and retail, transport and storage, property and business services and other manufacturing. Similarly to tourism, this understanding is important as it will drive skills development and infrastructure investment programs in this sector.

Table 5: Estimated economic contribution of the **agriculture** value chain to the Kangaroo Island regional economy, 2006/07 ^a

Summary table only

	Value of Output ^b	Gross regional product	Employment
	\$m	\$m	fte
Direct Impact			
Agriculture			
Processing			
Retail			
Food Services			
Total Direct Impact	60.8	31.0	554
Flow-on Impact			
Wholesale and retail trade			

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Transport and storage			
Property and business services			
Other manufacturing			
Ownership of dwellings			
Other sectors			
Total Flow-on Impact		10.2	120
Total Impact		41.2	673
Regional total ^c		158.4	2,145
Proportion of regional total		26%	31%

^a Dollar values in the table are expressed in nominal (i.e.2006/07) dollars.

^b Flow-on and total output impacts are not reported as there are problems with double counting which can give a misleading impression of the significance of individual industries. For example, the value of livestock processed locally is included in both the processing and agriculture sectors. If the two values were added together the farm-gate value of livestock would be included twice.

^c Based on EconSearch (2009a).

Source: EconSearch Notes on the Economic Contribution of Tourism and Agriculture to the Kangaroo Island Regional Economy, 2006/07, EconSearch November 2009

Targets for economic development and jobs creation

Together tourism and agriculture contribute 52% of the GRP and 55% of the employment for Kangaroo Island respectively.

The Economic Development and Jobs Creation Strategy intervention program relevant to Kangaroo Island will focus on the cost of doing business.

It is understood that a number of initiatives are relevant in this context but in the spirit of remaining manageable, collaborative and achievable, a special emphasis will be placed on 'access' issues; to, from and around Kangaroo Island. Included in this focus will be infrastructure issues such as the provision, augmentation and maintenance of transport infrastructure and 'flow on issues' such as the cost of freight and the impact of 'access' issues on tourism outcomes amongst others.

A target has been set to increase the return to the Kangaroo Island economy from the tourism and agriculture industry, by 10% over the next five years.

Table 6: 10% targets

	Total GRP for industry	Total jobs for Industry	10% GRP increase	10% jobs increase
Tourism	\$41.1m	520	\$4.1m	52
Agriculture	\$41.2m	673	\$4.1	67
Totals	\$82.3m	1193	\$8.2m	119

This target will result in an increase of \$8.2m in the GRP and 119 new jobs (FTE) generated over a five year time frame.

Employment and Workforce Development

The employment and workforce development program under the Regional Roadmap represents a major community capacity building initiative.

The Employment and Workforce Development (EWD) Program for the region consists of three separate but coordinated 'shopfront' programs based at:

- Mt Barker office of RDA AH F and KI
- Victor Harbor office of RDA AH F and KI and
- Kingscote office of RDA AH F and KI

The EWD program is managed through an agreed Strategic Plan and Action Plan which is the responsibility of the SA Government through their SA Works in the regions program (currently under review).

These Plans identify target groups in the community such as disadvantaged youth, indigenous people, mature age, disability groups and child carers returning to work. The Plans also provide an interface with other Plans such as industry specific Strategic Plans which identify industry need for skills (demand) with skills development in the community (supply).

Services provided through the Employment and Workforce Development program include Career Development Services as well as encouraging local delivery of programs delivered by third parties including PPP, youth transition to work, apprenticeship brokerage etc.

The EWD program is serviced by at least three separate community networks consisting of representatives from government agencies, employment and training service providers and industry and business representatives.

The Economic Development and Jobs Creation Strategy provides an opportunity to bring together employment and workforce development programs including:

- SA Works in the regions (DFEEST)
- Innovative Community Action Networks (DECS)
- Industry Skills Program (DECS)
- School Business Community Partnership Brokers Program (DEEWR)
- Youth Connections (DEEWR); and
- Local Employment Coordinators (DEEWR).

The jobs targets described for each sub region and the industry profile provide a starting point for EWD programs.

The EWD program provides a community based (or supply side) response to the likely needs for skills from the business seeking to grow in the region.

Particular groups within the community such as people with a disability, mature aged people, parents returning to work, indigenous people and disadvantaged youth may be targeted through this program.

7. GOVERNMENT STRATEGIC CONTEXT

7.1 Australian government

The Regional Roadmap is consistent with the strategies and goals of the Australian Government in areas such as economic development, community development and environmental sustainability.

A range of relevant national strategic documents may be found at www.rda.gov.au

7.2 State/Territory government

The Regional Roadmap is consistent with the strategies and goals of the South Australian Government in areas such as economic development, community development and environmental sustainability.

Particular attention is drawn to the key role of the State's planning framework in the development of the Economic Development and Job Creation Strategy with special note taken of the 30 Year Plan for Greater Adelaide.

Links to key state planning and policy initiatives are found in the RDA AH F and KI Strategic Plan which is available on www.adelaidehills.com.au

7.3 Local government

The Regional Roadmap is consistent with the strategies and goals of Local Government in areas such as economic development, community development and environmental sustainability.

Furthermore, the significance of this level of government as representative of local communities is reflected in the core role that consultation with local government has played in the development of this document.

7.4 Other relevant parties

The Regional Roadmap provides an opportunity for key government agencies, non-government organisations, industry and business groups and the wider community to:

1. recognise where they fit into the regional development network responsible for the economic, environmental and social development of the region; and
2. link up their strategic planning and policy priorities, including strategies, actions and resources, to produce an effective collaborative action plan for the region

8. REVIEW

The Regional Roadmap is a 'live' document. Comment and contributions can be made at any time by any stakeholder on any aspect of the document.

The Regional Roadmap is available on the web for ease of access as well as in other forms appropriate to the needs of stakeholders.

A formal review of the Regional Roadmap including a dedicated consultation process will be scheduled annually in the period April to June of each subsequent year.

The RDA AH F and KI will play an important role in the governance of the Regional Roadmap by accepting responsibility for its development and management. This will include reporting on KPIs published in the Action Plan of the Regional Roadmap.

8.1 Correlation with Annual Business Plan

The Regional Roadmap is consistent with the RDA AH F and KI Strategic Planning Framework which includes the 2010 – 2013 RDA AH F and KI Strategic Plan and the 2010 – 2011 RDA AH F and KI Business Plan.

9 ACTION PLAN

The Regional Roadmap establishes a vision for the Adelaide Hills, Fleurieu and Kangaroo Island region based on comprehensive research and profiling and consultation with key stakeholders.

The Action Plan has been developed as a response to the challenges (issues) and opportunities identified in the Regional Roadmap.

The Action Plan invites other stakeholders as well as the RDA AH F and KI, to identify initiatives and projects that fit the vision for the region. These actions and initiatives may be led or supported by various stakeholders including the RDA AH F and KI.

The Action Plan identifies Key Performance Indicators (KPIs) from the Commonwealth KPIs contained in the Commonwealth Operational Funding Contract with the RDA AH F and KI. Care has been taken to ensure that the KPIs are consistent with those referenced by RDA AH F and KI in its 2010 – 2013 Strategic Plan and 2010 – 2011 Business Plan.

The Economic Development and Job Creation Strategy is a major new initiative that arises from the Regional Roadmap. It is referenced in the Action Plan with particular relevance to goal areas 3, 4 and 5.

This approach will ensure that the Regional Roadmap, the Action Plan and Economic Development and Job Creation Strategy is relevant to the whole community including the Local, State and Commonwealth Governments as well as the region's business and wider community.

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Goal Area 1: Knowledge and Understanding

Aim: an informed, integrated and understood community

Objective: to provide a single point of entry to relevant economic, social and environmental data and information for stakeholders and the wider community interested in sustainable economic development for the region

Actions	Priority rated 1 – 3	Initiatives / projects	Responsibility and partnerships	Measure Outcome	Specific KPIs	Targets and Timeline
<p>1. Communications / Marketing Strategy</p> <p>Develop a communications strategy with at least the following components: stakeholder and community engagement strategy published material web based, on-line information and service provision events</p>	1	<p>Regional communication strategy / marketing strategy for economic, social and environmental development</p> <p>This project will produce a documented communications strategy for the region.</p> <p>On going implementation of the communication strategy including management, delivery, reporting and staff training will be led by RDA AH F and KI</p>	<ul style="list-style-type: none"> RDA AH F and KI Links or content from other stake/ids 	<p>Enhanced community engagement and consultation</p> <p>Enhanced awareness of government programs</p>	<p>Number of positive media mentions related to community capacity building</p> <p>Number of events (e.g. consultation forums) or other strategies aimed at identifying and addressing barriers to growth</p> <p>Number of business and community groups supported to access grants or other funding using published data and information available through the Communications Strategy</p>	<p>6x30 June 2011</p> <p>3x30 June 2011</p> <p>15x30 June 2011</p>
<p>2. Issues identification</p> <p>Use opportunities through the community engagement framework and other communications pathways to identify economic, social and environmental issues that may impact on local, district and cross regional sustainable economic development.</p>	1	<p>Issues scan project</p> <p>This project will be integrated into the regional Communications Strategy to produce a regular scan of significant issues facing the region related to economics, social and or environmental development. The project will include</p> <ul style="list-style-type: none"> consultation on the Regional Roadmap routine enquiry of business clients through business / industry development services formal research as part of the development of the regional profile on-line information gathering opportunities <p>The scan will generate an issues list that will inform the annual review of this Action List</p>	<ul style="list-style-type: none"> RDA AH F and KI Local government Business and industry groups 	<p>Enhanced community engagement and consultation</p> <p>Improved regional planning</p> <p>Enhanced whole of government approach</p>	<p>Number of community, business, industry and government groups worked with to identify and understand issues related to economic, social and environmental development</p> <p>Number of contributions and informed input to regional plans</p> <p>Number of events and forums related to identifying labour market issues and planning for addressing these</p>	<p>3x30 June 2011</p> <p>3x30 June 2011</p> <p>3x30 June 2011</p>

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<p>3. Regional profile</p> <p>Develop a core document as a prospectus for the region.</p>	<p>1</p>	<p>Regional prospectus</p> <p>This project will research, collect, collate, analyse and present a regional profile in conjunction with the development of the Regional Roadmap. The regional profile (prospectus) will be suitable for a range of application including valuable information for prospective investors, planners, school students, and the wider community.</p>	<ul style="list-style-type: none"> RDA AH F and KI 	<p>Enhanced community engagement and consultation</p> <p>Improved regional planning</p>	<p>Number of submissions, briefings or other materials that cite the regional profile (Regional Roadmap)</p> <p>Number of contributions and informed input to regional plans that use regional profile information.</p>	<p>3x30June 2011</p> <p>3x30June 2011</p>
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Goal Area 2: Representation and advocacy

Aim: An involved community with a voice

Objective: to represent the interests of individual communities, groups of communities (e.g. districts) and the region in order to inform and influence decisions on economic, social and environmental matters affecting our communities that are linked to sustainable economic development.

Actions	Priority rated 1 – 3	Initiatives / projects	Responsibility and partnerships	KPI priority area	Specific KPIs	Targets and Timeline
<p>Land use planning initiatives</p> <p>Take a leadership role in responding to the planning issues under the new state government planning process, <i>Better Planning, Better Future</i>.</p> <p>Particularly focus on:</p> <ol style="list-style-type: none"> the <i>30 Year Plan for Greater Adelaide</i> in respect of the balance of the region minus Kangaroo Island <i>Planning Strategy for Regional SA (KI)</i>, <i>KI Regional Land Use Framework</i> as well as the KI Council's <i>Future Search</i> initiative to address KI's needs <i>South Australian Strategic Plan (SASP)</i> 	1	<p>30 Year Plan for Greater Adelaide initiative</p> <ol style="list-style-type: none"> submission to Ministerial DPA leadership role in Structure Planning support for inter-regional forums <p>This project involves the development of formal responses to the Ministerial DPA and supporting the various responses of key stakeholders with an interest in economic, social and environmental development for the region.</p> <p>This project supports the formation of regional planning authorities under the 30 Year Plan in order to develop Structure Plans under the 30 Year Plan..</p>	<ul style="list-style-type: none"> Local government RDA AH F and KI Industry, business and community bodies 	Improved regional planning	<p>Number of events or strategies (i.e. surveys) related to identifying and addressing barriers to growth</p> <p>Number of contributions and informed input to regional plans</p>	<p>3x30June 2011</p> <p>3x30 June 2011</p>
	1	<p>Planning network project</p> <p>This project will establish and maintain planning networks consisting of local government planners and invited guest planners from other jurisdictions. The group will have a role in advising regional planning authorities in the development of Structure Plans.</p> <p>The forum will establish positions / policy and possible actions related to key policy and planning instruments.</p>	<ul style="list-style-type: none"> Local government RDA AH F and KI 	Improved regional planning	<p>Number of events or strategies (i.e. surveys) related to identifying and addressing barriers to growth</p> <p>Number of contributions and informed input to regional plans</p>	<p>3x30June 2011</p> <p>3x30 June 2011</p>
	1	<p>KI planning response initiative</p> <p>This project involves supporting and participating in the KI <i>Future Search</i> initiative of the KI Council.</p>	<ul style="list-style-type: none"> KI Council RDA AH F and KI 	Improved regional planning	<p>Number of events or strategies (i.e. surveys) related to identifying and addressing barriers to growth</p>	3x30 June 2011

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		<p>KI Council will be supported to represent key planning issues in the report at forums including regional planning initiatives of State government.</p> <p>KI Future Search (and subsequent response in KI Councils 2010 – 2014 Strategic Management Plan will be promoted and advocated for in review of the Planning Strategy for Regional SA (KI) , KI Regional Land Use Framework and other appropriate state jurisdiction planning initiatives</p>			Number of contributions and informed input to regional plans	3x30 June 2011
<p>Government and community relations</p> <p>Represent the interests of the region to Ministers and chief bureaucrats (decision makers and policy setters) in commonwealth, state and local government agencies that have a role in sustainable economic development in the region.</p> <p>Identify and develop relationships with officers of government agencies (across all jurisdictions) that have a role in sustainable economic development in the region.</p> <p>Identify and access resources owned and managed by these agencies for the purposes of supporting regional sustainable economic development, including grant funding.</p>	1	<p>Issues advocacy project</p> <p>This project is aimed at advocating for the region's constituents on significant issues that are barriers to growth. .</p> <p>The program will consist of:</p> <ul style="list-style-type: none"> providing policy, planning, program and project level advice for government (all jurisdictions) preparing submissions in response to calls from relevant parties related to policy, planning or projects linked to these issues 	<ul style="list-style-type: none"> RDA AH F and KI Local government Community, industry and business groups 	Enhanced community engagement and consultation	<p>Number of community, business, industry and government groups worked with to identify and report issues affecting the economic, social and environmental development of the region</p> <p>Number of submissions or briefings to government or other stakeholders on existing or emerging issues</p>	<p>3x30 June 2011</p> <p>6x30 June 2011</p>
	2	<p>Leadership program - Regional managers' forums</p> <p>This program is aimed at supporting existing leadership groups or establishing new ones where none exist. The groups will consist of cross government and private sector leaders from various agencies or field s of interest.</p>	<ul style="list-style-type: none"> RDA AH F and KI Local government Community, industry and business groups 	Enhanced whole of government approach	Number of meetings with agencies aimed at promoting collaboration	6x30 June 2011
	3	<p>Community networks project</p> <p>This program is aimed at supporting broader community networks relevant to regional economic, social and environmental development. Examples include:</p> <ul style="list-style-type: none"> Youth connections (DEWR) School Business Community Partnership Brokers Program (SBCPB) 	<ul style="list-style-type: none"> State government Common government RDA AH F and KI Community industry and business groups 	Enhanced whole of government approach	<p>Number of events or forums aimed at identifying labour market issues</p> <p>Number of workforce programs designed for community target groups including apprentices, trainees, Aboriginal people and other facing barriers to employment.</p> <p>Number of government programs and grants for region.</p>	<p>3x30 June 2011</p> <p>3x30 June 2011</p> <p>6x30 June 2011</p>

Goal Area 3: Business and Industry Growth

Aim: An economically prosperous community

Objective: to contribute to sustainable industry and business growth and investment strategies consistent with environmental solutions and social inclusion strategies appropriate for the region

Actions	Priority rated 1 – 3	Initiatives / projects	Responsibility and partnerships	KPI priority area	Specific KPIs	Targets and Timeline
<p>Economic Development and Job Creation Strategy</p> <p>Prepare and deliver an Economic Development and Job Creation Strategy for the region</p> <p>The Economic Development and Job Creation Strategy overlaps several goal areas including</p> <ol style="list-style-type: none"> 1. Goal area 3: Business and Industry Growth 2. Goal area 4: Infrastructure provision and maintenance; and 3. Goal area 5: Community Building 	1	<p>Economic Development and Job Creation Strategy</p> <p>This Economic Development and Job Creation Strategy is a key initiative of this Regional Roadmap.</p> <p>A full description of the Economic Development and Job Creation Strategy can be found in section 4 of this document.</p> <p>The following initiatives apply to the Business and Industry Growth component of the Economic Development and Job Creation Strategy.</p>	<ul style="list-style-type: none"> • RDA AH F and KI • Common government • State government • Local government • Community, industry and business groups 	Improved community and economic development	<p>Relevant KPIs for the Business and Industry Growth component of the Economic Development and Job Creation Strategy are:</p> <p>Number of jobs created (FTEs)</p> <p>See also Goal Area 5</p>	<p>353x30 June 2012</p> <p>(Made up of 137 AH 192 Fleurieu 24 KI)</p> <p>Note these are additional jobs to those shown under the business advisory service below.</p>
<p>Business advisory service</p> <p>Deliver business advisory services for clients across the region</p> <p>Identify and appropriately support the following types of business development:</p> <ul style="list-style-type: none"> • new businesses looking to establish (start ups) • established businesses looking to grow and reinvest • businesses looking to export or 	1	<p>Business advisory service</p> <p>This RDA AH F and KI program employs dedicated Business Development Managers in each shopfront. The program delivers business advice including but not limited to:</p> <ul style="list-style-type: none"> • new businesses looking to establish (start ups) • established businesses looking to grow and reinvest • businesses looking to export or expand exports • businesses looking for new markets 	<ul style="list-style-type: none"> • RDA AH F and KI • Common government • State government • Local government • Community, industry and business groups 	Improved community and economic development	<p>Number of businesses assisted by RDA AH F and KI</p> <p>Number of Aboriginal businesses assisted by RDA AH F and KI</p> <p>Value of investment made by businesses assisted by RDA AH F and KI</p> <p>Number of jobs created (FTEs) in</p>	<p>315</p> <p>5* estimated and included in figures above</p> <p>\$5.2m</p> <p>55</p>

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<p>expand exports</p> <ul style="list-style-type: none"> businesses looking for new markets including local, state, national and international (export) markets as well as import replacement business that would benefit from innovation including product development and process improvement <p>Integrate business advisory service with communications strategy including data and information provision.</p>		<p>including local, state, national and international (export) markets as well as import replacement</p> <ul style="list-style-type: none"> business that would benefit from innovation including product development and process improvement <p>Client relations and reporting are managed through the DIMS project.</p>			<p>businesses assisted by RDA AH F and KI</p> <p>Number of jobs retained (FTEs) in businesses assisted by RDA AH F and KI</p> <p>Number of exporters assisted by RDA AH F and KI</p> <p>Value of exports assisted by RDA AH F and KI</p> <p>Number of businesses assisted by RDA AH F and KI to bring new products to market</p> <p>Number of businesses assisted by RDA AH F and KI to introduce new processes that boost production</p>	<p>18</p> <p>18</p> <p>\$170,000</p> <p>11</p> <p>22</p>
<p>Access to government programs</p> <p>Develop programs to help industry and business clients to identify, understand and access appropriate government programs.</p> <p>Examples of programs that provide services and access to grant funding may include (comm.) Ausindustry, (comm.) Austrade, (comm.) DAFF, (SA) PIRSA, and (SA) SATC for example.</p>	2	<p>Access to government programs, projects and grants initiative</p> <p>This project is aimed at identifying government programs, projects and grants for regional businesses and community groups to access.</p> <p>The project will establish a grants' register and /or identify where appropriate grants register(s) can be accessed.</p> <p>This project is linked to the business advisory service project (above) through a program aimed at supporting grant writing for constituents. This link will provide business training particularly aimed at assisting regional businesses to identify and apply for appropriate government and non government (e.g. philanthropic) grants</p>	<ul style="list-style-type: none"> RDA AH F and KI Community, industry and business groups 	<p>Enhanced awareness of government programs</p>	<p>Number of grant writing events (e.g. workshops, meetings, forums etc)</p> <p>Number of businesses and community groups supported to access grants or other funding for community / industry projects or infrastructure</p>	<p>6x30 June 2011</p> <p>15x30 June 2011</p>
<p>Industry development programs</p> <p>Population based industries</p> <p>Link with local government planners to support orderly population based industry development. For example, as population</p>	1	<p>Population based industry sector program</p> <p>This project aims to work with industry / sector peak bodies to support industry development through key planning initiatives (e.g. 30 Year Plan, Regional SA Plans and KI Future Search). Examples include Business Associations linked to</p>	<ul style="list-style-type: none"> RDA AH F and KI Community, industry and business groups 	<p>Improved community and economic development</p> <p>Improved regional</p>	<p>Included in KPIs under Business Advisory Service</p> <p>Number of contributions and informed input to regional plans</p>	<p>See above</p> <p>3x30 June 2011</p>

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<p>grows in response to implementing the <i>30 Year Plan for Greater Adelaide</i>, health and community services, retail and other industries will grow.</p> <p>Where populations remain static (e.g. Adelaide Hills Council) support for population based businesses is likely to be around improving profitability and identifying / encouraging responses to changing consumer preferences.</p> <p>Explore particular industry development opportunities that may be linked to both population growth (e.g. education and research) and competitive advantage (see below) like proximity to the sea.</p>		<p>key townships such as Mt Barker, Stirling, Goolwa, Victor Harbor, Yankalilla and Kingscote</p> <p>The project will build networks and relationships with local businesses and provide business to business opportunities and consortia building opportunities for larger contracts (in concert with ICN SA).</p> <p>This project will form part of a supply chain development program for major projects (including import replacement opportunities) run by the Business Development Managers (in concert with ICN SA)</p>		<p>planning</p>		
<p>Competitive advantage based industries</p> <p>Identify key industries in the region that may have future growth potential based on competitive advantage that may be the result of factors such as positive government policy settings, cost of infrastructure, natural assets (e.g. tourism icons), access to markets, available skills etc.</p> <p>Identify regional lead agents for these industries (e.g. industry peak bodies) and include these in networks.</p> <p>Work with regional lead agents, businesses, and government organizations to assist in the development of priority industries in the region.</p> <p>Use evidence from the data and information base (including planning, infrastructure and other factors) to identify these priority industries.</p>	<p>1</p>	<p>Competitive advantage industry sector program</p> <p>This project aims to work with industry/ sector peak bodies to support industry development opportunities identified in key planning initiatives (e.g. 30 Year Plan, Regional SA Plans and KI Future Search). Examples include food, wine, tourism, mining, art/culture/creative industries, advanced manufacturing etc.</p> <p>The project will build networks and relationships with businesses and support the leadership role of various industry peak bodies.</p> <p>This project will also contribute to the supply chain development program for major projects (including import replacement opportunities) run by the Business Development Managers</p> <p>Particular targets have been identified in the state government jurisdiction:</p> <ul style="list-style-type: none"> • SATC - Regional Tourism Strategic Plan and Implementation Plan project • Branding of wine regions project 	<ul style="list-style-type: none"> • RDA AH F and KI • Community, industry and business groups 	<p>Improved community and economic development</p> <p>Improved regional planning</p>	<p>Included in KPIs under Business Advisory Service</p> <p>Number of contributions and informed input to regional plans</p>	<p>See above</p> <p>3x30 June 2011</p>

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<p>Investment attraction program</p> <p>Proactively seek to attract investment into the region based from the priorities industries identified by planning process.</p> <p>This may include new investment for new developments (greenfields projects) as well as reinvestment in growth projects (brownfields projects).</p> <p>Support major project development by integrating services such as workforce development services from the SA Works in the regions program.</p> <p>Host a regional investment event at least annually aimed at promoting and presenting opportunities in the region and showcasing projects under way.</p>	<p>2</p>	<p>Investment attraction program</p> <p>This project uses evidence from the research and communications strategy (e.g. regional profile) to design programs that proactively seek interest from the private and public sector for targeted investment across the region.</p> <p>A network of key developers with interest in investing in the region will be developed. This network will be used to identify and address key barriers to investment.</p> <p>Existing major projects within the investment project portfolio will be supported (see pp 16)</p> <p>Investment attraction projects may be industry themed and precinct based.</p> <p>This project will be linked to the</p> <ul style="list-style-type: none"> • Employment and Workforce Development Program and • Business advisory service (supply chain development program) 	<ul style="list-style-type: none"> • RDA AH F and KI • Community, industry and business groups 	<p>Improved community and economic development</p>	<p>Value of major development projects supported</p>	<p>\$100m PLUS based on major project list</p>
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Goal Area 4: Infrastructure provision and maintenance

Aim: A community appropriately serviced by physical and social infrastructure

Objective: to facilitate the development of new economic, social and environmental infrastructure, along with the augmentation and maintenance of existing infrastructure, consistent with the sustainable economic development of the region

Actions	Priority rated 1 – 3	Initiatives / projects	Responsibility and partnerships	KPI priority area	Specific KPIs	Targets and Timeline
<p>Economic Development and Job Creation Strategy</p> <p>Prepare and deliver an Economic Development and Job Creation Strategy for the region</p> <p>The Economic Development and Job Creation Strategy overlaps several goal areas including</p> <p>4. Goal area 3: Business and Industry Growth</p> <p>5. Goal area 4: Infrastructure provision and maintenance; and</p> <p>6. Goal area 5: Community Building</p>	1	<p>Economic Development and Job Creation Strategy</p> <p>This Economic Development and Job Creation Strategy is a key initiative of this Regional Roadmap.</p> <p>A full description of the Economic Development and Job Creation Strategy can be found in section 4 of this document.</p> <p>The following initiatives apply to the Business and Industry Growth component of the Economic Development and Job Creation Strategy.</p>	<ul style="list-style-type: none"> RDA AH F and KI Common government State government Local government Community, industry and business groups 	Improved community and economic development	<p>Relevant KPIs for the Business and Industry Growth component of the Economic Development and Job Creation Strategy are:</p> <p>Number of infrastructure development projects</p> <p>Value of infrastructure development projects</p>	<p>15x 30 June 2012</p> <p>*\$75m PLUS (based on 15 projects over \$5m see major projects list</p> <p>Note: these are not costed projects and this figure is indicative only.</p>
<p>Infrastructure program</p> <p>Research the current infrastructure capacity and future requirements under key policy and planning initiatives.</p> <p>Identify barriers to investment related to infrastructure and find solutions</p> <p>Develop and deliver infrastructure programs related to facilitating future</p>	1	<p>Infrastructure capability project</p> <p>This project is aimed at identifying an inventory of infrastructure (capability statement) for the region (displayed at a level consistent with key planning instruments such as 30 Year Plan and Planning Strategy for Regional SA (KI)). This research will include the Regional Profile contained in the Regional Roadmap.</p> <p>A gap analysis will be undertaken for key</p>	<ul style="list-style-type: none"> RDA AH F and KI Common government State government Local government Community, industry and 	<p>Enhanced whole of government approach</p> <p>Enhanced awareness of government programs</p>	<p>Number of meetings with agencies aimed at promoting collaboration on programs and projects</p> <p>Number and value of grants or other funding access for community / industry infrastructure projects</p>	<p>6x30 June 2011</p> <p>6x30 June 2011</p>

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<p>economic development.</p> <p>Seek realistic opportunities to partner with key public and private sector partners to deliver improvements in physical infrastructure provision.</p>	<p>1</p>	<p>infrastructure identified as significant for sustainable economic development by the constituents.</p> <p>These include:</p> <ul style="list-style-type: none"> • land supply • transport • broadband • water • energy • skills <p>Infrastructure facilitation portfolio</p> <p>The project is aimed at seeking out potential funding partners and other supporters to respond to the region's infrastructure priorities (i.e. driving down the costs of existing infrastructure and increasing access to infrastructure for RDA AH F and KI constituents).</p> <p>Specific projects are:</p> <ol style="list-style-type: none"> 1. NBN broadband program 2. Business Enterprise Park project 3. Regional renewable energy centre 4. Smart energy developments project 5. Waste to energy project 6. Transport solutions project including Transit links project for southern Fleurieu 	<p>business groups</p> <ul style="list-style-type: none"> • RDA AH F and KI • Common government • State government • Local government • Community, industry and business 	<p>Enhanced whole of government approach</p> <p>Enhanced awareness of government programs</p>	<p>KPIs included under the Economic Development and Job Creation Strategy targets above</p>	
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Goal Area 5: Community Building

Aim: An environmentally sustainable community

Objective: to identify and encourage community building opportunities where they are consistent with sustainable economic development for the region

Actions	Priority rated 1 – 3	Initiatives / projects	Responsibility and partnerships	KPI priority area	Specific KPIs	Targets and Timeline
<p>Economic Development and Job Creation Strategy</p> <p>Prepare and deliver an Economic Development and Job Creation Strategy for the region</p> <p>The Economic Development and Job Creation Strategy overlaps several goal areas including</p> <p>7. Goal area 3: Business and Industry Growth</p> <p>8. Goal area 4: Infrastructure provision and maintenance; and</p> <p>9. Goal area 5: Community Building</p>	1	<p>Economic Development and Job Creation Strategy</p> <p>This Economic Development and Job Creation Strategy is a key initiative of this Regional Roadmap.</p> <p>A full description of the Economic Development and Job Creation Strategy can be found in section 4 of this document.</p> <p>The following initiatives apply to the Business and Industry Growth component of the Economic Development and Job Creation Strategy.</p>	<ul style="list-style-type: none"> RDA AH F and KI Common government State government Local government Community, industry and business groups 	<p>Improved community and economic development</p> <p>Enhanced whole of government approach</p>	<p>Relevant KPIs for the Business and Industry Growth component of the Economic Development and Job Creation Strategy are:</p> <p>Number of jobs created (FTEs) in businesses assisted</p> <p>See also Goal Area 3</p>	<p>Included in jobs numbers under goal area 3</p>
<p>Skills development</p> <p>Link industry and business development to community building by continuing to deliver SA Works in the regions program.</p> <p>Continue to promote career development services for the community (provided by Career Development Centres (CDC)) mapped against regional skills</p> <p>Explore opportunities for regional community networks to increase their</p>	1	<p>SA Works in the regions program Employment and Workforce Development</p> <p>This program is a key project in addressing community building by assisting community members from target groups to develop appropriate skills and access the workforce.</p> <p>The program is linked to the business advisory service of RDA through recognising the skills demand from industry and business and working with these groups to meet their employment needs.</p>	<ul style="list-style-type: none"> RDA AH F and KI State government Common government 	<p>Enhanced whole of government approach</p>	<p>Number of events or forums related to identification of labour market issues and planning to address these</p> <p>Number of workforce programs for designated target groups including apprentices, trainees, Aboriginal people, and others facing barriers to employment</p>	<p>3x30 June 2011</p> <p>3x30 June 2011</p>

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service capabilities in areas such as training provision where gaps exist in the market place.	1	<p>Career Development Centre (CDC) project</p> <p>This project provides career development services for the region's communities.</p>		Improved community and economic development	Proportion of (created jobs) filled by local employed people	45% in Adelaide Hills 90% in Fleurieu
<p>Carbon footprint</p> <p>The carbon footprint of the region is impacted by carbon outputs from the community related to such things as travel (distance and mode), energy choices and offset programs.</p> <p>This program will link regional planning to carbon footprint by considering the self containment rate of the region (i.e. the proportion of employed residents that work in the region)</p>	2	<p>Employed residents working locally project</p> <p>This project aims to lift the proportion of employed residents who work locally and thus reduce the carbon footprint of the region.</p>	<ul style="list-style-type: none"> • RDA AH F and KI • Common government • State government • Local government • Community, industry and business groups 	Enhanced whole of government approach	<p>Number of events or forums related to identification of labour market issues and planning to address these</p> <p>Number of workforce programs for designated target groups including apprentices, trainees, Aboriginal people, and others facing barriers to employment</p>	<p>3x30 June 2011</p> <p>3x30 June 2011</p>

Appendix 1: Stakeholder list (non-exclusive)

The Regional Roadmap is designed to be a 'living' document. It is a focal point for Government agencies, industry bodies and community groups to relate their Strategic (and Action / Implementation) Plans in a coordinated and informed way.

Stakeholders in the Regional Roadmap represent three levels of jurisdiction within the region:

1. regional level (Adelaide Hills and Fleurieu Peninsula and Kangaroo Island);
2. sub-regional level (Adelaide Hills or Fleurieu Peninsula or Kangaroo Island); and
3. local communities (generally Local Government Area (LGA) or township / community based (SLA))

Stakeholders come from each of these levels and represent:

1. State Government and Commonwealth Government at a regional level, represented through the following lead agents:
 - SA Department of Trade and Economic Development (DTED) and
 - Commonwealth Department of Infrastructure, Transport, Regional Development and Local Government (DITRD LG)
2. Local Government at a regional level, represented by Southern and Hills Local Government Association
3. The wider communities at sub-regional and local community level, represented by:
 - Adelaide Hills Council, District Council of Mt Barker, Alexandrina Council, City of Victor Harbor, District Council of Yankalilla and Kangaroo Island Council
 - Community Groups represented on the RDA community network (Employment and Workforce Development) including volunteering groups, youth groups, indigenous groups etc
 - Non Government organisations e.g. Natural Resource Management (NRM) Boards
 - local elected Members of Parliament (State and Commonwealth)
4. Key industries at sub-regional level, represented by industry bodies
5. Key government agencies delivering services at sub-regional level, represented by regional managers
6. Businesses at the local community level, represented by business groups such as township or precinct bodies

The following stakeholders have been identified as having a common interest in economic, social and environmental issues at a regional, sub-regional or local community level.

1. RDA AH F and KI
2. Good Food KI
3. Fleurieu Peninsula Food Group
4. Adelaide Hills Food
5. Grapegrowers and winemakers KI
6. Langhorne Creek Wine industry Council
7. Langhorne Creek Winemakers Association
8. Currency Creek Grapegrowers Association
9. Southern Fleurieu Peninsula Wine Association
10. Adelaide Hills Wine Region
11. Tourism KI
12. Fleurieu Peninsula Tourism
13. Strathalbyn and Lakes Tourism Association
14. Adelaide Hills Tourism

15. Agriculture KI
16. Rural Solutions
17. Fleurieu Beef Group
18. SA Dairy Farmers' Association
19. Currency Creek Grape Growers Association
20. Cherry Growers Association of SA
21. Apple and Pear Growers Association
22. Country Arts SA
23. Hahndorf Academy
24. KI Health Service
25. Adelaide Hills Health Service
26. New Chamber of Commerce (KI / Kingscote)
27. Victor Harbor Business Association
28. Strathalbyn District Commerce Association
29. Langhorne Creek Progress Association
30. Education representatives; Adelaide Hills, Fleurieu, KI
31. Business Mt Barker
32. Adelaide Hills Business and Tourism Centre
33. Stirling Business Association
34. Adelaide Hills Council
35. District Council of Mt Barker
36. Alexandrina Council
37. City of Victor Harbor
38. District Council of Yankalilla
39. Kangaroo Island Council
40. Department of Trade and Economic Development (DTED), (as lead agent for other government agencies)
41. Department of Infrastructure, Transport, Regional Development and Local Government (DITRDG), (as lead agent for other government agencies)
42. Southern and Hills Local Government Association
43. Country Fire Service(CFS), Adelaide Hills, Fleurieu, KI
44. NRM Boards; (western) Mt Lofty Ranges, (eastern) Mt Lofty Ranges, KI

Appendix 2: Background to Regional Development Australia

What is Regional Development Australia?

Regional Development Australia (RDA) is a new partnership between Australian, State, Territory and Local Governments aimed at strengthening regional communities.

The national network includes 55 RDA organisations, led by local Boards. These Boards are made up of local leaders who volunteer their time to work with government, business and community groups to deliver better services to their regions. The Boards work with their communities to identify and address the economic, social and environmental issues affecting them.

A key job for the Boards is to produce Regional Roadmaps which will guide their respective RDAs in growing and strengthening their communities.

The Australian Government funds these organisations along with State Government and Local Governments in South Australia.

More information on the RDA network is available at www.rda.gov.au

1.1 Core principles

The following underpinning principles for RDAs were agreed by the Regional Development Council (RDC) in Broome on 30 July 2008:

- **Integrated arrangements:** the Australian, State, Territory and Local Governments will continue to work towards the eventual adoption of more integrated and aligned arrangements for regional engagement and economic development, recognising that alignment is necessarily a long term process.
- **A commitment to collaboration:** where possible, the three levels of government collaborate at the regional level.
- **Common boundaries:** review existing boundaries to align Area Consultative Committees (ACCs), state regional development organisations and Local Government boundaries wherever possible.
- **Acknowledging the differences:** regional engagement and economic development structures vary across the Commonwealth Government and States and Territories.
- **The intention for tripartite arrangements:** local regional development structures to involve the three tiers of government, including joint membership of committees and the Regional Development Australia National Advisory Council.
- **Sharing of information:** improve information sharing on regional development activities and outcomes.
- **Purpose and role of Area Consultative Committees and state regional development organizations:** work towards a shared purpose.
- **Cross membership:** as opportunities arise, work towards a degree of cross membership of committees.

- **Joint funding:** where possible collaborate through joint funding of regional development bodies to enable an increase in the scope of their activities.
- **Co-location:** where possible co-locate regional development offices to facilitate better communication and minimise duplication of facilities.

1.3 Roles and responsibilities of RDA

A key role for Regional Development Australia (RDA) organisations is to deliver information about programs, services, grants and initiatives for regional development offered across all levels of government to local stakeholders.

RDAs are encouraged to be a first point of contact for government agencies wanting to consult with a region.

Key outcomes for RDA are arranged under the following headings:

1. consultation and engagement with the community
2. informed regional planning
3. whole-of-Government activities
4. promotion of Government programs
5. community and economic development (regional development).

More information on the roles and responsibilities of RDA is available at www.rda.gov.au.