



Yorke Regional Development Board

Strategic Plan 2006–2010

Yorke

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Strategic Plan 2006–2010

Yorke

PREFACE

The Yorke region is a diverse area stretching from the immediate north of metropolitan Adelaide, north across the Adelaide plains and across to the Yorke Peninsula. Traditionally a farming area, the region has diversified considerably with key industries now including aquaculture, tourism, mining, pork and poultry, as well as the traditional broad-acre farming of the region.

Yorke Regional Development Board exists to seek out, attract, promote, encourage and assist existing and potential new business opportunities and facilitate development of sustainable industries, which will enrich the lifestyle, enhance economic viability and provide responsible development of the region.

We are working toward a vision that, by 2015, the Yorke region will

- be led by effective and innovative regional communities;
- be competitive globally on land, labour and freight costs;
- have excellent power, water, telecommunications and transport networks;
- offer a diverse range of employment attracting workers and young families to the region; and
- offer a high standard of health and social infrastructure.

It will continue to be well known for

- its outstanding environment;
- its relaxed country atmosphere, affordable housing and laidback lifestyle;
- the friendliness of its people; and
- its safety and prosperity.

The 2006–2010 Strategic Plan will provide direction to the Board and its partners in developing the Yorke region for the next five years. The members and staff of the Yorke Regional Development Board look forward to working closely with our regional communities, government at all levels, and regional businesses and investors, to make that vision a reality.

IAN O'LOAN

Chair

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THE YORKE REGION

The Yorke region encompasses Yorke Peninsula and the northern Adelaide Plains, stretching from the Innes National Park and Cape Spencer on the southernmost tip of Yorke Peninsula to Bute and Port Broughton in the north, around Gulf St Vincent's western coastline to the Samphire Coast and Port Wakefield, and across the plains.

The region has an area of approximately 11,892 km², and includes the major regional townships and business centres of Ardrossan, Yorketown, Maitland, Minlaton, Port Broughton, Port Wakefield, Snowtown, Balaklava, Mallala, and Two Wells.

Population

The Yorke Region has an estimated resident population of approximately 28,136, 1.9% of South Australia's population. The Yorke region experienced only a slight increase in the level of population (143 or 0.5%) between 2000 and 2001 compared with a State increase of 1.2%. The largest increase occurred in the Mallala and Barunga West local government areas.

Compared with the age distribution of the State as a whole, the Yorke region has a higher than average concentration of people aged 0-14 (5,881 or 20.9%) and 65 years and over (4,756 or 16.9%). People aged 15-24 account for 9.6% of the population in the region compared with South Australia's average 13.1%, and people aged 25-64 account for 52.5% of the population compared with South Australia's average 53%.

Although the ABS projects a population decrease from 2000 to 2010 (Regional Profile, 2000), recent figures show that the District Councils of Mallala and Barunga West have had significant population increases since 1996. Furthermore, anecdotal evidence indicates that the opening up of employment opportunities by major agribusiness developments at Bowmans and Port Wakefield,

the expansion of economic activity in Clare, and the spread of metropolitan Adelaide north have combined to reverse downward population trends in the Wakefield Regional Council area.

The regional brand

In economic development terms, the Yorke region represents a great place to visit, live and do business. It is a sea change destination with

- a reliable climate;
- a stable population;
- an abundance of inexpensive land;
- excellent transport networks; and
- a strong base of established primary industries, with outstanding business opportunities in value-added agribusiness, aquaculture, tourism and aged care.

A vision for the region

In 2015, the Yorke region will

- be led by effective and innovative regional communities;
- be competitive globally on land, labour and freight costs;
- have excellent power, water, telecommunications and transport networks;
- offer a diverse range of employment attracting workers and young families to the region; and
- offer a high standard of health and social infrastructure.

It will continue to be well known for

- its outstanding environment;
- its relaxed country atmosphere, affordable housing and laidback lifestyle;
- the friendliness of its people; and its safety and prosperity.

THE REGIONAL ECONOMY

Key industries

3,362 single business locations were registered on the Australian Business Register within the Yorke region in 2000. The largest proportion of these businesses was in the agriculture, forestry and fishing sector, which accounts for 1,817 (54%) of all businesses in the region, above the South Australian average. Other industries with a notable number of registered single location businesses are Retail Trade (292 or 8.6%), Construction (282 or 8.3%) and Property and Business Services (228 or 6.8%).

Agribusiness and food

The Yorke region has a reliable Mediterranean climate, and is rich in agricultural resources. The undulating topography lies below 300 m altitude, and most is less than 100 m, with the highest elevations occurring in the centre of the Peninsula and along the eastern side of the Wakefield Plains district.

The predominantly winter rainfall (70%) ranges from 300 mm annually at the neck of Gulf St Vincent to over 500 mm around Maitland in the centre of the Peninsula and along the more elevated eastern boundary of Wakefield Plains district, providing an average growing season of 6 months. Soils range from light sands to heavy silty loams supporting native mallee vegetation. The soils are ideal for cultivation but very prone to wind and water erosion if mismanaged. Micro-element deficiency in the south of Yorke Peninsula, mainly in manganese, restricted agricultural development until a remedial treatment was identified in the late 1980s.

From its first settlement by pastoralists in 1836 the area quickly developed on a base of cereal production. Its prosperity continues to depend on grain growing, with some diversified arable

farming, including livestock, oilseeds and pulses. However, the industry base is changing, particularly on the Adelaide Plains, where intensive farming, animal husbandry focused on pig and poultry farming and feed lots, and horticulture, particularly olives and organic produce in the Two Wells/Lewiston area, are now important. The South Australian Livestock Markets at Dublin have expanded to include cattle along with sheep and pigs.

A number of processors add value to agricultural products. These include food and stock feed manufacturers. Hay processors and exporters are led by Balco Australia, with 15% of the Australian market. Primo Smallgoods have expanded and redeveloped the Port Wakefield Abattoirs into an efficient pig processing and export facility employing over 300 people. Further expansion could see employment at this facility increasing to well over that level. Many broiler farms are located in the Mallala region, as well as the Wakefield Plains.

The Adelaide Plains is recognised as a wine region in its own right. A growing number of boutique wineries are located along the Gawler River, and while the industry is struggling with global factors beyond its control, development is continuing.

The industry is supported by a number of firms producing agricultural machinery and equipment and transport equipment.

Fishing and aquaculture

The Yorke region has a strong fishing industry, supporting general fishing, crayfish, crab and oyster enterprises.

30 operators are directly involved in the fledgling aquaculture industry, with significant potential for further growth. Pacific oysters and yellow-tail kingfish farming are the main focus, with the commercialisation of King George whiting and the holding, feeding and improvement of wild catch rock lobsters emerging as important new directions. A database of aquaculture operators has been developed, a training needs analysis undertaken, and a large amount of training conducted. Further training is required to assist aquaculture operators to increase the viability of their operations.

Extractive industries

Important extractive industries include limestone, dolomite, gypsum and sand. High quality salt is harvested, processed and packaged at Cheetham Salt, Price, the only food grade salt producer in southern Australia. Salt is also harvested at Penrice, alongside sand mining for glass making purposes. A dolomite mine has recently been re-opened at Kulpara. There are large undeveloped reserves of coal in the Bowmans/Lochiel district.

Tourism

The Yorke region is the fourth most visited region in South Australia, with Adelaide, Fleurieu Peninsula and the Limestone Coast. The quality of the natural environment and the temperate climate are attractors for both residents and visitors. Caravan and camping parks comprise a major element of visitor accommodation. The Innes National Park at the South West tip of the Yorke Peninsula covers an area of 9,600 hectares and attracts in excess of 150,000 visitors per year.

With 700 kilometres of spectacular coastline and peaceful country towns, the region attracts 501,000 overnight visitors annually, staying 1,664,000 visitor nights, one of the highest levels in regional South Australia. Visitors are estimated to spend approximately \$180 million in the region annually. Important attractions include water sports such as fishing, swimming, surfing, diving and sailing, bushwalking and camping in the Innes National Park, the region's many historical inland towns and ports, and a number of museums and festivals associated with the region's Cornish culture and mining and farming heritage, particularly the Kernewek Lowender Festival. The region's seafood is legendary, and local pubs and restaurants offer friendly service and good eating.

The region offers a wide range of tourist accommodation, including caravan parks and camping grounds, holiday flats, bed and breakfast and farm stay cottages, and hotels and motels. However, 48% of visitors stayed in their own holiday home or with a friend or relative, the highest proportion of any South Australian tourism region. Traditional holiday housing was budget, often self-constructed shack housing. However, regional holiday housing has moved steadily upmarket

on the back of the sea change, with hundreds of holiday homes upgraded every year, and new high value homes constructed. The trend has been reinforced by the construction of marinas at Wallaroo and Port Vincent.

Employment

The labour force participation rate for the Yorke Region at the 2001 Census was 53.7%, below South Australia's participation rate of 58.7%. Regional unemployment stood at 7.4% for the June 2002 quarter, down 0.4% since the 2001 Census, contributing 1.6% of South Australia's total unemployment. Unemployed youth 15-19 years in the region was 18.9% and 12.4% of people aged 20-24 were unemployed compared with 7.2% for 25-44 year olds and 6.2% for those 45 and older.

Between the 1996 and 2001 Censuses, the industries that recorded the largest employment increases were Manufacturing (237 or 29.6%), Retail Trade (167 or 15.5%) and Construction (160 or 38%). In percentage terms, strong employment growth occurred in the Property & Business Services (35.9%), Accommodation, Cafes and Restaurants (28.3%) and Transport & Storage (21.8%). Whilst the increase in the Agriculture Forestry & Fishing sector increased only slightly (1.3%) as at the 2001 Census this industry remains the largest source of employment. In the five years prior to the 2001 Census, employment decreased in the Finance & Insurance (46 or 25.1%), Government Administration & Defence (34 or 8.7%), Mining (27 or 24.8%) sectors.

In the 2001 Census 2,469 (24%) people were employed as managers and administrators, 889 (8.5%) were employed as professionals, 967 (9.2%) were employed as associate professionals, 1,296 (12.4%) were employed as tradespersons and related workers, 1,231 (11.81%) were employed as intermediate clerical, sales and service workers and 1,258 (12.1%) were employed as labourers and related workers.

166 (0.8%) people held a postgraduate degree, graduate diploma or graduate certificate compared with 737 (0.3%) people holding a bachelor degree and 3,853 (18.3%) people holding an advanced diploma, diploma or certificate. 16,307 (77.4%) people did not have a qualification, did not state a qualification or stated a qualification outside of the scope of the standard classification.

Industry Sector	Number		Change since 1996		2001 percentage	
	1996	2001	No.	%	Yorke	South Australia
Agriculture Forestry & Fishing	2776	2812	36	1.3%	26.9%	5.8%
Mining	109	82	-27	-24.8%	0.8%	0.6%
Manufacturing	802	1039	237	29.6%	9.9%	14.7%
Electricity, Gas & Water Supply	54	45	-9	-16.7%	0.4%	0.8%
Construction	421	581	160	38.0%	5.6%	5.7%
Wholesale Trade	456	530	74	16.2%	5.1%	5.0%
Retail Trade	1079	1246	167	15.5%	11.9%	14.6%
Accommodation, Cafes & Restaurants	368	472	104	28.3%	4.5%	4.5%
Transport & Storage	400	487	87	21.8%	4.7%	3.8%
Communication Services	128	121	-7	-5.5%	1.2%	1.6%
Finance & Insurance	183	137	-46	-25.1%	1.3%	3.1%
Property & Business Services	290	394	104	35.9%	3.8%	9.3%
Government Administration & Defence	391	357	-34	-8.7%	3.4%	4.2%
Education	601	605	4	0.7%	5.8%	7.1%
Health & Community Services	823	941	118	14.3%	9.0%	11.4%
Cultural & Recreational Services	95	101	6	6.3%	1.0%	2.1%
Personal & Other Services	241	262	21	8.7%	2.5%	3.8%
Non classifiable economic units	89	52	-37	-41.6%	0.5%	0.5%
Not stated	415	181	-234	-56.4%	1.7%	1.4%
Total	9721	10445	724	7.4%	100.0%	100.0%

Source: ABS Census of Population and Housing

Global trends

Global trends which are expected to impact on the Yorke region include:

- global warming, the continuing deterioration of South Australia's water position, and growing water shortages;
- the ageing workforce, and the need for additional investment in health infrastructure;
- the continuing globalisation of the economy, the proliferation of trade agreements, and the emergence of new competitor economies, particularly in South America;
- increasing dependence on telecommunications for effective business;
- greater emphasis on rail networks;
- the acceleration of technology in agribusiness, the continuing shift toward value-adding, and the emergence of new industries, such as biofuel;
- the continuing shift toward services;
- the growth in demand for new jobs and skills in traditional industries, such as process engineering and robotics;
- changing workforce expectations, including more flexible hours and portfolio jobs; and
- continuing growth in home-based business.

Opportunities for growth

Opportunities for growth are evident in a number of industries, but particularly in aquaculture, tourism and aged care.

Aquaculture

The economic potential of aquaculture is enormous. High value species and quality are the cornerstones of the South Australian industry. Tuna, oysters and abalone are the main products at

present, with expanding sectors including mussels, barramundi, Atlantic salmon, Murray cod and freshwater crayfish (yabbies and marron). Numerous marine finfish naturally found in South Australian waters have high local and export markets, including snapper, King George whiting, southern kingfish and mulloway. Sub tidal molluscs, prawn farming and land based abalone also have significant potential. The region's international reputation for clean and unpolluted environment is a vital asset.

Tourism

A short drive from Adelaide's northern suburbs, with pristine waters for swimming, water sports and fishing, the coastline of the Yorke Peninsula provides many opportunities for the development of high quality tourism facilities, including international standard resorts, business conference and convention facilities incorporating meeting facilities, a golf course and restaurants in addition to premium accommodation. In addition, the region's scenery, ecological richness and indigenous heritage offer opportunities for the development of hosted tours and other niche tourism operations.

Aged care

Attracted by the history and charm of the surrounding country, more and more retirees are choosing to retire in the Yorke region. The proportion of persons aged 65 and over is 16.9%, compared to the South Australian average of 14.6%. The average age of residents is 42, significantly higher than the average for outer Adelaide regions of 36.

Development of additional retirement and aged care facilities will be required in the future, with training and support for staff, and the trend represents a significant investment opportunity for organisations offering aged care services. Facilities are being developed at Hamley Bridge and Mallala, and expanded at Stansbury, Ardrossan, Port Broughton and Balaklava, with cottage facilities at Yorketown, Warooka, Ardrossan and Maitland. In addition to the strong local market

for new retirement villages and housing on the coast, there is an opportunity to attract retirees from the east coast of Australia and Asia.

Infrastructure

To facilitate development activity throughout the region, a number of infrastructure requirements must be addressed. Limited access to water, power and broadband telecommunications, together with planning restrictions, continues to inhibit development.

Industrial and residential land

The region is experiencing a housing shortage due to strong economic growth. However, significant development of residential and industrial land is taking place in the Wakefield and Mallala areas. Industrial site development applications have been received for Two Wells (32 allotments) and Port Wakefield (18 allotments), with residential developments at Two Wells, Lewiston, Balaklava, Owen, Blyth, Hardwicke Bay, Port Vincent, Mallala and Port Wakefield.

Fresh water

Limitations on the supply of fresh water are inhibiting larger scale developments, particularly in the south. Good groundwater can be found in only a few places. The existing reticulation network is old and heavily constrained.

Water supplies are being patched with water desalination plants and managed pumping programs, such as the seawater desalination plant which assists with the supply of fresh water to the Marion Bay Caravan Park, the Marion Bay community and Innes National Park.

Other proposals include

- small scale solar desalination;

- treated stormwater and effluent;
- innovative rainwater usage;
- increased use of groundwater through local wells and bores;
- aquifer storage and recovery; and
- water haulage.

However, additional mains supply is required.

Liquid and solid waste

Many towns in the Yorke region are serviced by common effluent systems. In addition to many local landfill sites, the region has a major waste disposal site at Inkerman.

Electricity

ETSA Utilities constructs, maintains and manages the electricity distribution system in South Australia with extensive systems covering Yorke Peninsula and the Adelaide Plains.

The region is supplied from the Port Augusta Power Station via the Hummocks sub-station north-west of Port Wakefield. A 132kV transmission line runs to the Ardrossan West sub-station which then serves the majority of the Peninsula.

The Ardrossan sub-station feeds three 33kV lines which service the district via smaller 11kV and 19kV lines. The majority of the region is supplied with electricity, although many areas receive only single phase supply (19kV) and lack three phase supply (11kV and 33kV) required by heavy commercial and industrial users.

A wind farm with 55 turbines has been constructed by Meridian Energy at Wattle Point in the southern Yorke Peninsula. Wind Prospects have planning approval for a 85 turbine farm at Barunga, the largest in the southern hemisphere, and Trustpower have planning approval for a 45 turbine farm at Snowtown.

Gas

The Epic Natural Gas Supply Line from Moomba to Adelaide runs through the region on the eastern side of Balaklava. However, there is currently no supply infrastructure. There are also no gas distribution systems on Yorke Peninsula.

Telecommunications

A report prepared for the Yorke Regional Development Board in 1999 by Gibson Quai & Associates found that the Yorke Peninsula and the Wakefield region is relatively well served for backbone infrastructure by Telstra.

Telstra provides a reasonable coverage of core telecommunications infrastructure and standard telecommunication services. This is particularly the case with the roll-out of the Future Mode of Operations (FMO) program, which will increase the use of optic fibre transmission in the Telstra network and upgrade exchanges from analogue to digital, supporting higher bandwidth services such as ISDN and enabling Telstra to offer more advanced digital services at each exchange. An increasing number of customers in the Yorke Peninsula and the Adelaide Plains can now use the full range of Telstra services, from Value Added PSTN Easy Call services to the new ETSI ISDN standard.

The infrastructure operated by other carriers is primarily for mobile telephone systems and satellite systems. Optus has focused its penetration on mobile telephony and long distance calls. Through the use of Telstra infrastructure Optus can provide a full suite of voice and data telecommunications services. The Optus Perth-to-Adelaide optic fibre cable passes through the region, however it is not used for local service delivery in the region. Agile communications have also invested in broadband infrastructure down the spine of the Peninsula with broadband towers in Maitland, Minlaton, Yorketown and Warooka.

Local access network

Telstra's existing network of exchanges and switching centres provides access to most of the

Yorke Peninsula and Adelaide Plains population. However, with the rapid increase in demand for internet access Telstra has increased the dimensioning of the access network from 1.5 pairs to 2 pairs of copper cable per domestic lot. This has been done through an increase in copper cable installed in each distribution area, and technologies such as Remote Integrated Multiplexors (RIMs).

For more remote locations Telstra makes use of a wireless local loop or radio solution such as the Digital Radio Concentrator System (DRCS). This is a line of sight, point-to-point service back to an appropriate exchange. There is no other provider of local access network infrastructure in the region.

ISDN and data services

With the FMO network upgrade and the increasing use of intelligent access network components, the advanced data services offered by Telstra are available in most locations. Access to these services is not currently possible in some areas due to the distance from Telstra exchanges or the unavailability of services at exchanges. Telstra's ISDN OnRamp product is based on the international ETSI ISDN standard. In general, ETSI ISDN can be provided up to 5 km from the exchange, with the actual distance being dependent on the size and quality of copper cable installed in the access network.

Mobile services

Telstra, Optus and Vodafone have established mobile phone infrastructure in the Yorke Peninsula and the Adelaide Plains. Telstra offers the most extensive mobile telephone service coverage in the Yorke Peninsula and the Adelaide Plains via GSM and CDMA digital mobile telephone networks.

Optus and Vodafone coverage is focused along Highway 1 and the northern Yorke Peninsula. Optus plans to extend its GSM digital network to the southern Yorke Peninsula in the future. Optus and Vodafone use a mix of Telstra Megalink services and private radio links to connect the base stations to the GSM network. In many cases Optus and Vodafone have reached agreement to

share infrastructure and inter-base station capacity, which tends to have the two networks providing similar coverage levels.

Satellite services

Satellite technology offers an alternative to terrestrial based fixed and mobile telecommunication services. The whole of the Yorke Peninsula and the Adelaide Plains has access to a number of satellite services. Dual-mode handsets enable users to access the terrestrial GSM digital networks when in range and the satellite network when out of range of the terrestrial networks, on the one handset. Telstra also offer MiniSat, a small, lightweight personal digital satellite telephone offering voice, fax and data. Optus and AAPT also offer fixed satellite services. Optus' satellite services are based on the AUSSAT service.

Internet services

BigPond is progressively expanding its regional points of presence. Optus offers a national internet service. In addition, the region has several local Internet Service Providers (ISPs).

Transport networks

The Yorke region has well-developed transport networks with sealed main roads and well-maintained gravel minor roads. However, a number of major regional roads are in poor condition, with narrow pavements, limited overtaking lanes and significant undulation. Poor advance and directional signage make navigation difficult for tourists. There are 25 road freight companies in the region, and there is an inter-modal transport hub at Bowmans with a direct link to Port Adelaide. The region has limited public transport.

There is no freight or passenger rail service on Yorke Peninsula, but Wakefield is traversed by the national Adelaide-Darwin line and the state rail network. The Patrick PortLink SA container terminal at Bowmans has container loading facilities, and access to the state rail network

connecting the grain silos at Balaklava, Owen, Nantawarra, Hamley Bridge, Snowtown and Long Plains to Adelaide and Melbourne.

The region is virtually surrounded by sea, with the Spencer Gulf to the west and Gulf St Vincent in the east. The region has ready access to important export outlets, with a bulk handling shipping facility at Ardrossan and deep water access at Port Giles.

The region also has several strategically located airstrips which predominantly service charter and private aircraft.

Transport costs in and from the region are very competitive. Bowmans compares favourably with alternative sites in Adelaide reflecting a shorter haul and proximity to national east –west transport corridors.

Business services

Business services, including banking, finance, accounting and legal services, are available throughout the region in towns that have developed to service the rural businesses and communities. Other regional business services include

- general engineering firms;
- commodity transportation, handling and storage services and facilities;
- contract harvesters;
- electrical services;
- building contractors;
- property management services;
- farm suppliers;
- fuel depots; and
- automotive and machinery retailers.

Social infrastructure

The region is well serviced by health and child care facilities, including public and private hospitals, community, child and youth health centres. Primary schools are located in most townships, with most secondary schools being Area Schools. The Yorke Peninsula has campuses of the Spencer Institute of TAFE at Kadina and Yorketown. Government services are provided throughout the region. However, government cost-saving measures may result in the wind-back or withdrawal of services, as in other regional areas.

Regional strengths, economic capabilities, weaknesses and challenges

Regional strengths include:

- the diverse landscape, scenery and wildlife, especially the magnificent national parks, 700 km of coastline and beach, and the range of marine activities such as walking the beach, fishing, boating and cruising, surfing, windsurfing and diving;
- the pleasant climate, reliable rainfall and clean environment;
- the relaxed country atmosphere, affordable housing and laidback lifestyle;
- the friendliness of regional people;
- the relative safety of the region; and
- the abundance of open space, creating room for townships and communities to grow without threatening the environment.

Regional economic capabilities include:

- the relative proximity of the region to Adelaide, the ‘second home’ nature of the region, and the connections and influence that spring from that relationship; and
- the stability of the population, and the attractions of the region for young families;
- the ability to work together, and the sense of community ownership;
- the strong sense of regional leadership, strategic alignment and shared direction;

- a culture of community pride and volunteerism;
- the availability of inexpensive residential and industrial land;
- the region's transport infrastructure, including major road networks, the National Highway, rail track, and a number of export ports with grain handling facilities;
- access to health and education facilities and services;
- the diversity of primary production activities, including broad acre farming, intensive animal husbandry and horticulture, wild catch and aquaculture;
- the range and depth of value-adding activities, including major national companies; and
- the tourism product, including a host of diverse water- and land-based activities, many caravan parks and holiday homes, jetties and boat ramps, the history, heritage buildings and museums, and the emerging food and wine culture.

Regional weaknesses include:

- no sizeable, quality facilities appealing to the business tourism and conference market;
- poor roads in places, including important arterial routes and tourist routes;
- limited power and water resources to strategic sites, inhibiting development of residential and industrial land and tourism projects;
- the lack of a gas distribution systems in the region;
- the lack of container handling facilities;
- patchy mobile telecommunications networks, and a lack of broadband access, except in major townships;
- limited public transport;
- the standard of tourist accommodation, much of which is dated or inadequate, the lack of larger accommodation facilities, and the lack of resort-style accommodation; and
- the reluctance of the local retail sector to respond to shifts in consumer patterns by increasing shopping hours.

Regional challenges include:

- ensuring that the region does not become complacent as a result of recent economic prosperity;
- the dispersed population centres;
- the integration of migrant and other newly arrived workers into the community;
- the provision of adequate health and social infrastructure;
- the provision of relevant work for young people with professional skills; and
- the need to address pockets of long term unemployment, and the shortage of employment service providers.

YORKE REGIONAL DEVELOPMENT BOARD

Yorke Regional Development Board is an incorporated association funded for core business activities under a five year resource agreement between the South Australian Department of Industry and Trade and the local government authorities in the region—District Council of Barunga West, District Council of Yorke Peninsula, Wakefield Regional Council and District Council of Mallala.

The Board is a significant business entity and employer in its own right with an annual budget in excess of \$580,000 and employing seven staff.

Yorke Regional Development Board is governed by nine Board Members from across the region, with a wide range of expertise, providing industry expertise and local knowledge. The Board has an Executive Committee and Finance Committee, and focused sub-committees dealing with infrastructure, agribusiness and food, commerce and aquaculture.

Mission

Yorke Regional Development Board exists to seek out, attract, promote, encourage and assist existing and potential new business opportunities and facilitate development of sustainable industries, which will enrich the lifestyle, enhance economic viability and provide responsible development of the region.

Activities

The Board works to

- provide regional economic leadership;
- assist local businesses to survive and grow;
- develop regional industries;
- facilitate the creation of new employment and the development of regional capacity through skills formation; and
- facilitate investment in infrastructure and new business projects.

Board staff

Board staff include:

- ▣ Warwick Welsh, Chief Executive Officer
- ▣ Helene Parker, Administration Manager
- ▣ James Stevens, Project Officer
- ▣ David Cowell, Business Adviser
- ▣ Bridget Sara, Food Industry Development Officer
- ▣ Simon Millcock, Economic Development Officer (Adelaide Plains)
- ▣ Peter Stockings, Economic Development Officer (Yorke Peninsula)

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REGIONAL STRATEGIES FOR GROWTH

Key strategic goals for 2006–2010

1. Developing strong networks of regional community leaders, and providing innovative regional economic leadership that takes the Yorke region forward in a sustainable manner.
2. Putting in place a population strategy that grows the regional population by 10%.
3. Supporting the growth of regional businesses through advice and signposting.
4. Developing industry clusters based on existing and emerging regional strengths.
5. Promoting the regional vision to the community, government, and potential investors.
6. Developing the regional food industry
7. Attracting investment to establish the region as a premier destination for international tourism.
8. Upgrading fresh water supplies to the Yorke Peninsula area.
9. Extending broadband access across the region.
10. Capitalising on Port Wakefield's strategic location with investment attraction and business development activity.

Regional economic leadership

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
1.1 Convene an annual Community Leaders Forum to ensure a shared economic vision	Chair, Chief Executive Officer	Community Leaders Forum held	Annually in April	Core funding, minor project funding
1.2 Lead the development and implementation of regional economic strategy and planning	Chair, Board Members and Chief Executive Officer	Leadership provided Strategic plan reviewed annually	Ongoing Annually in June	Core funding
1.3 Contribute an economic perspective to other regional planning processes	Chair, Board Members and Chief Executive Officer	Economic perspective reflected in regional planning processes Board represented in externally related economic strategy development	Ongoing	Core funding
1.4 Develop a regional population strategy	Infrastructure/Commerce Committee, Chief Executive Officer, local government partners	Regional population strategy developed	2006–2007	

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
1.5 Implement a training program to develop the region's leadership and representational skills, particularly in young people	Employment & Skills Formation Network	Training program designed and delivered	2007–2008	Project funding, including grant funding from Stronger Families, Stronger Communities and State Government sources
1.6 Continue to support integrated natural resource management	Chief Executive Officer	Alliance established with regional NRM Board	Ongoing	Core funding

Business development

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
<p>2.1 Maintain an up to date database of businesses active in the region, linked to the website</p>	Economic Development Officers	Minimum 200 businesses listed	First implemented 2005–2006, ongoing maintenance	Core funding
<p>2.2 Provide information and confidential advice to regional businesses to assist them to survive and prosper, covering</p> <ul style="list-style-type: none"> • business start-up and licensing; • business planning; • budgeting and cash flow; • recruitment, contracting, productivity and performance • branding, marketing and sales; and • exporting. 	Business Advisor	150 businesses assisted	Ongoing	Core funding

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
2.3 Undertake a skills audit of all businesses in the database, to establish skilling requirements	Business Advisor, Economic Development Officers	Skills audit conducted	2006–2007	
2.4 Design and promote regional seminars and workshops, taking into account identified skilling requirements	Business Advisor, Economic Development Officers	4 seminars arranged annually	Annual program	Administration to be funded from core funding; events to be self-funding
2.5 Arrange regional dinners and other networking events	Business Advisor, Economic Development Officers	2 networking events held annually 2 regional dinners held annually	Annual program	
2.6 Promote seminars and workshops in neighbouring regions and in metropolitan Adelaide	Business Advisor, Economic Development Officers	Relevant businesses advised	As required	Administration to be funded from core funding; events to be fee for service, supported through discretionary funding

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
<p>2.7 Promote funding programs, and provide information and guidance to regional businesses and industry groups in developing projects and preparing funding applications</p>	<p>Economic Development Officers</p>	<p>Relevant businesses, industry associations and other groups advised, assisted</p>	<p>As relevant funding programs become available</p>	<p>Core funding</p>
<p>2.8 Signpost regional businesses to agencies that can assist with specialist enquiries, including the Department of Trade and Economic Development, Austrade and the Australian Taxation Office</p>	<p>Business Advisor</p>	<p>50 businesses referred</p>	<p>Ongoing</p>	<p>Core funding</p>

Industry development

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
3.1 Review regional agribusiness industries and identify opportunities for additional value adding	Agribusiness and Food Committee, Chief Executive Officer, Economic Development Officers	Report developed and published	2007–2008	Core funding, PIRSA and Food SA project funding
3.2 Undertake a regional audit to identify and profile food businesses, including their capabilities and capacity for growth	Food Industry Development Officer	Audit undertaken	2006–2007	Food Industry Development Officer funding
3.3 Develop a regional food industry development plan to set directions and achievable outcomes, including a calendar of local and external events	Agribusiness and Food Committee, Food Industry Development Officer	Plan developed, with implementation timeframe	2006–2007	Food Industry Development Officer funding
3.4 Promote industry standards and regulations to food businesses	Food Industry Development Officer	Food businesses aware of and complying with obligations	Ongoing	Food Industry Development Officer funding

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
3.5 Facilitate the development of additional refrigerated transport services within and out of the region	Chief Executive Officer, Economic Development Officers	Service providers brought together with users to discuss, design and implement solutions	2008–2009	Core funding, supplemented with project-specific funding from Transport SA and RPP
3.6 Develop a regional aged care industry development plan to set directions and achievable outcomes	Chief Executive Officer, Economic Development Officers	Plan developed, with implementation timeframe	2009–2010	Core funding, supplemented with project-specific funding from the Department of Health and RPP
3.7 Work with Yorke Peninsula Tourism Marketing and the South Australian Tourism Commission to progress product development opportunities	Chief Executive Officer, Economic Development Officers	Leading opportunities identified and project plans developed, with implementation timeframes	2006–2007	Core funding, supplemented with project-specific funding from the SATC, RPP and ATDP

Employment creation and skills formation

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
4.1 Plan strategically for regional employment creation and skills formation, focusing particularly on reducing pockets of long term unemployment and providing year-round work programs for seasonal labourers	Economic Development Officers	Plan developed, with implementation timeframe	Annually	Department of Employment, Education and Training
4.2 Administer State Government funding to facilitate employment and skills outcomes	Economic Development Officers	Efficient administration leading to agreed employment outcomes	Annually	Department of Employment, Education and Training

Infrastructure and investment facilitation

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
5.1 Ensure regional infrastructure requirements are reflected in government infrastructure plans	Infrastructure/Commerce Committee, Chief Executive Officer, Economic Development Officers, local government partners	Regional infrastructure requirements reflected in government plans Input from local government and industry to be measured	Ongoing	Core funding
5.2 Facilitate private sector investment in energy infrastructure	Infrastructure/Commerce Committee, Chief Executive Officer, Economic Development Officers, local government partners	Investment opportunities identified and published to potential investors	Ongoing	Core funding
5.3 Confer with industry to upgrade and augment the fresh water network into the Yorke Peninsula	Infrastructure/Commerce Committee, Chief Executive Officer, Economic Development Officers, local government partners	Upgrade and augmentation plan agreed	Commencing 2006–2007	Core funding, supplemented by project funding if required
5.4 Work with Telstra and other carriers to improve mobile and broadband networks in the region	Infrastructure/Commerce Committee, Chief Executive Officer, Economic Development Officers, local government partners	Improvements to regional telecommunications networks	Commencing 2007–2008	Core funding, with telecommunications project funding for implementation

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
5.5 Work with public and private sector transport infrastructure providers to improve major regional routes, increase access for B-doubles and road trains, strengthen transport links to and from ports, and ensure cost-competitive facilities and services	Infrastructure/Commerce Committee, Chief Executive Officer, Economic Development Officers, local government partners	Improvements to transport network and services	Commencing 2007–2008	Core funding, supplemented by local government and Transport SA project funding
5.6 Promote the Yorke region as an ideal location for new business investment by maintaining an effective website	Chief Executive Officer, Economic Development Officers, local government partners	Website maintained	Ongoing	Core funding
5.7 Work with the Wakefield Regional Council to capitalise on Port Wakefield's strategic location	Chief Executive Officer, Economic Development Officers	Port Wakefield Development Plan supported	2006–2010	Core funding and local government contribution, with funding sourced for specific projects

Strategy	Primary responsibility	Performance measures	Timeframe	Resourcing
5.8 Work with public sector agencies to ensure that regional requirements are met and that services are delivered equitably across the region	Infrastructure/Commerce Committee, Chief Executive Officer, local government partners	Services keep pace with regional growth Improvements in delivery equity	Ongoing	Core funding

Summary

Ongoing	
1.1 Convene Community Leaders Forum	2.8 Signpost regional businesses to other agencies
1.2 Lead regional economic strategy and planning	3.4 Promote industry standards and regulations
1.3 Contribute an economic perspective to regional planning processes	4.1 Regional employment creation and skills formation plan
1.6 Support INRM	4.2 Administer regional employment and skills formation plan
2.1 Maintain business database	5.1 Reflect regional infrastructure requirements in government plans
2.2 Information and advice for businesses	5.2 Facilitate private sector energy investment
2.4 Business seminars and workshops	5.6 Website
2.5 Regional dinners and networking events	5.7 Port Wakefield development
2.6 Seminars and workshops in neighbouring regions and Adelaide	5.8 Equitable delivery of social infrastructure
2.7 Promote funding programs	

2006–2007	2007–2008	2008–2009	2009–2010
1.4 Regional population strategy	1.5 Leadership and representational training program	3.5 Refrigerated transport services	3.6 Regional aged care industry development plan
2.3 Undertake a skills audit	3.1 Opportunities for agribusiness value adding		
3.2 Regional food business audit	5.4 Improve mobile and broadband networks		
3.3 Regional food industry development plan	5.5 Improve transport networks and services		
3.7 Tourism product development opportunities			
5.3 Yorke Peninsula fresh water network			

STATE AND REGIONAL STRATEGIES

The regional strategies provided in this plan are informed by the South Australian Strategic Plan. The following table sets out the linkages.

South Australia Strategic Plan strategies	Yorke Regional Development Board strategies	Local government strategies
<i>Objective 1: Growing prosperity</i>		
<p>Jobs Better the Australian average employment growth rate within 10 years (T1.1)</p> <p>Unemployment Equal or better the Australian average within 5 years (T1.2)</p> <p>Youth unemployment Equal or better the Australian average within 5 years (T1.3)</p> <p>Productivity Exceed Australia's average productivity growth within 10 years (T1.10)</p>	<p>4.1 Regional employment creation and skills formation plan</p> <p>4.2 Administer regional employment and skills formation plan</p>	<p>Increase employment opportunities in the area (DC of Mallala)</p> <p>Increase the employment base by assisting in the creation of increased opportunities and industry diversity (DC Yorke Peninsula)</p> <p>Facilitate, support and encourage community and business capacity building in the areas of employment and skills (Wakefield RC)</p>

South Australia Strategic Plan strategies	Yorke Regional Development Board strategies	

South Australia Strategic Plan strategies	Yorke Regional Development Board strategies	Local government strategies
<p>Economic growth Exceed the national economic growth rate within 10 years (T1.5)</p> <p>Investment Match or exceed Australia’s ratio of business investment as a percentage of the economy within 10 years (T1.6)</p> <p>Export Treble the value of South Australia’s export income to \$25 billion by 2013 (T1.12)</p>	<p>1.1 Convene Community Leaders Forum</p> <p>1.2 Lead regional economic strategy and planning</p> <p>1.3 Contribute an economic perspective to regional planning processes</p> <p>2.1 Maintain business database</p> <p>2.2 Information and advice for businesses</p> <p>2.3 Undertake a skills audit</p> <p>2.4 Business seminars and workshops</p> <p>2.5 Regional dinners and networking events</p> <p>2.6 Seminars and workshops in neighbouring regions and Adelaide</p> <p>2.7 Signpost regional businesses to other agencies</p> <p>2.8 Promote funding programs</p> <p>3.1 Opportunities for agribusiness value adding</p> <p>3.2 Regional food business audit</p> <p>3.3 Regional food industry development plan</p> <p>3.4 Promote industry standards and regulations</p> <p>3.5 Refrigerated transport services</p> <p>3.6 Regional aged care industry development plan</p> <p>5.6 Website</p> <p>5.7 Port Wakefield development</p>	<p>Support regular regional forums on relevant economic topics (Wakefield RC)</p> <p>Foster the creation and retention of value-added industries (DC Yorke Peninsula)</p> <p>Identify key areas of possible development and pursue any opportunities that arise (DC Barunga West)</p> <p>Support the YRDB and local businesses with identified export programs (Wakefield RC)</p>

South Australia Strategic Plan strategies	Yorke Regional Development Board strategies	Local government strategies
<p>Total population Increase South Australia’s population to 2 million by 2050, rather than the projected population decline (T1.7)</p> <p>Interstate migration Reduce net loss to interstate to zero by 2008 with a positive inflow from 2009 (T1.8)</p> <p>Overseas migration Match South Australia’s share of international migrants to Australia with the State’s share of the overall national population over the next 10 years (T1.9)</p>	<p>1.4 Regional population strategy</p>	<p>Develop a strategy for increasing housing sites (Wakefield RC)</p>
<p>Tourism industry Increase visitor expenditure in South Australia’s tourism industry from \$3.4 billion in 2001 to \$5.0 billion by 2008 (T1.13)</p>	<p>3.8 Tourism product development opportunities</p>	<p>Undertake tourism development strategy (Wakefield RC)</p> <p>Identify and support initiatives for tourism related development (DC Yorke Peninsula)</p> <p>Maximise the area’s tourism potential (DC Mallala)</p> <p>Develop a marketing plan and promotional activities (DC Barunga West)</p>
<p>Strategic infrastructure Increase investment in strategic areas of infrastructure, such as transport, ports and energy (T1.16)</p>	<p>5.2 Yorke Peninsula fresh water network</p> <p>5.3 Improve transport networks and services</p> <p>5.4 Improve mobile and broadband networks</p> <p>5.5 Facilitate private sector energy investment</p>	<p>Identify appropriate infrastructure development requirements (Wakefield RC)</p> <p>Provide infrastructure to meet economic development needs (DC of Mallala)</p>
	<p>South Australia Strategic Plan strategies</p>	<p>Yorke Regional Development Board strategies</p>

Objective 3: Attaining sustainability		
<p>Energy consumption Lead Australia in wind and solar power generation within 10 years (T3.2)</p> <p>Greenhouse emissions Achieve the Kyoto target during the first commitment period (2008–12) (T3.3)</p> <p>Ecological footprint Increase the use of renewable electricity so that it comprises 15% of total electricity consumption within 10 years (T3.10)</p>	<p>1.6 Support INRM</p> <p>5.5 Facilitate private sector energy investment</p>	
Objective 4: Fostering creativity		
<p>Internet usage Increase the level of internet use in metropolitan and regional South Australia by 20% within 10 years (T4.7)</p>	<p>5.4 Improve mobile and broadband networks</p>	
Objective 5: Building communities		
<p>Women in leadership Increase the number of female members of Parliament to 50% within 10 years (T5.3)</p> <p>Political participation Increase voter participation in local government elections in South Australia to 50% within 10 years (T5.5)</p>	<p>1.1 Convene Community Leaders Forum</p> <p>1.5 Leadership and representational training program</p>	
<p>State and local government Align State and local Strategic Plans within 12 months of the release of the State Strategic Plan and agree joint initiatives from them (T5.7)</p>	<p>1.1 Convene Community Leaders Forum</p> <p>1.2 Lead regional economic strategy and planning</p> <p>1.3 Contribute an economic perspective to regional planning processes</p>	<p>Improve partnerships with government and the private sector (DC Mallala)</p> <p>Actively promote to the community the opportunities for grant funded projects (DC Yorke Peninsula)</p>
<p>Regional population levels Maintain and develop viable regional population levels for sustainable communities (T5.8)</p>	<p>1.4 Regional population strategy</p>	<p>Develop a strategy for increasing housing sites (Wakefield RC)</p>

South Australia Strategic Plan strategies	Yorke Regional Development Board strategies	Local government strategies
Regional unemployment reduce regional unemployment rates (T5.9)	<p>4.1 Regional employment creation and skills formation plan</p> <p>4.2 Administer regional employment and skills formation plan</p>	<p>Increase employment opportunities in the area (DC of Mallala)</p> <p>Increase the employment base by assisting in the creation of increased opportunities and industry diversity (DC Yorke Peninsula)</p> <p>Facilitate, support and encourage community and business capacity building in the areas of employment and skills (Wakefield RC)</p>
Regional infrastructure Build and maintain infrastructure to develop and support sustainable communities in regions (T5.11)	<p>5.1 Reflect regional infrastructure requirements in government plans</p> <p>5.2 Yorke Peninsula fresh water network</p> <p>5.8 Equitable delivery of social infrastructure</p>	<p>Identify appropriate infrastructure development requirements (Wakefield RC)</p> <p>Provide infrastructure to meet economic development needs (DC of Mallala)</p>
Objective 6: Expanding opportunity		
<p>Aboriginal wellbeing Reduce the gap between the outcomes for South Australia’s Aboriginal population and those of the rest of South Australia’s population, particularly in relation to employment (T6.1)</p> <p>Income inequality Raise the lowest incomes of South Australians relative to those of the average South Australian (T6.3)</p> <p>Non-school qualifications Increase the proportion of the South Australian labour force with non-school qualifications from 50.7% in 2002 to 55% within 10 years (T6.15)</p> <p>TAFE participation Continue to exceed the national average (T6.17)</p>	<p>4.1 Regional employment creation and skills formation plan</p> <p>4.2 Administer regional employment and skills formation plan</p>	<p>Increase employment opportunities in the area (DC of Mallala)</p> <p>Increase the employment base by assisting in the creation of increased opportunities and industry diversity (DC Yorke Peninsula)</p> <p>Facilitate, support and encourage community and business capacity building in the areas of employment and skills (Wakefield RC)</p>

ABOUT THIS PLAN

Process

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References

Employment and Skills Formation Directorate (2005), *Yorke Regional Profile*
Yorke Peninsula Tourism Marketing (2006), *Tourism Strategic Marketing Plan 2006–2008*
Yorke Regional Development Board (2006), *Regional Profile*

Abbreviations

ABS	Australian Bureau of Statistics
ATDP	Australian Tourism Development Program (AusIndustry)
PIRSA	Department of Primary Industries and Resources SA
RPP	Regional Partnerships Program (Department of Transport and Regional Services)
SATC	South Australian Tourism Commission

Yorke