



TATIARA DISTRICT COUNCIL **ECONOMIC DEVELOPMENT AND TOURISM STRATEGY**

2020- 2025



CONTENT

CONTENT

Page

1. the Strategy	3
2. the Tatiara	5
3. our Strength	10
4. current Challenges	11
5. current Opportunities	12
6. emerging Challenges and Opportunities	13
7. Policy & Strategy Context	14
8. Council's Role	14
9. our Approach	15
10. the Evaluation	17
11. the Action Plan	18

Acknowledgement - We acknowledge the Traditional Owners of the land and pay our respects to their Elders, past, present and emerging, and the Elders from other communities who may reside in the Tatiara District Council.

Disclaimer - Every effort has been made to ensure the accuracy of the material and the integrity of the analysis presented in this report. However, the author accepts no liability for any actions taken on the basis of the contents of this report. The information in this report has been prepared specifically for the Tatiara District Council.



the STRATEGY

ECONOMIC DEVELOPMENT IS A SUSTAINABLE INCREASE IN LIVING STANDARDS THAT DELIVERS INCREASED INCOME, BETTER EDUCATION AND HEALTH AS WELL AS ENVIRONMENTAL PROTECTION RESULTING FROM CONSCIOUS AND APPLIED EFFORT.

The Tatiara is a vibrant and prosperous community that offers residents and businesses a broad range of highly rewarding opportunities for work and investment, improving the quality of life for all its residents.

The aim of the Tatiara District Council Economic Development and Tourism Strategy is to maximise the benefits from potential and transformative opportunities presenting to the region through a strategic and proactive approach.

The Strategy establishes an ambitious plan for the district that responds to key challenges with actions to promote economic development, and provides a framework for the delivery of economic development activities. It articulates a vision for economic development in the Tatiara, and provides guidance for Council, the community and businesses as we work towards the realisation of this vision.

The Strategy will guide Council's activities in supporting business and industry, whether through the promotion of local tourism, new investment attraction to the district, support for existing businesses, or the delivery of a range of events across the Tatiara. It is designed to attract visitors to the region, increase visitor expenditure and create local employment opportunities.

Based on extensive engagement with our community, businesses and regional stakeholders, the Strategy reviews the Tatiara's competitive advantages and existing industry trends and identifies new opportunities for sustainable economic growth with a focus on adding value to existing and complimentary industries.



the STRATEGY

The Strategy proposes a range of actions, detailed in the attached Action Plan, across four priority areas:

①

Developing and supporting our **workforce**,

- Attracting and retaining more people to the district to fill the identified key skills gaps and support vibrant and sustainable regional communities;
- Creating local opportunities for skills development and further education.

②

Developing and promoting our **tourism** product,

- In collaboration with partners across the Limestone Coast, and our neighbours to the East and West.

③

Securing ongoing investment in our district's **liveability**,

- Provision of a broad range of modern health and community services;
- Development of an appropriate range of housing options;
- Provision of innovative, varied and competitive educational opportunities for all ages.

④

Building on the district's **competitive advantage**

- In agribusiness, through innovation and value add opportunities;
- Our location on two key transport routes, as the gateway to South Australia and Limestone Coast.

Delivered in partnership with Council, community, businesses, state and federal government, and other stakeholders such as the Limestone Coast Local Government Association and Regional Development Australia, these actions will build the competitiveness and resilience of our local economy and support the ongoing economic wellbeing of our community.

“A VIBRANT, PROSPEROUS AND CONNECTED COMMUNITY BUILDING ITS OWN OPPORTUNITIES.”

Meaning ‘the good country’, the Tatiara region is well positioned to prosper through sustainable growth and development in industry, population and tourism. The district’s underground water supply, exceptional community facilities, innovative and proactive businesses and the strong sense of community all contribute to attracting and retaining residents as well as visitors to live, work, invest and play.

Being perfectly located two and a half hours from Adelaide and four and half hours from Melbourne, the Tatiara region includes Bordertown, Keith, Mundulla, Padthaway, Wolseley, Willalooka and Western Flat. It is one of the largest local government areas in South Australia covering 6,476 square kilometres.

With a population of 6,794 people, the Tatiara region boasts a rich history that is still evident in the natural landscape, historic buildings and facilities today.

A place of diverse industry, environment and people, the Tatiara has grown from its initial farming roots, and is now a regional centre for primary production with a major export abattoir, seed processing and oat milling plants, along with strong manufacturing and logistics enterprises. The Tatiara is also home to important health and educational facilities that service a growing regional base.

The Tatiara District Council area is served by the Dukes Highway, the Ngarkat Highway and the Riddoch Highway, making it an ideal location for economic investment, tourism and events.

A vibrant and prosperous community, the Tatiara offers residents and businesses a broad range of highly rewarding opportunities for work and investment.



the
TATIARA



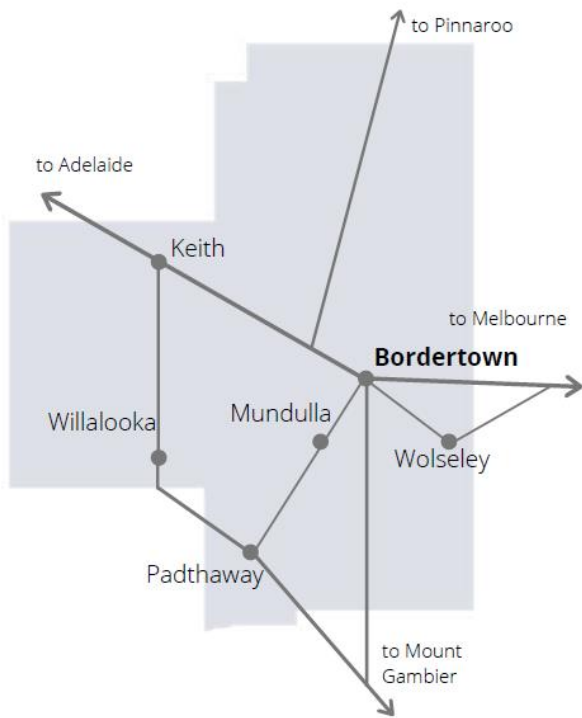
the TATIARA

MAPS

SOUTH AUSTRALIA



TATIARA DISTRICT COUNCIL



**HIGHWAYS CONNECTING
THE TATIARA**
DUKES HIGHWAY
NGARKAT HIGHWAY
RIDDOCH HIGHWAY

POPULATION BY TOWN:	
BORDERTOWN	2,953
KEITH	1,355
MUNDULLA	436
PADTHAWAY	318
WOLSELEY	180
WILLALOOKA	143
WESTERN FLAT	121

the TATIARA

DEMOGRAPHICS



POPULATION: 6,794
MEDIAN AGE: 42



11% BACHELOR
10% DIPLOMA
28% CERTIFICATE
48% NO
QUALIFICATIONS



DECLINE IN RESIDENT
AGE GROUPS:
0 - 17 YEARS
35 - 49 YEARS



39% OF RESIDENTS'
WEEKLY HOUSEHOLD
INCOME IS UNDER \$1,000
(MEDIAN: \$1,158)



441 PEOPLE PROVIDED
UNPAID CARE FOR CHILDREN
OTHER THAN THEIR OWN IN
2016.



WEEKLY MEDIAN RENT:
\$159



10 % OF RESIDENTS BORN
OVERSEAS



INCREASE IN RESIDENTS IN
AGE GROUP:
60 - 69 YEARS

Sources: Profile.ID Community and Economic Profile, 2016 Census Quickstats

the TATIARA



\$411M GROSS REGIONAL
PRODUCT



1,091 BUSINESSES
1.329 ACTIVE ABN



AGRICULTURE: 36% OF
REGION'S OUTPUT
(FOLLOWED BY
MANUFACTURING: 20%)



MEAT PROCESSING
PLANT 450 STAFF
5,500 SHEEP PER DAY



31% (1,195) EMPLOYED IN
AGRICULTURE, FORESTRY &
FISHING



UNDERGROUND WATER
RESOURCES



51% OF EXPORTS RELATE TO
AGRICULTURE, FORESTRY &
FISHING (\$183M)
32% MANUFACTURING
(\$117M)
5% TRANSPORT, POSTAL AND
WAREHOUSING (\$17M)



412 PEOPLE (12%)
WORK FROM HOME



2.09% UNEMPLOYMENT
3,922 RESIDENTS EMPLOYED

Sources: Profile.ID Community and Economic Profile, 2016 Census Quickstats

the TATIARA

TOURISM FACTS



3000/ 1500 VEHICLES PER
DAY ON DUKES HWY/
RIDDOCH HWY



WINE REGION



129 WORKERS IN
TOURISM INDUSTRY



HOME OF THE WHITE
KANGAROOS



\$23M IN VISITOR
EXPENDITURE (2018)



75,000 DOMESTIC
OVERNIGHT VISITORS/
YEAR



2,000 - 3,000 ANNUAL
INTERNATIONAL OVERNIGHT
VISITORS




72,000 DOMESTIC DAY
VISITORS/YEAR



65 % OF TATIARA VISITORS
ARE VISITING FRIENDS AND
FAMILY

Sources: Tourism Research Australia LGA Profiles 2018



our STRENGTHS

The strengths of the Tatiara can be categorised by its placement and proximity, its productivity and its people. While these strengths may be similar to neighbouring and competing regions, it is the character of each town within the Tatiara that makes it unique. These factors are key when developing long term projects, priorities and goals for the region.

STRENGTHS

- Natural Assets
- Health and education facilities
- Progressive and prosperous
- High employment
- Centrally located
- Convenient transport infrastructure
- Stable and sustainable
- Capacity and room to grow
- Desirable lifestyle
- Agribusiness, manufacturing and transport industries strong
- Strong community spirit
- High performing industrial sector
- Engaged local business and resident community
- Cultural and social diversity
- Gateway to South Australia and the Limestone Coast
- Amenities and living/working environment
- Socio economic diversity
- Strong sense of history and visible heritage
- Quality agricultural produce
- A network of towns that have their own character and roles in terms of accommodating population and business
- A diverse, multicultural resident base
- Proximity to arterial road network
- Relationship with wider Limestone Coast region
- High number of local jobs



The current challenges for the Tatiara provide further context about the environment in which Council, industry and the community operate. By identifying these challenges, this Strategy becomes a proactive tool, responding through targeted projects, actions and initiatives, and turning challenges into opportunities which will improve the region's strengths. It is hoped that these challenges could then become opportunities and eventually categorised into regional strengths.

CHALLENGES

- Tatiara brand recognition/ inconsistent messaging/ storytelling
- Tyranny of distance and accessibility, including distance from closest major city by car/bus and the cost of airfares to and from closest major city
- Limited visitor accommodation during major events and festivals
- Further education/ professional development opportunities locally
- Limited rental availability, affordable and appropriate housing
- Attracting and retaining workers
- Energy/electricity costs
- Limited public transport
- Mobile phone coverage
- Poor directional and interpretative signage
- Shortage of night time entertainment
- Demographic shift - loss of 0-14yo and 35-44yo residents
- Lack of iconic tourism product/ experiences
- Apprenticeships - abundance of apprenticeships available, limited willing and ready workforce
- Delivering initiatives that meet the priorities of all businesses in the municipality
- Threat of large job losses, e.g. meat processing
- Meeting increasing demand for land for both residential and industrial use
- Meeting needs of a multicultural community
- Aligning retail offering with community needs
- Attracting specific retailers to business centres to meet local demand
- Creating a broad awareness of Council business programs
- Competitive advantages of neighbouring municipalities for businesses looking to relocate



current

OPPORTUNITIES

Opportunities are a product of the environment in which we operate, and assist in providing direction for attainable and realistic outcomes from this Strategy for the Tatiara.

OPPORTUNITIES

- Intrastate 'Staycations'
- Increasing popularity of ecotourism, nature and wilderness experiences
- Self-drive/ self-tour routes, and cycling/ walking trails
- Tatiara's online presence and marketing
 - Potential residents and visitors are online and unlimited
 - Further promotion of existing tourism products that resonate with visitors when they think of the Tatiara (White Kangaroos, wine region, sport, nature)
 - Promotion of events
- Stakeholder collaborations and joint initiatives/ resource sharing
- Enhance the visitor experience and overall appeal of the region through improving facilities
- Build understanding around the value of tourism to existing business and community
- Develop the possibilities for cross-promotion and selling of products and events across the Limestone Coast region
- Support caravan parks to invest in infrastructure and amenity upgrades
- Community arts and culture projects
- Access grant funding for regional/ remote areas for tourism development
- Further development of 'paddock to plate' tourism, showcase the variety of local produce
- Build local business capacity and capability to increase variety of offerings to visitors
- Investment in high quality and family friendly accommodation and event venues
- Effectively position the Tatiara to become a more sustainable tourism destination
 - Promoting electric car charging stations
 - Reusable cup communities
 - Plastic-free communities
 - Trails network
- Available industrial land supply
- Attract high value industries and targeted retailers
- Attract businesses that align with the skills of the resident workforce
- Create better connections between businesses and support culture of continual improvement
- Support existing and new social enterprise
- Support growth of creative industries
- Utilise current infrastructure for alternate needs
- Link young people to business community
- Provide local training opportunities
- Look at diversifying land use in industrial areas
- Encourage local community to support local business
- Advocate for improved business resources and support
- Demand for aged care, retirement living and health services
- National Broadband Network
- Increased innovation
- Increasing brand recognition through story-telling



emerging CHALLENGES & OPPORTUNITIES

The emerging challenges and opportunities for the Tatiara are areas of interest that have become evident in recent times. These can evolve and change over time with political, technological, environmental and industrial advancements. These emerging challenges and opportunities must be considered in developing long term priorities for the Tatiara in its pursuit of creating and maintaining a vibrant, prosperous and connected community building its own opportunities.

CHALLENGES

- Lack of resources and funding to market the region and encourage visitors
- No established marketing or destination plan
- Lack of education of wider community of the true value of tourism to the region and importance of a region-wide commitment to improving the visitor's experience
- Council and community capacity to resource emerging opportunities around technology and tourism
- Retaining young people or attracting young adults back to the Tatiara as contributing residents in employment, economy and community
- Societal gap between low-income and high-income workers
- Job growth in age/health/disability sector and lack of ready and qualified workforce
- Economic leakage - 'retail escape spending'

OPPORTUNITIES

- Rural migration
- Attracting skilled labour in key professions
- Alternative accommodation needs and RV parking places
- Value in regional collaboration to be recognised
- Leader in education and innovation in existing and future industry
- Evolving tourism
 - Increasing visitor expenditure
 - Increasing high value travellers
 - Address decrease in international nights
 - Increase in short-haul destination market
 - Tailored experiences
 - Farm stays
 - High expectations of service
 - Experience development
 - Industry support and red tape reduction
 - Marketing
 - Access
 - Industry capability
 - Infrastructure
 - Promotion of the value of tourism
- Strategic approach to public art, artist support and project



policy & strategy CONTEXT

The development of this deliberate and proactive Strategy has involved research, engagement, and analysis to identify economic development priorities, and provide direction for the Tatiara over the coming years. At the centre of local and regional policy is the need to ensure that communities have the infrastructure and services that will best serve current and future residents, employment opportunities and industry.

The challenge for Council is to ensure that where possible, economic strategy and business development support align to its broader policy position and that the partnership between local and state government is robust and functional. The Economic Development and Tourism Strategy has considered a range of state, regional and local strategic plans and industry sector plans. This review has highlighted a range of challenges and opportunities that require Council and the Tatiara community to respond through strategic actions.

The priorities within this Strategy reflect the need of communities to adapt to economic and social change with a focus on building connections, infrastructure and partnership that will help drive growth.

Stakeholder engagement was undertaken through surveys, workshops, and discussions with key sectors operating within the region.

Council's ROLE

Local government plays an integral and strategic role in cultivating a positive economic development environment with the intention of attracting residents, business and investment. Economic development is a key component of the objectives of a council under the South Australian *Local Government Act 1999*.

Council's role in economic development is focused on the following elements:

- Business support
- Enabling infrastructure
- Leadership and culture
- Marketing and promoting economic opportunities
- Strategic land use and asset planning

Private enterprise will continue to be the primary contributor to business development, investment, and growing the local economy with the support of Council and its vision of a vibrant, prosperous and connected community building its own opportunities.



our APPROACH

This Strategy provides a framework to guide Tatiara District Council in supporting the development of the local economy. Like many regional areas, the broader economic environment in which the Tatiara operates is changing. This presents challenges and opportunities for our economy to grow, become more diverse and competitive, create employment and harness opportunities to enhance residents' standard of living. This Strategy has been developed through a wide range of research, data and gap analysis, and stakeholder engagement. The five-step process used to develop the Strategy is detailed below:

- ① Review of existing environment
- ② Competitive Analysis
- ③ Consultation
- ④ Opportunity Identification
- ⑤ Implementation and Monitoring

1

Review of Existing Environment

Research included analysis of key policies and macro-economic trends. Data was collected from activities and reports developed in recent years. A comprehensive report was provided with Census data including employment statistics, industry outputs, trends and regional opportunities. This report also provided detail on the state of the regional economy and gross regional product analysis.

Competitive Analysis

An analysis of the Tatiara's competitors and how the communities within compare to neighbouring councils was completed. The evaluation of their strengths and weaknesses has provided an insight as to why new residents or business owners would choose the Tatiara over other communities.

2

Competitive analysis helps determine potential advantages and barriers within the community to attract new residents, business and industry. A vital process to help the Tatiara anticipate external factors and market changes that can then be used to its advantage, the competitive analysis assists in defining the Tatiara's value proposition and why it is the choice location for new business.

In addition to the traditional competitors within Limestone Coast, competitive analysis of Coorong District Council, Southern Mallee District Council and West Wimmera Shire Council was also completed. Whilst these neighbouring regions have similar characteristics in terms of statistical data, each community has a distinctiveness that allows them to develop their value proposition, or unique selling point.



our APPROACH

3

Consultation

Stakeholder engagement was undertaken through surveys, workshops, and discussions with key sectors operating within the district. This stage involved gathering input from:

- Approximately 60 business owners and community members who attended consultation sessions through community meetings
- Approximately 50 phone or face-to-face interviews conducted with business and industry representatives
- 25 responses to online surveys for community, business and tourism
- A public exhibition process to seek community feedback on the draft Strategy between March and April 2020

Throughout the consultations, it was evident that community members, business owners and stakeholders are very passionate about improving the liveability of the Tatiara.

Opportunity Identification

4

Findings from the consultation stage validated some previously held beliefs and findings around economic development in the Tatiara, and the values and aspirations of the people who live and work here. Importantly, it has also presented new information about the local economy and ideas on how we can achieve our goals through exciting community based projects, as well as long-term advocacy campaigns.

From the data collected through research and community consultations, a gap analysis was completed identifying opportunities to add value to existing business, industry and community liveability.

5

Implementation and Monitoring

With the evidence and findings from the previous steps, the Strategy was written with a framework of four Strategic Levers to address Tatiara's current and future key economic drivers.

- This is a 5-year Strategy that will inform Council's annual Business Plans.
- Actions in the Strategy have been categorised into short, medium and long-term projects.
- Actions within the Strategy have been allocated to a key stakeholder as project lead, and collaborators who have been identified as key partners to assist in achieving the action/project.

The fundamentals behind this Strategy require leadership from Tatiara District Council, partnerships with key stakeholders, innovative delivery of projects and outcomes in the community.



the EVALUATION

IMPLEMENTATION AND EVALUATION

The implementation of the Tatiara Economic Development and Tourism Strategy will be monitored and supported by a Tatiara Economic Development Committee.

The Economic Development Committee will advise Council on economic development and tourism matters in the Tatiara and assist Council to promote economic development and tourism. The Committee will also provide advice on communication, engagement and consultation with the Tatiara's diverse communities, businesses and industries. The Committee will bring together Council representatives, community members and businesses with a shared interest in economic development.

The Committee will use the measures established in the Action Plan to evaluate progress and work with key stakeholders to review the progress of the Strategy and consider the extent to which actions are being implemented and their objectives met.

As with all plans, change will be an ongoing process and will require the support of many stakeholders. The Strategy will be reviewed annually in conjunction with key stakeholders to ensure its relevance and accuracy over its life. A full review of the Strategy will be undertaken with the release of the next census (next Census due August 2021).

The implementation of the Strategy will be regularly reported to Council, and the corporate and community services team will be responsible for coordinating an action plan to deliver the goals of this Strategy. It is expected actions will evolve and adapt over time, however, the overall vision and goals of this Strategy will remain a constant focus. Measuring the success of this Strategy and subsequent action plans will be a mix of qualitative and quantitative measures.

the IMPLEMENTATION

IMPLEMENTATION AND EVALUATION

Examples of Measures of Success



- 5% increase in domestic visitor nights and expenditure by 2022
- 2 new training courses provided and taken up locally
- 2% annual increase in number of registered businesses
- 4 new events hosted in Tatiara over the term of the strategy



- Minimum 3-star reviews for Bordertown Caravan Park, Wildlife Park and Don Moseley Park, Keith
- Increase resident satisfaction, collected through feedback from local committees



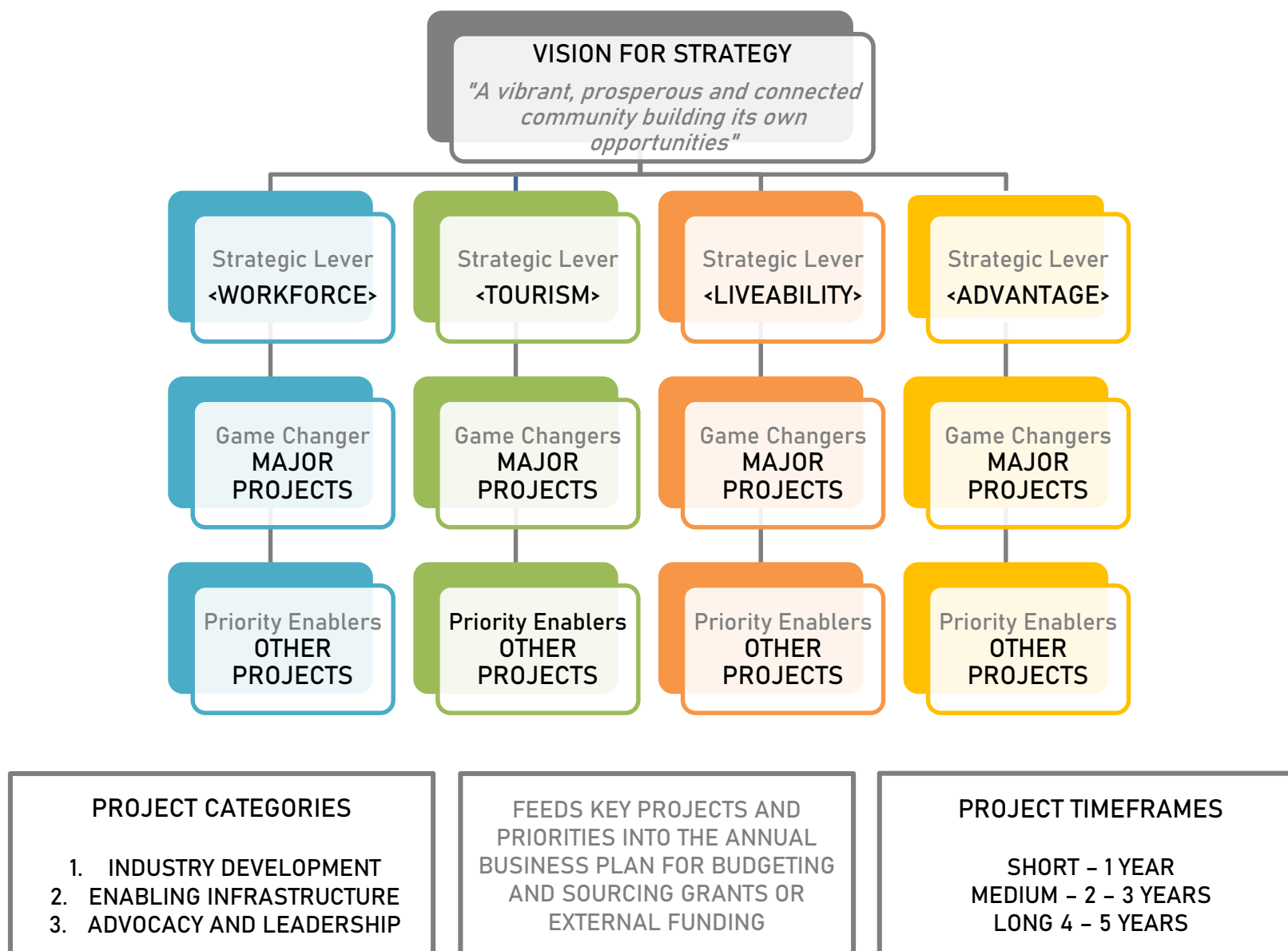
- Number of completed projects over time in line with Council's annual Business Plans
- More advocacy of region to state and federal governments
- Positive feedback from local committees upon the completion of infrastructure based projects in each town



- Increase in positive feedback received at visitor information
- Increased 'young workforce' (25-34) and 'parents and homebuilders (35-49) population groups across the Tatiara
- Increase in childcare services and school enrolments

TATIARA DISTRICT COUNCIL

ECONOMIC DEVELOPMENT AND TOURISM STRATEGY 2020 - 2024



STRATEGIC LEVER: WORKFORCE

GAME CHANGERS - MAJOR PROJECTS

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Industry Development and Attraction	Facilitate and support local training in targeted growth areas: <ul style="list-style-type: none"> • Aged care • Child care • NDIS • Agriculture and transport related trades 	<ul style="list-style-type: none"> • Number of training/ certificate courses provided in the Tatiara 	Short	TAFE SA	<ul style="list-style-type: none"> • Tatiara District Council • State government Department of Health • Industry associations
Enabling Infrastructure	Establish a regional training hub for trade schools, high schools and businesses	<ul style="list-style-type: none"> • Provide two alternative education/ training opportunities as proof of concept • Complete a needs analysis and business plan • Advocate for funding through state and federal government 	Short Medium Medium	Tatiara District Council	<ul style="list-style-type: none"> • Schools • TAFE SA, • Tatiara Business Association • Industry associations
Enabling Infrastructure	Provision of housing options to accommodate workers and family needs across the Tatiara	<ul style="list-style-type: none"> • Expression of interest process for development of Council land • Incentives for development of rental accommodation • Increase in rental accommodation available in the Tatiara. 	Medium - Long	Tatiara District Council	<ul style="list-style-type: none"> • Unity Housing • Private developers • Real estate agents
Advocacy and leadership	Facilitate education round table to explore innovative educational opportunities for all ages	<ul style="list-style-type: none"> • Education round table discussion completed biennially 	Short – Medium	Tatiara District Council	<ul style="list-style-type: none"> • Schools • TAFE SA • RTOs • LCLGA
Advocacy and Leadership	Advocate for adequate Childcare services in areas of need <ul style="list-style-type: none"> • Establish in Padthaway • Increase in Bordertown and Keith 	<ul style="list-style-type: none"> • Increased access to childcare services in Bordertown and Keith to accommodate current and future needs, with particular focus on out-of-school-hours care • Attract and support Family Day Care enterprise in Padthaway 	Short	<ul style="list-style-type: none"> • Bordertown Primary School Governing Council • Padthaway Grape Growers 	<ul style="list-style-type: none"> • Childcare Centres • Schools • State government

STRATEGIC LEVER: WORKFORCE

PRIORITY ENABLERS - OTHER PROJECTS AND INITIATIVES

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Industry Development and Attraction	Continue to facilitate Careers Expo, promoting local employment and training opportunities	<ul style="list-style-type: none"> • Increase in business and industry participation at annual Careers Expo • Positive feedback from schools and students on benefit of Expo 	Short	Tatiara Business Association	<ul style="list-style-type: none"> • Tatiara District Council • Schools • Local businesses
Industry Development and Attraction	Networking opportunities for local businesses, i.e. breakfast sessions, business speed-dating, industry events	<ul style="list-style-type: none"> • Two (2) events held annually for business networking • Promotion of the LCLGA Leadership Program 	Short - Medium	Tatiara Business Association	<ul style="list-style-type: none"> • Tatiara District Council • Tatiara Tourism Association • Local businesses
Industry Development and Attraction	<p>Develop new residents welcome guide and event</p> <p>Employer support for relocation, seamless transition to Tatiara</p> <p>Open Town Day to showcase towns to potential residents and business</p>	<ul style="list-style-type: none"> • New residents information captured through Tatiara District Council, real estate agents • New residents Welcome Guide developed • Annual 'New Residents Welcome' event established • Each town hosts an 'Open Town Day' with visitors looking at relocating • Inclusion of promoting positive stories of Tatiara residents – moving, working and living in the Tatiara • Doctor/ health specific events to attract medical professionals 	Short - Medium	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Business Association • Bordertown on the Move • Keith Urban Development • Padthaway Progress Association • Wolseley Community & Recreation Club • Mundulla on the Move • Willalooka Progress Association
Industry Development and Attraction	Skills Audit in smaller towns to identify needs and gaps in workforce and promote opportunities	<ul style="list-style-type: none"> • Skills Gap identified in each town and used to attract new residents and business 	Short	Tatiara Business Association	<ul style="list-style-type: none"> • Tatiara District Council
Industry Development and Attraction	Promote and support home-based and micro-business development	<ul style="list-style-type: none"> • Information on Tatiara District Council website with checklist and requirements for home based and micro-businesses 	Short	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Business Association

STRATEGIC LEVER: WORKFORCE

PRIORITY ENABLERS - OTHER PROJECTS AND INITIATIVES

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Industry Development and Attraction	Promote the establishment of an Agriculture Employment Support Service	<ul style="list-style-type: none"> • Coordination of an Agriculture Employment Support Service: <ul style="list-style-type: none"> ○ Labour hire that specialises in agriculture and related industry ○ Provides minimum training and qualifications ○ Works across region to provide consistent contractor employment 	Medium	Private enterprise	<ul style="list-style-type: none"> • Agriculture Bureau of SA • Local Ag Bureaus • Farm Management Groups • Tatiara District Council
Industry Development and Attraction	Promote external funding opportunities for small business, including: <ul style="list-style-type: none"> • Supporting Innovation in SA (SISA) • Research, Commercialisation & Start Up Funding (RCSF) • South Australia Chief Entrepreneur funding program 	<ul style="list-style-type: none"> • Increased awareness of alternative funding opportunities for small business in the Tatiara • Increased applications from Tatiara small business to alternative funding sources 	Medium - Long	Tatiara Business Association	<ul style="list-style-type: none"> • Tatiara District Council • Private businesses • Supporting Innovation in SA (SISA) • Research, Commercialisation & Start Up Funding (RCSF) • SA Chief Entrepreneur
Advocacy and Leadership	Advocate for and promote state government incentives to decentralise to regional SA	<ul style="list-style-type: none"> • Information sessions held explaining Designated Area Migration Agreement (DAMA) • Advocate to SA and federal government 	Short - Medium	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Business Association • Member for Mackillop • State Government
Advocacy and Leadership	Further promote the 'Service with a Smile' and 'Special Effort Awards' throughout the Tatiara	<ul style="list-style-type: none"> • Award guidelines (re)drafted to six (6) awards annually • Include outstanding houses, gardens and shop fronts in guidelines 	Short	Tatiara Business Association	<ul style="list-style-type: none"> • Tatiara District Council • Local business owners • Local residents
Advocacy and Leadership	Advocate to federal and state stakeholders for locally/ regionally lead migration settlement resources	<ul style="list-style-type: none"> • Funding achieved for local/ regional settlement projects 	Long	Tatiara District Council	<ul style="list-style-type: none"> • Federal Member for Barker • State Member for Mackillop

STRATEGIC LEVER: TOURISM

GAME CHANGERS - MAJOR PROJECTS

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Industry Development and Attraction	Develop a Tatiara Marketing Plan and Guide on use of Tatiara brand for local tourism businesses	<ul style="list-style-type: none"> Plan developed and implemented at regional and local level 	Short	Tatiara District Council	<ul style="list-style-type: none"> Tatiara Tourism Association Tatiara Business Association Independent tourism operators
Industry Development and Attraction	Market the Tatiara as <i>the</i> regional SA event destination	<ul style="list-style-type: none"> Increase in regionally significant events confirmed or hosted in the Tatiara 	Medium	Tatiara District Council	<ul style="list-style-type: none"> Tatiara Tourism Association Tatiara Business Association Independent tourism operators
Industry Development and Attraction	Explore opportunities for collaboration / packages of tourism products, accommodation and services along Dukes/ Western, and Riddoch Highways	<p>Visitor packages promoted through:</p> <ul style="list-style-type: none"> Tatiara District Council tourism website Tatiara Tourism Association/ Business Association Facebook pages southaustralia.com Limestone Coast pages Individual businesses/ collaborators Social events and association social media pages <p>20 packages booked by visitors to the region in first year of promotion</p>	Short	<ul style="list-style-type: none"> Tatiara Economic Development Committee Tatiara District Council 	<ul style="list-style-type: none"> Tatiara Business Association Tatiara Tourism Association Independent tourism operators
Industry Development and Attraction	Utilise digital technology to promote tourism in the Tatiara	<ul style="list-style-type: none"> Increase to 50 business listings for Tatiara (currently 12) on the Australian Tourism Data Warehouse Increase presence of Tatiara tourism businesses on third party tourism sites such as TripAdvisor Increase the Tatiara's presence on social media with Tatiara Facebook and Instagram accounts. 	Short	<ul style="list-style-type: none"> Tatiara Economic Development Committee 	<ul style="list-style-type: none"> Tatiara Tourism Association Tatiara Business Association

STRATEGIC LEVER: TOURISM

GAME CHANGERS - MAJOR PROJECTS

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Industry Development and Attraction	Improve Industry Capability through: <ul style="list-style-type: none"> • Group training • Information and resource sharing 	<ul style="list-style-type: none"> • Establish a region-wide data collection process to ensure visitor statistics and feedback is collected in a strategic approach. • Utilise 3 key questions in data collection, such as: <ul style="list-style-type: none"> ○ What is your postcode ○ How long are you in the area for? ○ What made you decide to visit the Tatiara? • Group Training Sessions that contribute to the overall improvement of visitor experience, including: <ul style="list-style-type: none"> ○ Local product information ○ Customer Service ○ Social Media and marketing 	Short - Medium	Tatiara Economic Development Committee	<ul style="list-style-type: none"> • Tatiara Business Association • Tatiara Tourism Association • Independent tourism operators • Tatiara District Council
Industry Development and Attraction	Promote opportunities and encourage use of Recreation Lake Bordertown by visitors and local residents	<ul style="list-style-type: none"> • Recreation Lake listed on traveller websites/ apps • Increased number of people visiting lake for recreation (fishing, walking, art) 	Short	Tatiara Economic Development Committee	<ul style="list-style-type: none"> • Tatiara District Council • Tatiara Business Association
Industry Development and Attraction	Develop Tatiara Visitor Amenities Plan, incorporating: <ul style="list-style-type: none"> • Designated RV parking (incl. 24-48 hour designated areas) • Pet friendly facilities • Public amenities – toilets and bins (and upgrades) • Playgrounds/ spaces • Tourism signage, incorporating: <ul style="list-style-type: none"> ○ Town entry signage (and facilities signage) ○ Visitor and information signage ○ Event signage 	<ul style="list-style-type: none"> • Long term plan developed to ensure a strategic approach to upgrades and maintenance of key amenities and facilities across the Tatiara • Positive feedback received at Visitor Information Centre and online through peer review sites (TripAdvisor, Facebook pages, WikiCamps) • Positive feedback from the community reported to Council through the local committees 	Short	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Tourism Association • Tatiara Business Association • Local committees

STRATEGIC LEVER: TOURISM

PRIORITY ENABLERS - OTHER PROJECTS AND INITIATIVES

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Industry Development and Attraction	Promote RV parking locations utilising traditional and online media platforms such as WikiCamps, website and signage	<ul style="list-style-type: none"> • Increase in number of RVs parking at designated parking areas • Decrease in number of RVs parking in non-designated areas 	Short – medium	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Tourism Association • Caravan Industry Association Australia
Industry development and attraction	Promote local produce to visitors	Local produce packaged as gift packs and sold at high traffic areas throughout the Tatiara	Short - medium	Tatiara WorkCentre Purple Paddock	<ul style="list-style-type: none"> • Tatiara District Council • Tatiara Tourism Association • Local producers
Industry Development and attraction	Assist visitors in accessing events and local tourist attractions in the Tatiara	Shuttle bus service utilised for large-scale events.	Medium	Local event coordinators	<ul style="list-style-type: none"> • Tatiara Tourism Association • Tatiara Business Association
Industry development and attraction	Explore the opportunity for new businesses, including: <ul style="list-style-type: none"> • Bicycle hire across the Tatiara • Pop-up café / multiuse café space (Padthaway) • Bordertown Community Café • Community taxi/ bus or Uber • 24 hour fuel outlet (Padthaway) 	<ul style="list-style-type: none"> • Promotion of new business ideas online as a tool to attract new residents <ul style="list-style-type: none"> ○ Tatiara websites ○ Social media 	Medium	Tatiara Business Association	<ul style="list-style-type: none"> • Tatiara District Council • Tatiara Tourism Association
Enabling Infrastructure	Ensure facilities are adequate for hosting regionally significant events	<ul style="list-style-type: none"> • Completion of town Recreation Precinct Planning that will identify key locations, facilities and infrastructure for regionally significant events • Upgrades to identified facilities to accommodate regionally significant events 	Short	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Economic Development Committee • Local committees • Local event coordinators
Enabling Infrastructure	Landscape Keith Rail Yards and Bordertown former Shell Depot	<ul style="list-style-type: none"> • Landscaping completed on both sites 	Short	Tatiara District Council	<ul style="list-style-type: none"> • Bordertown on the Move • Keith Urban Development
Enabling Infrastructure	Tourist information at Tesla station	<ul style="list-style-type: none"> • Tourist information and promotional signage installed 	Medium	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Tourism Association

STRATEGIC LEVER: TOURISM

PRIORITY ENABLERS - OTHER PROJECTS AND INITIATIVES

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Enabling Infrastructure	Murals on toilet blocks	<ul style="list-style-type: none"> • Keith public toilet blocks at Don Moseley Park and Heritage Park • Undertake review of interest in other towns for mural projects on public toilet blocks 	Medium	Tatiara District Council	<ul style="list-style-type: none"> • Keith Urban Development • Bordertown on the Move • Mundulla on the Move • Wolseley Community & Recreation Club
Enabling Infrastructure	Development of nature based play space at Bordertown to encourage travellers to stop <ul style="list-style-type: none"> • Themes suggested include: <ul style="list-style-type: none"> ○ Water ○ Farming/ agriculture ○ Unique 	<ul style="list-style-type: none"> • Conduct a comprehensive review of play spaces in Bordertown and determine the right location for development or redevelopment • Bordertown's new play space has been highlighted through tourism and children's forums as a place to stop, relax and visit 	Medium	Tatiara District Council	<ul style="list-style-type: none"> • Bordertown on the Move • School councils • Kinder Gym • Parents Advisory Committees
Enabling Infrastructure	Develop and enhance the public art in the Tatiara with a strategic approach across the district	<ul style="list-style-type: none"> • Development of a Public Art Plan sympathetic to each community's character • Development of public art work which enhances the Tatiara and surrounding region 	Medium	Tatiara District Council	<ul style="list-style-type: none"> • Bordertown Arts Council Inc. • Keith Art Group • PEAK • Tatiara Palette Painters • Tatiara Tourism Association • Progress and On the Move committees
Enabling Infrastructure	Further development of the White Kangaroo Park to enhance the visitor experience	<ul style="list-style-type: none"> • Installation of a boardwalk or viewing platform 	Long	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Tourism Association • Bordertown on the Move

STRATEGIC LEVER: TOURISM

PRIORITY ENABLERS - OTHER PROJECTS AND INITIATIVES

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Enabling Infrastructure	Investigate opportunities to capitalise on iconic attractions in each town	<ul style="list-style-type: none"> • Example: Big (Wine) Barrel – Padthaway • Investigation completed 	Long	<ul style="list-style-type: none"> • Bordertown on the Move • Keith Urban Development • Padthaway Progress Association • Wolseley Community & Recreation Club • Mundulla on the Move • Willalooka Progress Association 	<ul style="list-style-type: none"> • Tatiara District Council • Tatiara Economic Development Committee • Padthaway Grape Growers
Enabling Infrastructure	Establish a tree top walk in Mundulla Common	<ul style="list-style-type: none"> • Complete a feasibility study and conceptual design of attraction • Source funding for construction of the tree top walk 	Long	Mundulla on the Move	<ul style="list-style-type: none"> • Tatiara District Council • Tatiara Economic Development Committee
Enabling Infrastructure	Explore potential of Hawke House as visitor destination	<ul style="list-style-type: none"> • In partnership with federal government complete a business case for Hawke House that considers potential operating models, including different functions and community/ business uses, and financial modelling 	Short - Medium	Department of Infrastructure	<ul style="list-style-type: none"> • Tatiara District Council • Tatiara Economic Development Committee • Bordertown on the Move • University of SA • National Heritage Trust
Enabling Infrastructure	Increase pop-up attractions that add value to established attractions, events and businesses	<p>Examples include:</p> <ul style="list-style-type: none"> • Retail shops (that complement existing) • Demographic specific events (Mums who wine and dine night) • Art installation • Recreation activities (hammocks in park, inflatable waterpark, bean bag toss, piano in the park) 	Medium	Tatiara Tourism Association	<ul style="list-style-type: none"> • Tatiara District Council • Tatiara Business Association • Event coordinators

STRATEGIC LEVER: TOURISM

PRIORITY ENABLERS - OTHER PROJECTS AND INITIATIVES

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Advocacy and Leadership	Collaborate with neighbouring and regionally significant tourism associations	<ul style="list-style-type: none"> Ongoing representation of Tatiara District Council at regional LCLGA tourism committee/ board level, attendance at networking events Development and implementation of a Memorandum of Understanding (MOU) with Wimmera Mallee Tourism Collaborate with Wimmera Mallee Tourism on projects with shared benefits across regional boundaries 	Ongoing	Tatiara Economic Development Committee	<ul style="list-style-type: none"> Tatiara District Council Tatiara Tourism Association Tatiara Business Association Wimmera Mallee Tourism Association
Advocacy and Leadership	Further promotion of day tours, suggested itineraries and tourist routes in region (online and brochures), including: <ul style="list-style-type: none"> Bush Pubs Walks, self-guided tours Gold Escort Route 	<ul style="list-style-type: none"> Promotion to regional service clubs and community organisations Collaborating with neighbouring tourism regions to connect themed itineraries. 	Medium	Tatiara Economic Development Committee	<ul style="list-style-type: none"> Private enterprise
Advocacy and Leadership	Encourage longer visitors stays by promoting affordability and varying options of caravan parks and camping grounds across the Tatiara	<ul style="list-style-type: none"> Marketing campaigns to include affordable and variety of accommodation options. 	Medium – Long	Tatiara Economic Development Committee	<ul style="list-style-type: none"> Tatiara District Council Tatiara Business Association Caravan Parks Accommodation Businesses
Advocacy and Leadership	<ul style="list-style-type: none"> Provide an innovative presence to visitors Visitor Information Centre – open longer on the weekends, particularly with large events Tourist information at large events to include opportunities to cross promote events, attractions and businesses 	<p>Display/exhibit at regional events including:</p> <ul style="list-style-type: none"> Keith Diesel & Dirt Derby 2020 Tatiara SA Masters Games Local Shows Large scale events in neighbouring regions (Naracoorte, Wimmera Mallee), i.e. Lucindale Field Days <p>A ‘Tatiara Trailer’ that can be used as a transportable tourist information hub and Council exhibit at events</p>	<p>Short</p> <p>Long</p>	Tatiara District Council	<ul style="list-style-type: none"> Tatiara Tourism Association

STRATEGIC LEVER: TOURISM

PRIORITY ENABLERS - OTHER PROJECTS AND INITIATIVES

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Advocacy and Leadership	Explore the viability of a farmers market / community market on fixed weekends of the year, complimenting/ adding value to other events	<ul style="list-style-type: none"> Complete an expression of interest process to determine whether there is interest from a community organisation to coordinate a farmer's market/ community market 	Medium	Tatiara Economic Development Committee	<ul style="list-style-type: none"> Local committees Purple Paddock Tatiara Work Centre
Advocacy and Leadership	Connect with, and promote Tatiara	<ul style="list-style-type: none"> Enlist support of Tatiara Ambassadors, such as <ul style="list-style-type: none"> Tatiara Ex-Pat's People connected with a theme related to Tatiara Hashtag competitions/ crowd sourcing content competitions such as photography and itineraries 	Short	Tatiara Economic Development Committee	<ul style="list-style-type: none"> Tatiara District Council Tatiara Business Association Local businesses
Advocacy and Leadership	Explore potential opportunities for local indigenous stores to be shared	<ul style="list-style-type: none"> Collaborate with local families to share stories and history 	Medium	Tatiara Economic Development Committee	<ul style="list-style-type: none"> Tatiara District Council Tatiara Business Association Local families

STRATEGIC LEVER: LIVEABILITY

GAME CHANGERS - MAJOR PROJECTS

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Enabling Infrastructure	Development of Bordertown Health Hub	<ul style="list-style-type: none"> • Feasibility study/ concept completed • Stakeholder engagement, investors and tenants secured, construction commenced 	Short Long	<ul style="list-style-type: none"> • Bordertown Health Hub Working Group • Bordertown Health Foundation 	<ul style="list-style-type: none"> • Tatiara District Council • Health professionals/ agencies
Enabling Infrastructure	Redevelopment of new change rooms at Padthaway's Sports Precinct	<ul style="list-style-type: none"> • Change rooms completed, including all abilities access facilities, toilets and netball change facilities 	Short	Padthaway Football Netball Club	<ul style="list-style-type: none"> • Tatiara District Council

STRATEGIC LEVER: LIVEABILITY

PRIORITY ENABLERS - OTHER PROJECTS AND INITIATIVES

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Industry development and attraction	Enhance and improve the information available to entrepreneurs, business owners and investors about the Tatiara	<ul style="list-style-type: none"> • Business and investment section on Tatiara District Council website to be expanded to provide resources, checklists and information on how to start a new business, expand an existing business or invest in the region 	Short	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Business Association
Advocacy and Leadership	Develop new and promote existing social activities for young residents	<ul style="list-style-type: none"> • Establish a Blue Light Disco event • Establish a Community Youth Group to coordinate events and engage with Tatiara youth 	Medium	<ul style="list-style-type: none"> • SA Police, • Youth Groups 	<ul style="list-style-type: none"> • Tatiara District Council • Schools
Advocacy and Leadership	Establish non-structured social sport and recreation opportunities such as: <ul style="list-style-type: none"> • Weeknight social sports • Corporate lunchtime sports 	<ul style="list-style-type: none"> • Collaborate with Recreation SA and sporting clubs to explore the opportunities of non-structured sport across the Tatiara 	Medium	Sporting Clubs	<ul style="list-style-type: none"> • Tatiara District Council, • Starclub Field Officer, • Recreation SA
Advocacy and leadership	Undertake master planning of each town's sport and recreation requirements to ensure future needs are met	<ul style="list-style-type: none"> • Master plans completed for each town 	Short - Medium	Tatiara District Council	<ul style="list-style-type: none"> • Local sporting clubs
Advocacy and Leadership	Advocate for communications improvements including internet upgrades where businesses partner on wireless systems	<ul style="list-style-type: none"> • Reduction of number of mobile black spots • Access to NBN or alternatives (large scale WIFI link solutions, small data networks) 	Medium	Tatiara District Council	<ul style="list-style-type: none"> • Telecommunications and IT providers

STRATEGIC LEVER: COMPETITIVE ADVANTAGE

GAME CHANGERS - MAJOR PROJECTS

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Advocacy and Leadership	Market the Tatiara as a true regional centre – strategic location and available services	<ul style="list-style-type: none"> • Development of marketing campaign • Increased enquiries and attraction of new business and industry 	Short	Tatiara District Council	<ul style="list-style-type: none"> • Tatiara Business Association
Advocacy and Leadership	Advocate for distributed energy generation	<ul style="list-style-type: none"> • Use of alternative energy supplies to supplement existing energy grid • Promotion of take up of battery storage by individuals, business and industry 	Long	Tatiara District Council	<ul style="list-style-type: none"> • Local industry leaders
Advocacy and Leadership	Advocate for improvements to the power grid	<ul style="list-style-type: none"> • Lobby for improvements to the power grid including cross border opportunities 	Long	Tatiara District Council	<ul style="list-style-type: none"> • Local industry leaders

STRATEGIC LEVER: COMPETITIVE ADVANTAGE

PRIORITY ENABLERS - OTHER PROJECTS AND INITIATIVES

CATEGORY	ACTION	PERFORMANCE MEASURE	TIMEFRAME	LEAD STAKEHOLDER	OTHER STAKEHOLDERS
Industry development and attraction	Develop an investment prospectus showcasing the Tatiara as a <i>vibrant, prosperous and connected community building its own opportunities</i>	<ul style="list-style-type: none"> Investment prospectus completed and distributed 	Medium	Tatiara District Council	<ul style="list-style-type: none"> Tatiara Business Association Local committees
Industry Development and Attraction	Install weather stations and soil moisture probes in strategic locations for data sharing	<ul style="list-style-type: none"> Five (5) new weather stations/soil moisture probes installed across the Tatiara 	Short - Medium	Ag Bureau of South Australia	<ul style="list-style-type: none"> Local Ag Bureaus Farm Management Groups Tatiara District Council
Industry development and attraction	Distribution/ traders centre – trade and shop local	<ul style="list-style-type: none"> Research possibility of online traders portal or Facebook group Completion of needs analysis for physical warehouse if interest increases 	Short Long	Tatiara Business Association	<ul style="list-style-type: none"> Local business owners
Industry Development and Attraction	Support initiatives that contribute to climate resilience in primary production, renewable energy and intensive livestock whilst complimenting existing agriculture related projects	<ul style="list-style-type: none"> Promotion of initiatives, funding and projects that contribute to climate resilience in primary production, incl. alternative, less water intensive crops for irrigation 	Long	Tatiara District Council	<ul style="list-style-type: none"> Ag Bureau of South Australia Local Ag Bureaus Farm Management Groups
Advocacy and Leadership	Investigate viability of establishing a business incubator at industrial estate	<ul style="list-style-type: none"> Feasibility study completed Conceptual designs completed EOIs received from potential users 	Short - Medium Medium - Long Long	Tatiara District Council	<ul style="list-style-type: none"> Tatiara Business Association Bordertown on the Move
Advocacy and Leadership	Advocate to state and federal government to recognise and develop growth corridor along the Duke's Highway from Keith to Bordertown	<ul style="list-style-type: none"> Share the story of what's happening in the Tatiara including good news growth and new business Advocate for the Tatiara to be included in the SA extension of Great Ocean Road route via M Gambier to Keith 	Short	Tatiara District Council	<ul style="list-style-type: none"> State government Federal government
Advocacy and Leadership	Explore alternative funding sources to stimulate capital investment in the region	Examples include: <ul style="list-style-type: none"> Community Bonds Small start-up loans for migrants unable to access traditional finance Superannuation funds 	Long	Tatiara District Council	<ul style="list-style-type: none"> Tatiara Business Association Australian Migrant Resource Centre



Tatiara
the good country

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