



Waikerie Prosperity Strategy

A strategy to be delivered in partnership
between the Waikerie Community and
the District Council of Loxton Waikerie

Waikerie Prosperity Panel

facilitated by Dr Kristine Peters

February 2017

Waikerie Prosperity Strategy

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Introduction

In response to concerns raised by the community about economic development in Waikerie, the District Council of Loxton Waikerie (DCLW) invited a representative cross section of local business and community leaders (the Waikerie Prosperity Panel) to participate in a series of workshops to develop a *Waikerie Prosperity Strategy*. This *Waikerie Prosperity Strategy* reflects the proposals and ideas that were generated by the Prosperity Panel, with input by Council.

It is anticipated that the wider community, in particular Waikerie businesses, service clubs and community groups will actively champion the prosperity process and engage their membership in discussion and commentary on the *Draft Strategy* and, once adopted, to work collaboratively to implement the *Waikerie Prosperity Strategy*.

Consultation on the *Draft Strategy* occurred from mid 2016, and comments were considered by the Panel and resulting amendments made for recommendation to Council for adoption at its February 2017 meeting.

The process of developing the *Prosperity Strategy*

In preparation for the Prosperity Panel workshops, Council distributed a background paper (the *Waikerie Prosperity Strategy Community Panel Discussion Paper*) that provided context for Panel members. Dr Kristine Peters of KPPM Strategy was engaged to deliver four Prosperity Panel workshops that covered:

Workshop #1: Our role, understanding prosperity, project ideas

Workshop #2: Activating the community's vision

Workshop #3: Key Recommendations

Workshop #4: Discussion with Council CEO and Mayor

Workshop #5: Consideration of responses from public consultation

The *Draft Strategy* will be presented at the July meeting of the District Council of Loxton Waikerie, with community consultation on the *Draft Strategy* to follow.

The Prosperity Panel has indicated it is prepared to provide feedback to Council on the outcomes of the community consultation process.

"Primarily the Panel saw opportunity from the development of the Riverfront Precinct, attracting aged care/retirement living, and a much more business and investment focus in the community. We should focus on these big ideas to ensure Council knows what we want." *Panel Member*



The development of the Strategy

Local Government is a minor player in regional prosperity. The biggest impetus for economic development comes from business, services (health and education) and investors. While Council's role is critical, Local Government cannot activate investment without the support of an involved and inspired community.

Council's idea of convening a Prosperity Panel for the express purpose of developing a *Waikerie Prosperity Strategy* demonstrated its desire to both activate and collaborate with the community to drive prosperity in Waikerie.

Responsibilities set out in this *Strategy* will need discussion, planning and community support - and there will be some adjustment as the *Strategy* unfolds. Importantly, the goodwill and sound direction generated by the Prosperity Panel will put Waikerie in a strong position to step forward and work together to achieve the Panel's vision.

The Waikerie Prosperity Goal

The overarching goal of the *Draft Waikerie Prosperity Strategy* is to:

Position Waikerie as the 'go to' town for business investment, tourism and new residents.

Prosperity is more than economic. A prosperous community has strong social bonds, is inclusive of diversity, welcoming of new residents, and engages in activities that promote health and wellbeing.

Prosperous communities direct their own future by engaging with the democratic process to further their goals, by forming and supporting clubs and groups that activate projects and programs, and by encouraging and involving people with a range of skills and attitudes.

Business and employment contribute to prosperity, and the *Waikerie Prosperity Strategy* sets out actions to increase business investment, but it's people who make it work.



Coordination and collaboration

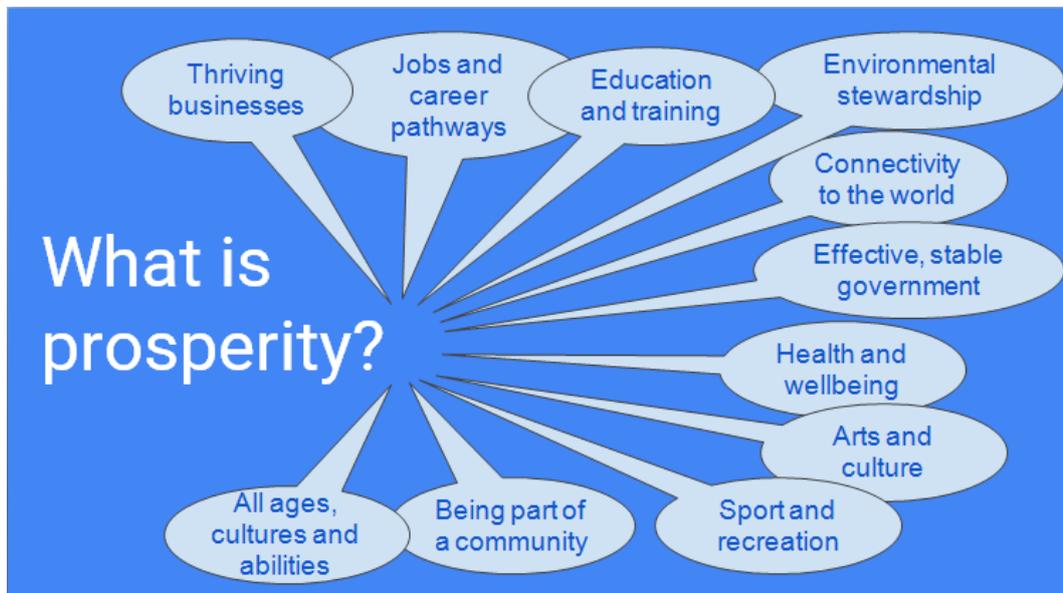
This goal will be achieved through a coordinated approach to development in Waikerie, based on community leadership and a positive and purposeful collaboration between community, businesses, investors and Council.

Key Focus Areas

The Prosperity Panel have prioritised the following key areas as crucial in forging a more prosperous future for Waikerie:

1. A more engaged, proactive, inclusive and innovative community.
2. Rejuvenated main streets.
3. Use and flexibility of our riverfront is maximised.
4. Recognise and capture the opportunities of an ageing population.
5. Our economic based is diversified and our population is growing.
6. Our natural advantages are promoted and sustained.

These priorities underpin the three implementation stages and are the filters through which we will distil our thoughts and initiatives.



Why focus on these?

At first glance, the *Prosperity Strategy* looks like an economic development plan. But it's more than that. Every priority and action in the *Strategy* has been included because it contributes an answer to the question "How does this drive prosperity in Waikerie?".

Some actions are obvious - weekend opening will attract caravan park visitors and keep people in the town longer. Some have clear links to prosperity - good playgrounds with toilets and coffee nearby will attract families to visit and stay. Other actions appear at first glance to be 'planning for the sake of planning' (e.g. the Tourism Strategy), however coordinated planning is essential to get everyone working together and moving in the same direction. A staged *Strategy* allows Waikerie to get early 'runs on the board' *and* prepare plans that will drive longer term results.

The *Strategy* needs to activate prosperity for local residents, for existing businesses and primary industries, for new businesses and investors, and for tourists and visitors - to extend their stay, get them to come back, and encourage them to relocate to the area.

The Riverfront-town connection

With the development of the new Caravan Park, we need to think about the way the Waikerie Riverfront is presented and functions so that visitors and locals are out and about enjoying this beautiful asset.

It's about place activation - good facilities, events and things to do - and links between the Riverfront and the main streets, bringing visitors into the town.

Kerry and Chas

Kerry and Chas have three primary school children. They need a change from their busy lives, so they've borrowed a caravan and are planning a number of trips around South Australia to help them to choose a place to buy a weekender and perhaps resettle.

They've seen ads for the Waikerie Caravan Park, and have booked in for the weekend. They're not experienced travellers, but they know what they like:

- A good playground that will keep the kids entertained when they're not sightseeing
- A shady spot to sit and relax near the playground, preferably with a good coffee available within a few metres of the playground
- Things to do during the day: water skiing, kayaking, nature trails, art/museums
- A restaurant and bar with a view of the River - within easy walking distance so they can have a few drinks and wind down at night
- An interesting main street that's open all weekend
- Information about real estate and jobs in the area, where they can get a sense of whether the community is welcoming, the schools and health facilities are good, and there's enough to keep them entertained



Waikerie Prosperity Strategy

Industry diversity and new investment

Waikerie is ideally placed to expand food production and processing, especially as land values are pushing producers out of the Adelaide Plains, and the Sturt Highway/Northern Expressway/Northern Connector/Port River Expressway will provide excellent freight movement to the city and Port Adelaide/Outer Harbor.

A warm climate, good health services, good internet, room for residential expansion and excellent passive and active leisure facilities make Waikerie a good location to appeal to the retirement and aged care sectors.

- Develop incentives that appeal to investors to come and create new industries based on relatively affordable land, established food production supply, good labour source, pressured water and access to market.
- Promote the successes so that people understand the opportunities gained from locating businesses in Waikerie
- Develop a food industry group that helps to provide a soft landing to investors, and coordination for smaller producers to aggregate transport and marketing
- Collaborate on a more intentional basis with industry groups to identify opportunities for expansion and support
- Work with the schools to assist young people to understand the opportunities in the area, and to build a spirit of enterprise so that they can stay in the district and build successful businesses and careers
- Develop initiatives to provide accommodation for seasonal workers whilst partnering with businesses that have seasonal needs (e.g. local businesses share temporary workers to keep them here all year). Labour market certainty will help primary industry to grow and local spend will help our economy.
- Aged care and retirement living provide jobs across all skill levels and create local career opportunities and population increase, both of which are strong drivers of economic growth.

Making it happen

During the early Prosperity Panel workshops, many people felt that a dedicated Economic Development Officer was needed to activate this *Strategy* and provide an internal 'go to' point within Council.

As the *Strategy* started to take shape, it became clear that appointing a single person would not necessarily be the best approach, as there are a number of different specialist elements to be activated (e.g. boating industry, aged care industry, tourism, food production and processing).

A better solution is to apply skills and resources to specific projects.



In many cases, the individuals or groups that are driving the initiative will have the skills to deliver these, and can tap into Council's skills and knowledge. If an initiative needs additional human resources, this should be treated as a discrete project - with well defined skills, tasks and outcomes and funding to deliver that project.

This approach means that, unlike a single overstretched economic development officer, a range of organisations and human resources can be implementing Waikerie Prosperity projects at the same time.

Initiatives

The specific initiatives to activate and link the Riverfront are summarised below under the key focus areas:

A more engaged, proactive, inclusive and innovative community

- The community is an active partner in Waikerie's Prosperity
- An Economic Development Forum will assist in engaging the community (via existing groups) and providing a communication conduit between Council and community and business groups
- It is important to look at each major initiative and action to develop a tailored communication plan to best suit that particular action
- Find ways for our youth to be involved in their future prosperity and tell their stories of Waikerie and its opportunities

Rejuvenated main streets

- Activating main streets:
 - Extending opening times, improving customer service and joint promotions/activities to encourage and retain visitors into Waikerie shops and arts and culture venues - businesses need to get involved in joint initiatives and marketing to ensure the main streets are active (including weekends) and appealing to the increased visitor numbers expected from the caravan park development and other key attractions and initiatives
 - The Riverland West Chamber of Commerce is a key driver in activating the main streets and should work with Council to identify incentives for businesses to smarten up shop fronts and facades
 - The Waikerie CBD Revitalisation project currently underway will improve public amenity in Waikerie



- Acknowledge businesses that have upgraded their street presence
- Investigate demand and delivery options for a co-operative market place
- Work with landlords to facilitate pop up or short term tenancy of vacant shops

Use and flexibility of our riverfront is maximised

- Updating the *Riverfront Masterplan* to include the caravan park, new river-view and marina residential areas, a significant sized (water) playground and the initiatives set out in this *Strategy*
- Riverfront and river view living:
 - Get approvals in place to limit the risk and delays for investors
 - Identify alternative options for residential development with river access or river views and
 - change zoning to reflect this (where possible under flood restrictions)
- Improving amenity at the Riverfront:
 - Lawn planting and landscaping (Council is already planning for this)
 - Additional toilets
 - Storage facilities for markets/events
 - Utilities (electricity, wifi, water, lighting) to support larger events
- Creating leisure space on the Riverfront that can be enjoyed by all - this may mean:
 - Ensuring existing facilities and structures on the riverfront contribute to Waikerie's prosperity
 - Attracting investment to expanding houseboat mooring options and ensuring the location of these provides better visitor access to the riverfront
 - Making it easier for cruising/visiting boats to call in at Waikerie and access food/drinks and shopping (possibly a shuttle service)
 - Improving the look of the existing houseboat pump facility and work with potential investors to include houseboat pump facilities in new marina developments
 - Promoting Waikerie's boating facilities



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Recognise and capture the opportunities of an ageing population

- Continue to work with the City of Unley to develop an Aged Strategy and potentially Aged Friendly accreditation for Waikerie
- Support the expansion of existing and new accommodation targeting retirees and pre-retirees
- Develop a marketing strategy to attract older people to Waikerie
- Identify opportunities for new and expanded businesses that appeal to and support older residents

Our economic base is diversified, population is growing

- Expansion of River-based activity:
 - Encouraging the growth of the houseboat fleet based in Waikerie
 - Attracting businesses to service the boating sector
 - Attracting schools for education/sporting camps
 - Running events (e.g. markets, ski competitions, music festivals)
- New tourism product:
 - Link people who can provide 'on farm' experiences such as picking oranges, or seeing sheep/lambs with the tourism operators to create additional activities for visitors
 - Identify sites with potential for glamping, do the preliminary approvals, seek funding to develop and promote to investors
- Develop a tourism strategy to provide a coordinated approach to developing new product, building the service and capacity of existing businesses and marketing Waikerie and its attractions (e.g. the River, food, golf, Gluepot, Banrock, birdlife chocolates), it should include strategies to capture the RV market and expansion of the trade-mission connection with the City of Unley



Our natural advantages are promoted and sustained

- Implementing Visitor Information Services that provide relevant information (see the Kerry and Chas example) at key 'touch points' on the Sturt Highway, in town and at the caravan park:
 - Quality services with consistent information at a number of outlets (dedicated Visitor Centres and in-business tourist information)
 - Coordination and promotion of an events calendar
 - Referrals to local businesses and attractions
 - Embracing new technologies - a digital strategy is needed
 - Training and incentives: everyone in Waikerie is an ambassador
 - Strengthening the connection between Visitor Information Services and the Riverland West Chamber of Commerce
 - Research and data to help businesses and investors
 - Identify and promote opportunities from our rich aboriginal and white settlement history

- New infrastructure:
 - Upgrade of wayfinding and information signage, both physical and digital (e.g. What's on in Waikerie)
 - Playgrounds, toilets and coffee shop/kiosk facilities on the Riverfront
 - Create and promote walking and cycling trails along the Riverfront, in the wetlands, and between the River and the town
 - Infrastructure in the main streets to support street markets and public events (lighting, power, water, shade etc)
 - Good facilities for RV parking in Waikerie
 - Ensure areas used for free camping are clean and tidy - taking control and regulating these sites if needed
 - Expand the type of camping experiences available in the district (e.g. low cost camping for families) by upgrading or managing sites such as Harts, Maize Island and Hogwash - investigate opportunities for the CMCA to invest in RV parks
 - Optimise the use of prominent buildings (e.g. Lion's Den and old Toy Library building)
 - Upgrade the main entrances to Waikerie, as spelt out in the Waikerie Town Beautification Plan



Integration with other plans

The Prosperity Panel recognises that other specific plans and initiatives have been developed over time that will have impact on Waikerie's prosperity

Several of these include the Waikerie Town Beautification Plan and the Waikerie CBD Revitalisation Plan

It is considered important that within the first year of the proposed Economic Development Forum (see recommendation in Stage 1 later in this Strategy) that these plans and initiatives are reviewed and where appropriate are integrated with this Strategy, or at the very least complementary actions and initiatives are synchronised so that the potential for duplicated effort and confusion is minimised



A staged approach

The three stages of the *Strategy* reflect the Panel's desire to build relationships that 'get runs on the board' (Stage 1); improve the amenity and vitality of Waikerie (Stage 2); and implement strategic marketing and promotion - based on our upgraded assets - to deliver our goal (Stage 3).

All three stages are premised on better engagement of the Waikerie community, in communications with Council, in talking with and activating 'movers and shakers', and in supporting the inclusion of new and diverse communities in the economic and social life of the town.

In summary the stages of the *Prosperity Strategy* are:

1. Early wins with clear outcomes (2017/19)
2. Consolidating our competitive position (2018/19)
3. Reaping the rewards (2019-2021)

It is proposed that a community based **Economic Development Forum** (EDF) will be formed. Its purpose is communication and guidance. It will capture and communicate ideas and initiatives so that Council, RDA, business, service and community groups are 'in the loop' and can provide timely and appropriate information and encouragement. It will play a significant role in the activation of Waikerie business and community roles in this *Prosperity Strategy*.

Economic Development Forum membership is proposed to reflect business, community, environmental interests including the RDA and Council leaders who have the time, skills and desire to drive the implementation of the *Waikerie Prosperity Strategy*. Economic Development Forum members should be well connected - people who hear about ideas and initiatives - and can bring these ideas to Forum meetings and Council to prioritise activation. It is expected that the Forum will meet four times per year.

Two working groups have also been suggested:

The **Riverfront Masterplan Working Group** - a community liaison group to assist in shaping the updated Riverfront Masterplan, and determining early upgrade works at the Riverfront; and a **Tourism Strategy Working Party** - driven by tourism operators, with representation by Council, Destination Riverland and RDA - to develop and oversee the implementation of the *Waikerie Tourism Strategy*.

These groups will ensure that key stakeholder perspectives are embedded in Council and community planning and that the business sector and community groups are partners in implementing these plans.



Waikerie Prosperity Strategy

1. STAGE 1: Early wins with clear outcomes (2017-19)

The goal of Stage 1 is to get things moving, particularly in relation to the benefits that will flow from the establishment of the new Caravan Park. Stage 1 is also about communicating the *Waikerie Prosperity* vision to the community - to get them involved and active.

Action	Driver	Initiatives	Measures
Coordinated leadership			
1. Convene an Economic Development Forum group and set Terms of Reference and forward meeting dates	Drivers: Local Leaders with Council representatives, RDA	The Economic Development Forum has a significant role in activating and monitoring implementation of the <i>Strategy</i>	Forum convened and Terms of Reference agreed May 2017
2. The EDF identifies responsibility for actioning community and business tasks in the <i>Prosperity Strategy</i>	Driver: EDF	Agencies and community and business groups have identified <i>Prosperity</i> projects that they will lead	Agencies, clubs and groups have incorporated projects into internal planning September 2017
3. Engage with multicultural and new resident groups and include them in community planning and programs	Driver: EDF Schools, Churches, Service Clubs and Community Groups	Representatives of the main multicultural groups are involved in the Economic Development Forum	New residents and people from different cultures are involved in <i>Waikerie Prosperity</i> July 2017
4. Engage with youth and include them in community planning and programs	Driver: EDF, Schools	Youth representatives are involved in the Economic Development Forum	Support youth retention and involvement in planning for their future July 2017
5. Other plans and initiatives that potentially impact Waikerie's prosperity are identified and reviewed for potential alignment	Driver: EDF, Council	The Waikerie Beautification Plan and Waikerie CBD Revitalisation Plan and any others are reviewed for similarity	Similar initiatives are coordinated July 2017



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Action	Driver	Initiatives	Measures
Communications			
6. Council activity in Waikerie is communicated	Driver: Council	Council presents updates to identified groups and provides regular communication via a range of media	EDF monitors feedback from community and advises Council and partners re effectiveness At EDF meetings
7. Each major initiative / action has a communication plan developed to ensure clear understanding	Driver Council, EDF	Communication is specific, regular, innovative and tailored to each initiative	EDF monitors feedback from community and advises Council and partners re effectiveness At EDF meetings
Updated Riverfront Masterplan			
8. Convene a Working Group to guide planning for an updated Waikerie Riverfront Masterplan .	Driver: Council Riverfront Masterplan Working Group	The Masterplan should incorporate as a minimum the ideas presented on Pages 5-6, including events and popup licensed venues, a significant sized (water) playground, a plan to expand and relocate the houseboats, and specific projects at the Riverfront such as planting lawn, toilets and facilities for events	The Masterplan is completed, including appropriate community consultation, and endorsed by Council and key stakeholders and investors March 2018



Waikerie Prosperity Strategy

Action	Driver	Initiatives	Measures
Waikerie Tourism Strategy			
9. Develop a <i>Waikerie Tourism Strategy</i> that guides the development of branding and marketing, signage and visitor services	Driver: Waikerie Tourism Strategy Working Party (convened for this purpose), includes operators, Destination Riverland, RDA and Council	The Tourism Strategy should reflect the initiatives set out in this document and connect with SATC and Destination Riverland directions	The Waikerie Tourism Strategy has been developed, received feedback and adopted by key stakeholders December 2017
10. All businesses are supported to provide information to visitors to assist them staying longer in the Riverland West	Driver: Riverland West Chamber of Commerce Coordination with VIC	Develop and implement a plan to address the points set out on Page 5	Visitor Information services meet the current and future needs of visitors Sept 2017
Vibrant and exciting main streets			
11. Businesses (existing and new) are supported to participate in and benefit from ventures that capitalise on emerging tourism opportunities	Driver: Riverland West Chamber of Commerce	Coordinated marketing, shop front/facade upgrades, new tourism activities and weekend opening programs are put into place (see Pages 5-6)	Caravan park guests and other visitors have plenty to do and see in Waikerie's main streets - even on weekends June 2017
12. Identify and promote grant, training and incentive programs that improve business capability and customer service standards	Drivers: Riverland West Chamber of Commerce, Service Clubs and Community Groups, RDA	Businesses in Waikerie are more profitable and provide excellent customer service	30% of Waikerie businesses have taken part in capacity building and customer service programs December 2017
13. Identify facilities (e.g. power, shade, stage) needed in main streets to	Drivers: Riverland West Chamber of	Forward for consideration in the Waikerie CBD Revitalisation Plan	Facilities are in place 2017 / 18



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Action	Driver	Initiatives	Measures
encourage more street-based events	Commerce, Council		
14. Investigate interest in and demand for a co-operative market place	Drivers: Riverland West Chamber of Commerce, Arts Groups	Feasibility has been established and an implementation plan developed	The idea of a co-operative market place has been evaluated and either deferred or is in the process of being activated July 2017
15. A signage and wayfaring audit is undertaken to identify opportunities and non required signage	Drivers: Riverland West Chamber of Commerce, Arts Groups	New and redundant signage and wayfaring requirements are identified	Audit completed Dec 2017
16. Landlords of vacant shops are identified and information provided regarding pop up / short term tenancies	Drivers: Riverland West Chamber of Commerce, EDF, Council	Identify those landlords that may consider popup tenancies and seek Expressions of Interest for people who may take up this opportunity	Tenancies opportunities and tenants matched 2017 / 18
17. Develop concept plans for upgrading town entrances in conjunction with the Waikeire Beautification Plan	Drivers: Waikerie District Community Committee , Service Clubs, Council	The public and private realms of town entrances are progressively upgraded	Concept plans developed and agreed and progressively implemented 2017/18 and beyond
Capitalise on an ageing population			
18. Aged Strategy and potentially Aged Friendly accreditation	Drivers: Council, Service and Community Clubs, Riverland West Chamber of Commerce, Waikerie HAC	Continue to work with the City of Unley to develop appropriate plans and evaluate benefits of accreditation	Aged Strategy complete Dec 18
19. Support the expansion of existing and new accommodation targeting	Drivers: Retirement Village operators,	Effective communication and forward planning between Council	Construction has commenced on additional retirement village



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Action	Driver	Initiatives	Measures
retirees and pre-retirees	Council (planning and zoning)	and industry investors to facilitate the growth of this sector	accommodation December 2018
20. Develop a marketing strategy to attract older people to Waikerie	Drivers: Retirement Village and Aged Care operators, input from Service and Community Groups	The marketing strategy to be implemented and the community supports in place to provide a 'soft landing' for new residents	Marketing strategy launched Dec 18
21. Identify opportunities for new and expanded businesses that appeal to and support older residents	Drivers: Riverland West Chamber of Commerce, RDA, Council, Economic Development Forum	Opportunities for new or expanded ventures are identified and communicated to potential investors	Integrated into communications between Prosperity Partners via the Economic Development Forum December 2018
Natural Environment			
22. Identify and provide basic infrastructure at sites used for free camping	Drivers: Visitor Information Centre Council staff Service clubs assist in maintaining public sites Riverland West Chamber of Commerce is liaising with CMCA	Free camping sites are well maintained, CMCA has been approached about new RV sites	Businesses and VIC/VIOs report positive feedback about free camping sites near Waikerie Dec 17
23. Develop an overall plan and priorities for walking and bike trails in conjunction with initiatives in the Waikerie Beautification plan	Waikerie District Community Committee , Service Clubs, Council	Walking / bikes are planned for best benefit and effect and are planned to be delivered in stages	Walking / bike trails plan, developed, consulted and agreed. Staged implementation of trails From 18/19 and beyond



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Action	Driver	Initiatives	Measures
24. Investigate opportunities for and viability of coordinated marketing of our museums, history and cultural attractions	Visitor Information Centre, Galleries, museums, cultural groups	Market for this type of combined attraction identified and potential partners approached	Package developed and promotional activities commenced
			18 / 19
Accelerate new industry investment	Drivers:		June18
25. Encourage new investors by promoting the benefits of investment in Waikerie, expediting planning and building approvals, and engaging training and employment agencies to ensure skills are available	Council/RDA fund food industry investment prospectus and facilitate network	Create an investment prospectus for the food production/processing sector	
	EDF/RDA: engagement re skills development	EDF Identify skills gaps and work with RDA to create appropriate skills programs	December 2017
	Business leaders: food sector industry group	Support the creation of a food industry group to provide a 'soft landing' for new investors	December 2017
	Council	Supportive planning zoning in place	December 2018
26. Invite key agricultural and horticultural groups or businesses to identify opportunities for growth	Drivers: EDF, Council, RDA, key agricultural and horticultural groups and businesses, Irrigation Trusts	Opportunities and barriers for growth identified and actions and responsibilities agreed	June 2018



Waikerie Prosperity Strategy

2. STAGE 2: Consolidating our competitive position (2018-19)

With the basics in place, Waikerie will be more competitive with other towns and regions in attracting investment, tourism and new residents. Stage 2 reflects on the achievements and visible outcomes from Stage 1, and sets a longer-term strategic direction.

Action	Driver	Initiatives	Measures
Entrances, signage and wayfaring			
1. In line with the brand established in the <i>Waikerie Tourism Strategy</i> (1.6), design and install new entrance, information and wayfaring signage	Driver: Riverland West Chamber of Commerce	Funding has been sourced for an electronic "What's on in Waikerie" sign	The What's On sign is installed and operating effectively June 2018
	Partners: RDA (information about grants) Council (planning/approvals)	A signage audit has been conducted in and a wayfaring and information signage strategy developed	The audit and strategy are complete and funds are secured in Council and business' forward budgets June 2018
Horticultural labour			
2. Producers activate initiatives that bring horticultural labour into the district	Drivers: Producers and investors (via the food industry group - see 1.13) Citrus Australia (SA)	Accommodation options that address seasonality are developed and implemented	Key workers are available when needed June 2018
	Partners: RDA (information about grants) Council (planning/approvals)		



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Action	Driver	Initiatives	Measures
Reputation as a 'go to' town for investors			
3. Council continues to activate a 'can do' approach to development that encourages investment	Driver: Council	Waikerie has the reputation as a good place to invest, start new enterprises and build successful businesses	Commercial building applications have increased by 10% June 2018
4. EDF provides feedback about opportunities and planning/approval barriers, and helps investors to connect to local businesses	Driver: Economic Development Forum Partners: Council, RDA	EDF and its network provide a 'soft landing' for new investors	Enquiries to EDF and Council about new and expanded business opportunities have increased by 20% June 2018
Events, Riverside venues, CBD activation			
5. Riverfront infrastructure upgrades have been implemented according to the Masterplan	Driver: Council (infrastructure dependent on grant funding)	Funding has been obtained and upgrade and amenity works at the Riverfront are complete	The upgrade is complete June 2019
6. Simply upgrading the Riverfront and CBD will not necessarily achieve vibrancy, business and the community will create activation through a coordinated program of events, popup venues, arts and culture	Driver: EDF , Service Clubs and Community Groups, Chamber of Commerce, Council, VIC to produce a calendar of events Partners: Art galleries and museums Schools and community groups 'Small Bar' ventures	A program of activities and events ensures that there's always something for visitors to do in Waikerie	An event or activity occurs in the CBD, Riverfront and district at least 30 weekends per year, employment has increased December 2019



Waikerie Prosperity Strategy

Action	Driver	Initiatives	Measures
Targeted tourism marketing			
7. Now that Waikerie can demonstrate a Unique Selling Proposition, implement marketing activities set out in the <i>Waikerie Tourism Strategy</i>	Driver: Waikerie Tourism Strategy Working Party	All stakeholders (businesses, service clubs and community groups, VIC, Council and Riverland West Chamber of Commerce) are actively living and promoting the Waikerie brand and participating in cooperative tourism marketing	Increase visitation and increased spend in local businesses and Waikerie is recognised internationally by birdwatchers (building on proximity to Gluepot) Visitor counts show a 10% increase in annual visitation December 2019
Growth in Retirement and Aged Care			
8. Based on the work done in Stage 1, accelerate investment through the production of an investment prospectus to expand the Retirement and Aged Care sector	Drivers: Aged Care and Retirement Living providers, Council, RDA	Create an investment prospectus and investment marketing strategy for investors and target markets	Growth in demand for retirement and aged care facilities and services December 2019



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3. STAGE 3: Reaping the rewards (2020-2022)

Stage 3 sees the early work come to fruition. The Riverfront and CBD are vibrant and active places that positions Waikerie as a highly desirable investment, tourism and residential opportunity; community infrastructure has been upgraded; business investment is creating employment and economic opportunity; and new residents are welcomed and included and their skills used in the further development of Waikerie.

Action	Driver	Initiatives	Measures
A heated pool facility			
1. The Waikerie Prosperity Panel believes that a heated pool would keep families in Waikerie, support the retirement/aged care sectors, provide added activities for tourists, and make the town more attractive to new residents	<p>Driver: Pool Committee</p> <p>Partners: RDA (leads to infrastructure grants) Council (planning approvals/funding)</p>	<p>Financial sustainability of a heated pool facility has been determined, infrastructure and operational funding has been secured</p> <p>A cost-effective solution has been identified for the old pool facility</p>	<p>The pool is operating effectively within budget, and meeting KPIs</p> <p>June 2020</p>
Infrastructure at the Riverfront			
2. Implement the Riverfront Masterplan, working with service clubs and community groups, investors and Waikerie businesses	<p>Driver: Riverfront Masterplan Working Group</p> <p>Partners: RDA (infrastructure grants) Council (planning/approvals) Service and Community Groups</p>	<p>Activation projects ensure the Riverfront is meeting objectives</p> <p>Good links between the Riverfront and the town are driving prosperity in Waikerie businesses</p>	<p>The Masterplan has generated private sector and grant funded investment in the Riverfront, there is a pipeline of new investment and business prosperity has improved</p> <p>June 2020</p>



Waikerie Prosperity Strategy

Action	Driver	Initiatives	Measures
Desirable housing			
3. Encourage new housing that takes advantage of River views/access	<p>Drivers: Land owners with desirable land Developers and investors</p> <p>Council, EDF</p>	<p>Work with developers and target markets to design housing that positions Waikerie as a unique and desirable destination</p> <p>Identify areas of land that have river views for potential rezoning consideration</p>	<p>Underutilised land is being taken up for new housing</p> <p style="text-align: right;">December 2022</p> <p>Land to be identified, submissions provided to Councils Strategic Planning and Development Committee</p> <p style="text-align: right;">June 2020</p>
Booming investment			
4. The food production and processing sector is expanding as a result of Waikerie's competitive advantages	<p>Drivers: Investors Developers Economic Development Forum Council</p>	<p>EDF and the food industry group are channelling information to potential investors regarding major and niche opportunities that capitalise on the benefits of locating in Waikerie</p>	<p>Waikerie is the 'top of mind' location for new food production/processing investment</p> <p style="text-align: right;">June 2021</p>
5. The residential and aged care sectors are growing steadily, and Waikerie is achieving its goal as an ideal location for retirees and the labour force to support this market	<p>Drivers: Investors Developers Economic Development Forum Council Service Clubs, Community Groups</p>	<p>Investors are working with training companies and promoting workforce growth to support expansion of the Aged Care sector</p> <p>Clubs and groups are actively involving new residents in the social</p>	<p>Population growth of older residents is balanced by younger workers servicing this sector</p> <p style="text-align: right;">June 2021</p> <p>Waikerie is highly desirable for retirees who are welcomed into the</p>



Waikerie Prosperity Strategy

Action	Driver	Initiatives	Measures
		and volunteering networks	community June 2021
Update the Waikerie Prosperity Strategy			
6. Review the effectiveness of the Waikerie Prosperity Strategy	Driver: EDF, Council, RDA, community	Annual reporting is reviewed, outcomes and missed opportunities assessed and an evaluation of the Plan is made	An evaluation report is presented with recommendations on the next plan and process for community and economic development
7. The 2022-2030 Prosperity Strategy had been developed	Driver: EDF, Council, RDA	A coordinated plan for continued prosperity is in place	The 2022-2030 Plan has been completed and endorsed June 2022

