



YORKE PENINSULA ECONOMIC DEVELOPMENT AND TOURISM STRATEGY 2022 - 2026

Updated April 2023



ACKNOWLEDGEMENT OF COUNTRY



Yorke Peninsula Council acknowledges the Narungga (traditionally spelt Nharangga) people, the traditional owners of the Country and pay respect to their Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the Country. We acknowledge that they are of continuing importance to the Narungga people living here today.

Front cover image location: Port Rickaby

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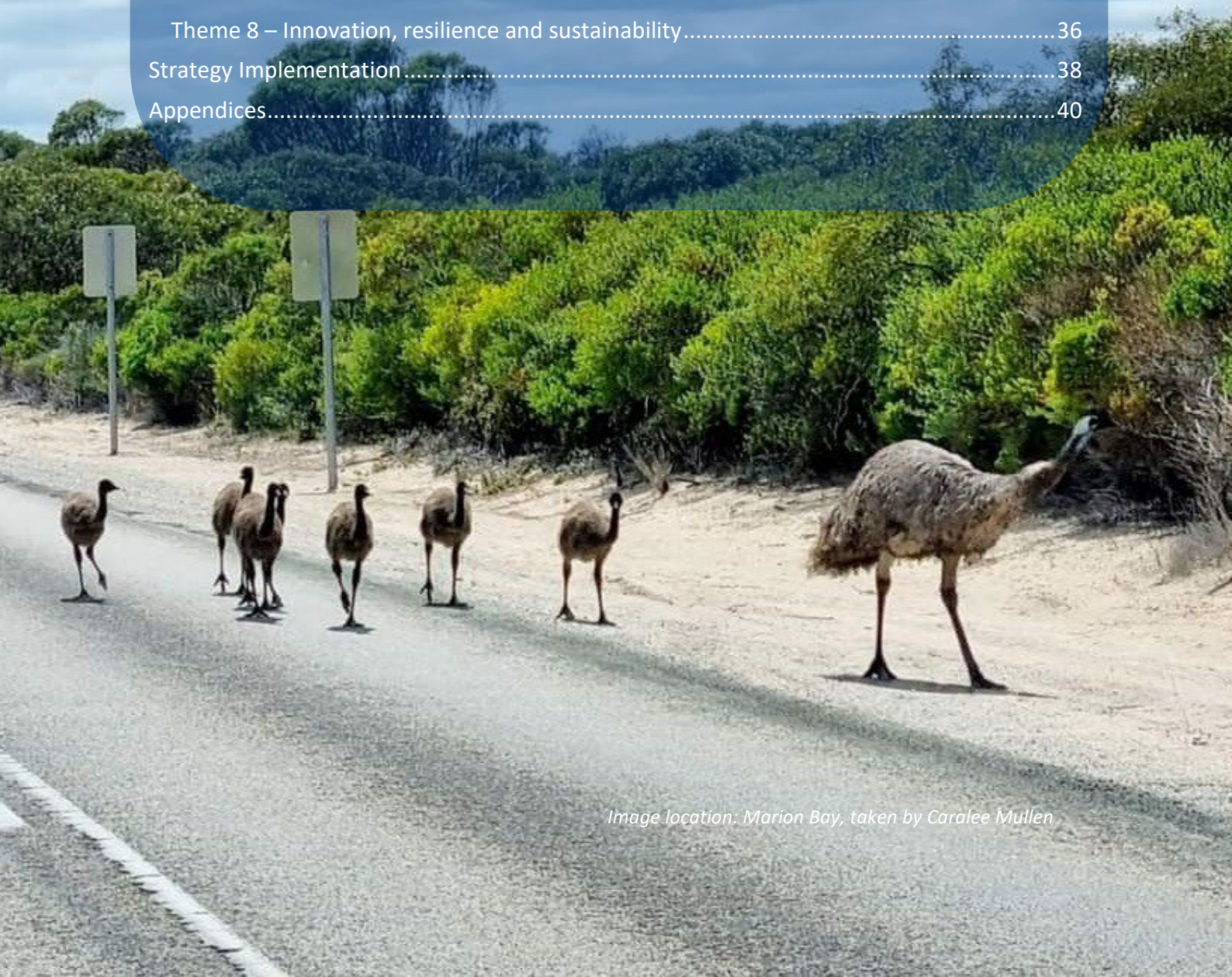
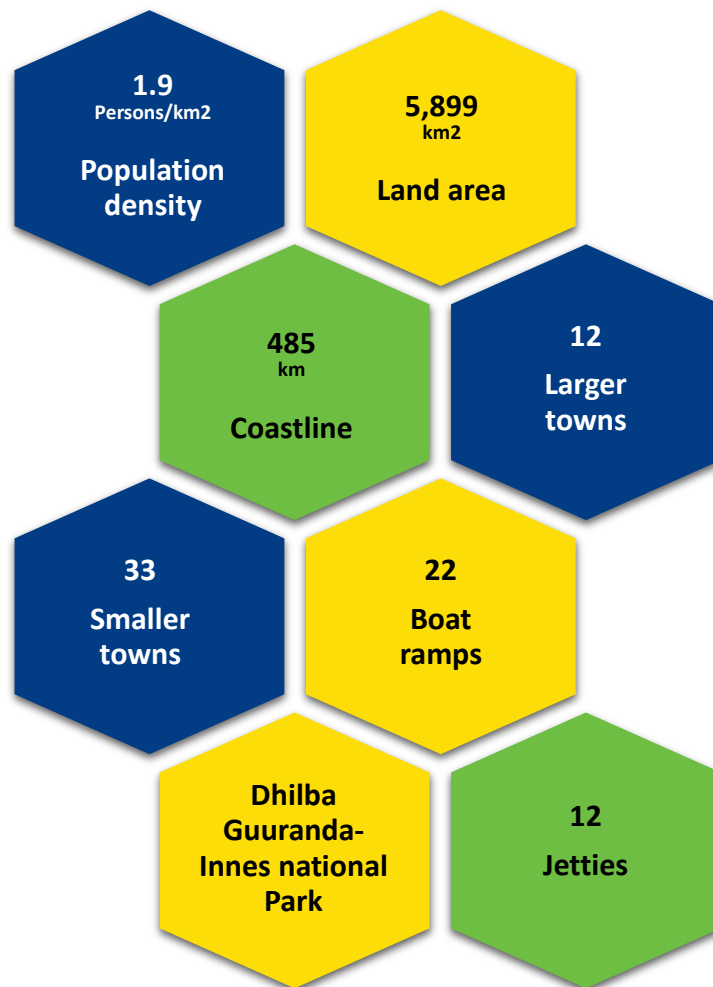


Image location: Marion Bay, taken by Caralee Mullen

STRATEGIC CONTEXT AND SITUATION ANALYSIS

The Yorke Peninsula

Yorke Peninsula is between 1.5 to 3 hours' drive from Adelaide. This travel time will be reduced thanks to the completion of the Port Wakefield Overpass and Duplication Project by late 2022. Its proximity to Adelaide provides Yorke Peninsula with opportunities in economic development, such as supply chain links and visitor flows. Additionally, the vast land area potentially accommodates the region's economic growth in the long term. However, the residential dispersal challenges the deliberate delivery of limited resources for economic development across the region.



Other advantages of Yorke Peninsula include:

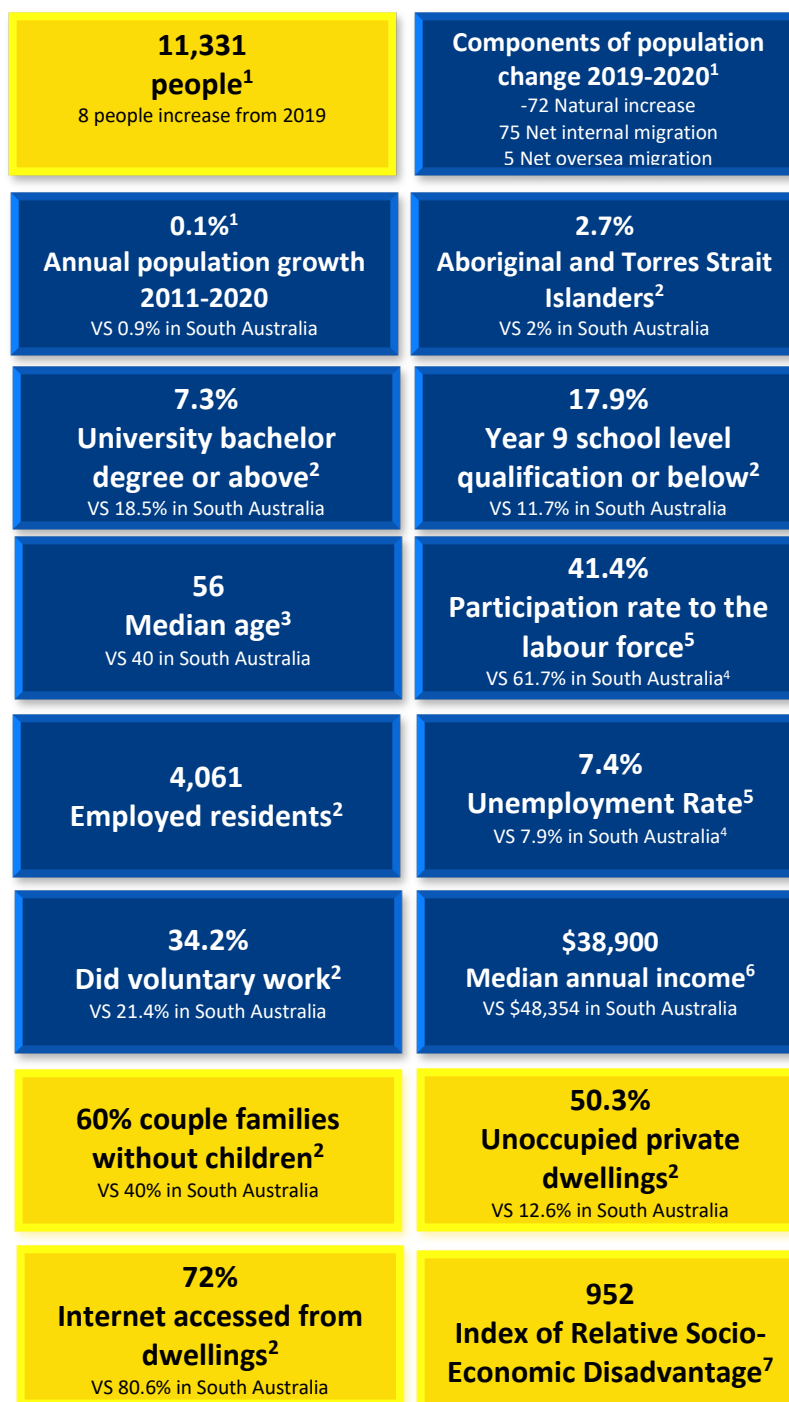
- An abundance of natural resources: Yorke Peninsula is home to one national park, a beautiful coastline, and a wide range of flora and fauna species in addition to salt lakes, stunning sunset and numerous Instagrammable spots from endless golden fields.
- Environmental conservation projects including the Windara Reef and the Marna Banggara projects are potential resources for eco-tourism activities.
- A relaxed and traditional country lifestyle.
- A rich culture and history embodied in museums, mural trails, heritage buildings, lighthouses, and shipwrecks.
- The historical and current cultural values from the Narungga community.

Community profile

Yorke Peninsula is home to 11,331 people. The proudest community characteristic of Yorke Peninsula is the relatively high volunteering rate. This is a significant tailwind factor for the successful economic initiatives in the region and the “local focus” identified in this Strategy

However, the ageing population and lack of a skilled workforce are community characteristics that may affect economic growth.

In the Regional Voice 2020 conducted by Businesses SA, skill availability was ranked as the number one challenge by businesses in Yorke Peninsula, Mid-North and Port Pirie.



¹ ABS Cat.No.3218, at 30 June 2020

² ABS Census, 2016

³ ABS Cat.No. 3235.0, at 30 June 2019

⁴ ABS Cat.No.6202.0, June 2020, Seasonality Adjusted

⁵ Department of Employment, Small Area Labour Market, Smoothed Labour Force, June quarter, 2020

⁶ ABS Cat.No. 6524.0, 2017-18, excluding Government pensions and allowances

⁷ ABS Cat.No. 2033.0.55.001, 2016

The local economy

Agriculture, Forestry and Fishing as well as Tourism are the economic backbones of Yorke Peninsula. These two industries drive the growth of other sectors, including business services industries (such as professional, administrative, financial and insurance services) and population services industries (such as healthcare, real estate, education, construction).

A common characteristic of these two industries is their vulnerability to the natural environment and the uncertainties such as severe weather and crisis events. The strong reliance on agriculture, forestry and fishing results in a skewed economy of Yorke Peninsula. This means that the potential of high-valued and labour-intensive industries such as accommodation, food, retail, education and training, health and wellness, and creativity is not yet optimised.



1313

Businesses⁸

-0.2% change from 2018-19

1 business increase since 2015-16



\$1.4B

Output⁹

22.7% change from 2018-19

\$255.8M increase since 2015-16



\$676M

Gross Regional Product⁹

7.1% change from 2018-19

\$71M increase since 2015-16



\$561.1M

Gross Value Added⁹

9.2% change from 2018-19

\$72.1M increase since 2015-16



4,206

Local jobs⁹

2% job change from 2018-19

85 jobs decline since 2015-16



Top 5 industries of employment in 2019-20⁹:

Agriculture, Forestry and Fishing 25.7%

Construction 11.6%

Healthcare 11.4%

Retail trade 8.6%

Education 8.2%



Agriculture, Forestry and Fishing in 2019-20⁹:

44.1% of businesses

31.5% of Output

35.5% of GVA

25.7% of employment



Agriculture commodity value share of Yorke Peninsula in regional South Australia in 2015-16¹⁰:

51.1% of lentil

12.3% of barley

10.7% of wheat

⁸ ABS Cat.No. 8165.0, 2019-20

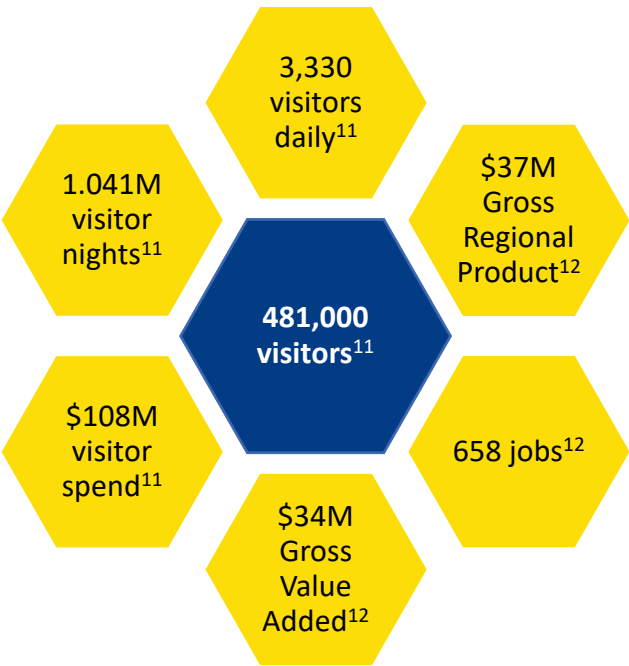
⁹ NIEIR 2021, compiled and presented by economy.id

¹⁰ ABS Cat. No. 7503.0, 2015-16

The tourism industry

The tourism industry is not just about accommodation and food and dining. Any industries where the product providers are in direct contact with visitors are classified as tourism-related industries. For instance, a supermarket, a fuel station, in addition to a caravan park and a cafeteria all serve visitors and benefit from a visit of travellers.

The tourism satellite account - a standard statistical framework set within the context of the whole economy - is developed as the main tool for the economic measurement of tourism so that tourism’s contribution to the economy can be determined and can be compared with other industries. Based on this framework, the tourism industry of Yorke Peninsula in 2018-19 was estimated to be the second most job generated industry in the municipality (after Agriculture, Forestry and Fishing).



2019 SNAPSHOT

2020 AND DOMESTIC OVERNIGHT VISITORS

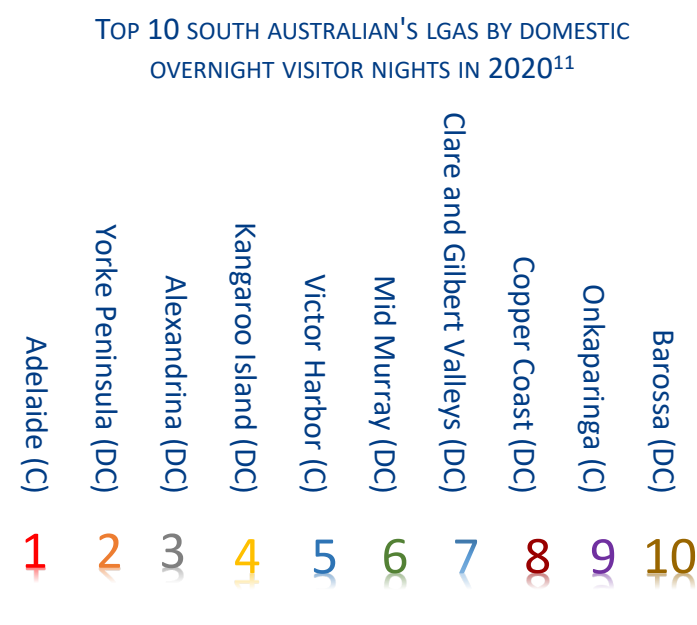
Visitors ¹¹	Visitor nights ¹¹	Visitor spend ¹¹
301,000	1,048,000	\$93M
-0.7% change from 2019	2.6% change from 2019	2.2% change from 2019
7.5% share of regional South Australia’s visitations	7.7% share of regional South Australia’s visitor nights	5.1% share of regional South Australia’s visitor spend

¹¹ Tourism Research Australia - National Visitor Survey and International Visitor Survey and Regional Expenditure database. Daytrip and international visitor data were smoothed over a four-year average. Domestic overnight visitor data were unsmoothed.

¹² As the tourism economic data for Yorke Peninsula (LGA) are not available, an estimate alternative was used by using the visitor spend of Yorke Peninsula (LGA) benchmarked against the tourism economic values of Yorke Peninsula (tourism region) in 2018-19 published by Tourism Research Australia.

Current challenges for the visitor economy of Yorke Peninsula include:

- **Low spend per night of domestic overnight visitors**
- **Seasonality:** 35% of visits by domestic overnight visitors occur during summer, whereas only 18% of the visitations from this segment were in winter.
- **Poor linkage of local produce and tourism:** contradicting the rich agriculture and seafood resources of Yorke Peninsula, the region’s local produce is not recognised at tourists’ touchpoints.
- **Supply shortage:** limited food/drink options, lack of high-end accommodation result in potential economic loss from this supply shortage, particularly in addressing travel needs of shack owners, visitors visiting friends or relatives, and affluent travellers. Additionally, scarce corporate function options across Yorke Peninsula hinder the region from attracting corporate events and business travellers. Furthermore, there is limited add-on experience for visitors of different travel purposes and local transport options. Due to limited tourism offerings, a high volume of visitations to Yorke Peninsula contradicts a modest contribution of these visitor flows to the local economy.
- **Lack of packages and touring itineraries:** the region is well recognised as a destination for self-drive trips. However, there are limited self-guided itineraries specifying things to do in a package with accommodation, eating and events to drive demand from the self-drive segment.
- **Business capacity pressure:** family-based businesses, micro- to small-scale enterprises, the seasonality and the staffing cost during weekends and public holidays exacerbate a pressure on tourism businesses on the Yorke Peninsula to maintain their service availability all-year-round for visitors.
- **Limited business capability:** many tourism businesses on Yorke Peninsula experience



limited know-how on digital communication channels, business plans, marketing and branding.

- **Market development:** the traditional markets of Yorke Peninsula are grey nomads in their caravanning trips and South Australian families with children on holiday trips. The region's exposure to international visitors, inter-state family travellers and young solo travellers is limited. Additionally, there are untapped niche markets such as travellers with disabilities, people with special food needs, and corporate events visitors.
- **Limited understanding of the visitor economy and its values:** the wider business community expresses a low appreciation of tourism dollars in the local economy and the significance of customer services.
- **Place marketing and communication:** visitors' understanding of Yorke Peninsula is limited and often associated with free or low-cost activities, a relaxing but occasionally sleepy destination. The destination's communication is limited and confusing.
- **Place branding:** there is a lack of a framework to harness current efforts and echo the identity of Yorke Peninsula.
- There is no mechanism of destination stewardship available for the tourism development of Yorke Peninsula.

Image location: Yorketown



COVID-19 and its impact on the Yorke Peninsula economy

COVID-19 urges a refreshment for the economy of different scales, in which transformative initiatives, responsible economic growth, climate change mitigation, and nature care are echoed. This global trend regulates how Yorke Peninsula shapes economic trajectories in general and the visitor economy in particular.

Among various efforts to better build back the economy after the pandemic, sustainable development terms such as decarbonised economy, regenerative economy, circular economy are explored. These concepts denote the green ecological economy based on low energy consumption and low pollution.

Regarding the visitor economy, the pandemic has re-shaped travel patterns, transformed customer behaviours, and re-defined what makes a travel experience. Among emerging market trends are the increasing interest of Australian travellers in their “backyard”, exploring regional areas and supporting local businesses. Additionally, nature connection is the most prevailing travel trend in post-COVID-19. At the strategic planning level, the attributes of sustainability, resilience, and social license are increasingly practised. Thus, tourism recovery by boomerang back to the pre-COVID19 is ineffective. Instead, a new way of doing tourism and managing the destination is needed.

Strategic alignments

The development of this Strategy is aligned with the Yorke Peninsula Council’s Strategic Management Plan (2021-2025) and is fitted into the regional and state legislative planning requirements, including:

- South Australian Regional Development Strategy
- South Australian Visitor Economy Sector Plan 2030
- South Australian Regional Visitor Strategy 2025
- Yorke Peninsula Tourism Action Plan



STRATEGIC FRAMEWORK

The principles of economic development

Yorke Peninsula is bordered by the sea on three sides with 485 kilometres of coastline. The two major industries of agriculture and tourism both rely on the natural environment and its health. In addition, the region is valued for its pristine nature. These features require coastal management and environmental conservation considerations, climate change adaptation initiatives, and efficient use of resources in economic activities.

Yorke Peninsula is characterised by its historical amalgamation from four different local government areas and the dispersal of 11,331 residents in 45 towns of various sizes across 5,899 square kilometres. Additionally, the region is home to the Narungga people. These characteristics suggest the need of monitoring social impact and community sentiment in parallel with the economic growth.

Small- and micro-sized businesses are acknowledged as a major driver of economic growth. Also, local workforce development is prioritised to assist new economic opportunities.

The Strategy

The Strategy provides a blueprint for Yorke Peninsula to be *economically prosperous*¹³ in harmony with the liveability of the region and the health of the environment. Specifically, the Strategy maps out frameworks and direction for the economic development and the visitor economy of Yorke Peninsula in the next five years. The Strategy identifies enablers of the growth, related pathways, actions of implementation and expected outcomes.

An interpretation of the term *economically prosperous* is as follow:

- *The economically prosperous Peninsula* is defined by its diverse and productive economy.
- *The economically prosperous Peninsula* is driven by proactive businesses capable of participating in digital transformation, embracing new growth opportunities, adapting to disruptions and excelling at sustainability practices.
- *The economically prosperous Peninsula* successfully contributes to shaping the place's identity.
- *The economically prosperous Peninsula* successfully contributes to improving the liveability of the region.
- *The economically prosperous Peninsula* ensures the continued responsible use of scarce resources and the effective practices of environmental conservation.

¹³ The phrase is sourced from the Yorke Peninsula Council's Strategic Management Plan 2021-2025.

- *The economically prosperous Peninsula* is governed through co-design and co-effort practices in building a better climate for the thriving and development of all involved.



Image location: Ardrossan

PRIORITIES AND PATHWAYS 2022-2026

Economic diversification

Rationale

A priority on economic diversification is to address the challenges of the skewed economy and the poor linkage of local produce and tourism whilst capitalising on emerging economic growth trends and opportunities. Economic diversification can drive jobs, promote healthier growth for the local economy, and encourage market agility for businesses.

Strategies

1. Advocate for investment in value-adding opportunities across the agricultural sector.
2. Support industries and activities that supplement and intensify the existing industrial base.
3. Encourage economic opportunities derived from the strengths of the Yorke Peninsula community.
4. Advocate for the improved positioning of Yorke Peninsula to take advantage of growth opportunities emerging in the region and across the state.

Links to the Strategic Management Plan 2021-2025

Strategy 1.6. Identify opportunities to advocate on behalf of key industries (e.g., agriculture, tourism etc.).

Strategy 1.9. Seek out, develop and deliver on economic development opportunities.

High-yielding tourism sector

Rationale

A high-yielding tourism sector focuses on improving tourist experience and the effective delivery of tourism economic benefits to the local community rather than solely increasing market volumes. A high-yielding tourism sector is aimed to deliver the following objectives:

- Address the significant issues of the Yorke Peninsula tourism sector: visitors' low spend per night, seasonality, limited visitor experience, supply shortage, lack of packages and touring itineraries.
- Transform the tourism industry from offering services into delivering experiences.
- Contribute to developing the destination branding.
- Direct the industry growth towards achieving sustainable tourism development goals.

Strategies

1. Diversify targeted markets using demographic, geographic and psychographic baselines.
2. Support the diversification of local-driven and authentic experience.
3. Advocate for the experience development on the baseline of natural beauty, wildlife conservation, rich agriculture and seafood, Aboriginal resources, creative and art activities, and local produce.
4. Improve the market-readiness of visitor experience through packaging and itineraries.

Links to the Strategic Management Plan 2021-2025

Strategy 1.3. Improve visitor experiences, including tourism infrastructure, signage, information and support.

Strategy 1.5. Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

Strategy 1.6. Identify opportunities to advocate on behalf of key industries (e.g. agriculture, tourism etc.).

Strategy 1.7. Explore opportunities for ‘missing or sub-standard’ infrastructure (e.g. freight movement, function centre, large accommodation etc.).

Strategy 1.9. Seek out, develop and deliver on economic development opportunities.

Yorke Peninsula promotion

Rationale

Promotion and marketing are prioritised to mitigate the communication-related issues: low awareness and misleading perception among visitors, low recognition of tourism dollars and customer services among the wider business community, limited understanding of tourism offerings among tourist providers, and intra-region rivalry.

Promotion and marketing help optimise visitor expenditure outcomes, refresh the destination image and contribute to the place’s branding.

Strategies

1. Improve the effectiveness of digital communication channels.
2. Facilitate awareness-raising campaigns to promote the roles of businesses in the community development, advocate for the values of the visitor economy, and encourage younger generations of business leaders.
3. Encourage drawcard events for the community’s recreation and visitor attractions.
4. Facilitate a blueprint to guide industry growth, place making and tourism activities to celebrate the Yorke Peninsula identity.

Links to the Strategic Management Plan 2021-2025

Strategy 1.3. Improve visitor experiences, including tourism infrastructure, signage, information and support.

Strategy 1.4. Support local events and help attract new events.

Business development

Rationale

An overhauling of business support is to improve the perceived red tape among businesses and enhance businesses' capacity and capability. Strategic interventions under this theme can facilitate the thriving and supportive business community and position the region as a business-friendly place for investments.

Strategies

1. Improve the business-friendly environment for potential and existing businesses.
2. Leverage the varied delivery of business resources.
3. Offer business support that contributes to generating greater economic impacts for the region.

Links to the Strategic Management Plan 2021-2025

Strategy 1.1. Provide an easier, streamlined development approval application process.

Strategy 1.5. Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

Strategy 1.8. Efficient delivery of permits, leases and licenses.

Strategy 1.9. Seek out, develop and deliver on economic development opportunities.

Infrastructure development

Rationale

Strategies and actions under this theme enable the guideline for endeavours and resource allocation to tackle the challenges of limited economic and tourism infrastructure, poor telecommunication network, and less attractive main streets in towns. An upgraded, quality and efficient infrastructure is crucial to accommodating new economic opportunities, increasing the region's liveability and enhancing the region's positioning as a place of choice to visit, live, and work.

Strategies

1. Advocate reforms and improved effectiveness of the legislative infrastructure.

2. Facilitate initiatives to upgrade the local and water transport, and digital and telecommunication infrastructure of the region.
3. Improve trail networks, signage and public facilities for the recreation of residents and visitor attractions.
4. Ensure the infrastructure sustainably accommodates the economic growth, delivers community well-being, and enhances visitor experience; while adopting a lifecycle cost, co-design, inclusiveness, resilience, and environment-conscious approach.

Links to the Strategic Management Plan 2021-2025

Strategy 1.2. Deliver strategic and responsible land use planning.

Strategy 1.3. Improve visitor experiences, including tourism infrastructure, signage, information and support.

Strategy 1.7. Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation, etc.).

Skilled workforce development

Rationale

Skilled workforce development encompasses improving the local workforce's skills and capability and, in parallel, provides the region with the skilled workforce for economic transformation.

Strategies

1. Support programs on school-to-employment pathways and youth employment schemes to increase the skilled employment pool of the region.
2. Advocate for regional attraction programs of skilled professionals and business investment.
3. Advocate for re-skilling/upskilling programs and training opportunities for the local workforce in response to industry needs.

Links to the Strategic Management Plan 2021-2025

Strategy 1.5. Partner and build positive relationships with key stakeholders to progress tourism and business growth.

Investment attraction

Rationale

A focus on investment attractions is to improve the attractiveness of Yorke Peninsula to prospective investors and attract significant investments for the economic transformation.

Strategies

1. Update the region's investment opportunities in alignment with the economic and community development priorities.
2. Improve investment resources and support to strengthen the Yorke Peninsula's readiness for game-changing projects and enhance the region's positioning as a place of choice for investments.

Links to the Strategic Management Plan 2021-2025

Strategy 1.1. Provide an easier, streamlined development approval application process.

Strategy 1.5. Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

Strategy 1.7. Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation etc.).

Strategy 1.9. Seek out, develop and deliver on economic development opportunities.

Innovation, resilience and sustainability

Rationale

Within the current context, which is strongly regulated by uncertainties and disruptions, innovation, resilience and sustainability practices are essential features for businesses and the economy. Therefore, strategic guidelines on this area of priority can help to improve the industry productivity, enhance business capacity to capture unprecedented opportunities, enable business readiness to change, and improve the sustainable development of the region's economy.

Strategies

1. Advocate for the active participation of business in digital transformation and knowledge sharing on business innovation.
2. Encourage the efficient use of land, water and energy resources and inclusive and regenerative practices in economic activities.
3. Activate a mechanism of destination stewardship and visitor management.
4. Facilitate practical works to improve business resilience and enhance the adaptability of the local economy to changes and reforms.

Link to Strategic Management Plan 2021-2025

Strategy 1.5. Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

Strategy 1.9. Improve visitor experiences, including tourism infrastructure, signage, information and support.

ACTION PLAN 2022-2026

Overview

Resourcing

The deployment of resources is essential while scheduling the action plan. The execution of planned activities and within their timeframe is subject to the availability of resources. Two sorts of resources are identified, i.e., staffing resources and financial resources.

Against the staffing resources, the priority of actions is classified as follow:

High	Due to their enduring impacts, these actions are prioritised in the plan's implementation.
Medium	Impacts from these actions are desirable but implementation of these actions requires extra resources.
Low	Impacts from actions are ideal for the local economy in the long run. However, implementation of these action requires extra resources with high efforts.

Financial resources usually mean cash flows need to proceed actions. Internally, the financial resource for economic development is allocated from the annual capital budget. Externally, financial resources are often sourced from governmental grants and co-investment schemes and funding programs from community, not-for-profit and developmental agencies. The identification of financial resourcing ranges is proposed:

No	Action can be delivered with existing financial resources allocated from the annual budget
Low	Under \$50,000
Medium	\$50,000 - \$100,000
High	Over \$100,000
Varied	Cost estimate is varied, dependent on factors such as the level of engagements and the scope of projects.

Timeframe

The Action Plan outlines actions based on two kinds of time schedules, i.e., ongoing activities and project-based activities. The difference between these two timeframes is that ongoing activities will form part of the Council's engagements, whereas project-based actions are estimated to occur in a limited duration.

When the planned activities will be in place, and for how long, is scheduled under the condition that the required resourcing is provided. The lack of resources needed and/or a delay in resourcing processes will affect the planned actions' timeframe.

Some actions are temporal sequencing. This means a lack of resources to carry out a particular action may affect the schedule of other actions.

As the timeframe is scanned up to 4 years and beyond, the detailed level of action planning is balanced to accommodate contextual changes in between.

The Council's role

The Council's role in the Action Plan is identified as followed:

Direct	The Council has a direct influence on the outcome
Influence	The Council has an influence on the outcome, but other external factors impact it
Monitor	The Council has no influence on the outcome but will monitor it to assist in future planning

Evaluation

Within this Action Plan, initiatives are grouped into different themes but are interconnected to achieve the desired outcomes. Thus, an evaluation of results should be flexibly viewed in a whole-plan approach rather than individual actions.

Image location: Minlaton, taken by Felicity Kemp



Theme 1 - Economic diversification

Action	Stakeholders		Priority	Timeline	Financial resources
	Leaders	Partners			
1.1 Advocate for economic growth opportunities, targeting food manufacturing, processing and retailing industries through: <ul style="list-style-type: none"> ○ Land zoning and availability; ○ Business support activities and programs; ○ Connections facilitation; ○ Grant information. 	YPC RDAYMN	State agencies	High	Ongoing	No
1.2 Partner with RDAYMN to advocate for investment in the healthcare and social assistance sector of Yorke Peninsula, through addressing entrenched challenges in housing and skill shortage affecting the continuity of services	RDAYMN	YPC State and Federal agencies	Medium	Ongoing	Varied
1.3 Assist the art and creative industry's growth through: <ul style="list-style-type: none"> ○ Encouraging the participation of local artists in industry engagement activities; ○ Delivering information on external funding and support programs for creative industry businesses. 	YPC RDAYMN	YPT	Medium	Ongoing	No

1.4	<p>Encourage growth opportunities of the emerging industries of significance via:</p> <ul style="list-style-type: none"> ○ Support the thriving growth of tourism sector ○ Advocating for investment opportunities and industrial initiatives in the renewable energy sector <p>Continue to improve the Council-provided services to industries, including development planning, infrastructure services, waste management, advocacy, and regional marketing</p>	RDAYMN YPC	State and Federal agencies	Medium	Ongoing	No
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Desirable outcome	Indicator of success	Council role	Source
<ul style="list-style-type: none"> ➤ Food products sourced and processed from the agricultural richness of Yorke Peninsula are available in the wholesale, retail and tourism markets. ➤ There are growing economic opportunities in agri-tourism. ➤ Local produce is identified as one of the tourism offerings of Yorke Peninsula in the South Australian regional tourism strategy. ➤ Creative, art and recreational and renewable energy industries are viable. 	Increased number of businesses.	Monitor	Internal ABS ABR
	Increased jobs.	Monitor	economy.id
	Number of direct outlet options, and local produce retailers.	Monitor	Internal
	Engagements are communicated to Council.	Direct	Internal

Theme 2 - High-yielding tourism industry

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
2.1	Navigate industry engagements to promoting tourism opportunities and business models in response to tourism service gaps of Yorke Peninsula (e.g., high-end accommodation, sophisticated dining experiences, local shopping options). A focus on the industry gap is highlighted in business support delivery and investment attraction activities.	YPT YPC	RDAYMN	High	Ongoing	No
2.2	Encourage experience development, focusing on agri-tourism, aqua-tourism, wellness tourism, soft adventure experience and cruise sightseeing.	YPT	YPC RDAYMN TiCSA SATC	High	Ongoing	Varied
2.3	Showcase Council-owned caravan parks to thrive from the well-earned reputation of the caravanning and camping sector of Yorke Peninsula.	YPC	YPT Caravan Park managers	High	Ongoing	No
2.4	Coordinate with the project lead agencies to leverage the economic opportunities from the Marna Banggara, Windara Reef projects and the Guuranda-Innes National Park via eco-tourism experience as identified in the South Australian Regional Visitor Strategy 2025.	YPT YPC	RDAYMN NYNRMB DEW NNAC/ NAPA	High	Ongoing	Varied
2.5	Partner with the Narungga community representatives to explore tourism experience from the Narungga's historical and current cultural values.	YPT YPC	NNAC/ NAPA/ PPAC RDAYMN	High	Ongoing	Varied

2.6	Encourage initiatives in experience delivery to attract inter-state family travellers and millennial travellers.	YPT	YPC SATC	High	Ongoing	Varied
2.7	Promote initiatives focusing on the services of niche markets, including visitors with special food requirements, travellers	YPT	YPC TiCSA	Medium	Ongoing	Varied
2.8	Assist to develop packages and itineraries focusing on: <ul style="list-style-type: none"> Self-drive family travel; Scenic drive for young couples; Winter explore; 	YPT YPC	Tourism operators VIOs	High	Ongoing	No

Desirable outcome	Indicator of success	Council role	Source
<ul style="list-style-type: none"> ➤ Yorke Peninsula tourism supply is diverse, market-ready and agile to the demand changes. ➤ Yorke Peninsula is a destination for travellers seeking relaxation, reconnection, indulgence and recharge through regional travel. ➤ The seasonality on Yorke Peninsula is alleviated ➤ Yorke Peninsula is a destination for eco-tourists and responsible travellers. ➤ Yorke Peninsula tourism businesses are ready to service the international key markets when they are welcome back to Australia. 	Number of tourism-related businesses, including high-end, low footprint accommodations and sophisticated restaurants.	Monitor	ABR Internal ATDW
	Better balance of visitation in winter and summer time.	Influence	TRA
	The increased share of international visitors in the visitor mix.		
	Increased visitor spend per night.		
	The higher tendency of visitors to participate in different activities.		
	Engagements are communicated to Council.	Direct	Internal

Theme 3 - Yorke Peninsula promotion

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
3.1	Liaise to improve destination information via tourism destination websites.	YPT	YPC	High	Ongoing	No
3.2	Improve the content, visualisation and design of the Council's website with a goal of being a reliable and up-to-date information hub for visitors, businesses and residents.	YPC		High	Ongoing	Low
3.3	Develop a sub-section named Business & Economic Development within the Council's website and update with relevant content to connect potential and existing businesses.	YPC		High	Ongoing	No
3.4	Set up and update e-news to timely disseminate relevant resources and information to businesses.	YPC	YPT RDAYMN	Medium	Ongoing	No
3.5	Promote service offers of the economic development team within Council, and to local businesses and potential investors.	YPC	YPT RDAYMN	High	Ongoing	No
3.6	Develop and coordinate the community-targeted campaigns to promote tourism dollars, their economic values, and customer services significance.	YPT	YPC RDAYMN Neighbour Councils PAs	Medium	Ongoing	Low
3.7	Investigate options to develop the Weekend Activation Program to encourage and promote businesses and activities over weekends.	YPC	YPT	High	Ongoing	Low

3.8	Assist events to celebrate businesses with outstanding community commitments and young business leaders.	RDAYMN YPC	YPT	Low	Ongoing	Low
3.9	Assist to deliver information on new services on Yorke Peninsula to key sales partners	YPT	YPC Tourism operators SATC	High	Ongoing	Low
3.10	Undertake training courses on storytelling and content-making for visitor information staff and business owners.	YPT YPC	TiCSA	High	Ongoing	Low
3.11	Advocate for the promotion of indigenous values in various interpretation tools of the place.	NNAC/ NAPA/ PPAC	YPC YPT RDAYMN SATC	Medium	Ongoing	No
3.12	Assist Progress Associations and community groups in drawcard events for the community's recreation and visitor attraction via: <ul style="list-style-type: none"> ○ Event support coordinator; ○ Event sponsorship; ○ Streamlining event application process. 	PAs	YPC YPT	High	Ongoing	Low
3.13	Assist to develop and implement initiatives on Yorke Peninsula destination branding.	YPT	YPC Neighbour Councils	Medium	Ongoing	Low
3.14	Encourage and assist Progress Associations to develop a priority list of projects in alignment with the town's vision and masterplan.	PAs	YPC	High	Ongoing	Varied

3.15	Seek funding to undertake a consultation on place branding. The project will focus on: <ul style="list-style-type: none"> ○ Review the tagline; ○ Support destination branding (refer to Action 3.13); ○ Develop an activation program for place making; ○ Direct towns' vision into the Yorke Peninsula's identity (refer to Action 3.14). 	YPC	YPT PAs	Low	2026	Medium
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Desirable outcome	Indicator of success	Council role	Source
<ul style="list-style-type: none"> ➤ The visibility and sales of Yorke Peninsula tourism products in state and national markets are increased. ➤ Visitors get all the necessary information for their Yorke Peninsula trip through updated digital channels and via compelling stories. ➤ Yorke Peninsula Council's website is a reliable and up-to-date information source for residents, businesses, investors and visitors. ➤ The wider community recognises the multi-facet values of the visitor economy and businesses ➤ Inspiring young leaders and local committed businesses are celebrated. ➤ Businesses practice a good level of customer service and hospitality. ➤ The identity of Yorke Peninsula is drawn with positive attributes and is cohesive via different channels. 	Number of visitations to the Council's website www.yorke.sa.gov.au and the destination's website www.yorkepeninsula.com.au .	Influence	Website analytics
	Engagements are communicated to Council.	Direct	Internal
	All VIOs are opened all-year-round and certain hours during weekends.	Monitor	Internal
	Attendance and participation to programs, awards and events.	Influence	Internal

Theme 4 - Business development

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
4.1	Join and maintain the activation in the Small Business Friendly Council Initiatives.	YPC		High	Ongoing	No
4.2	Develop check-lists, step-based guidelines and toolkits that assist the development application processes for businesses, especially in agri-tourism, aqua tourism, soft adventure	YPC	YPT RDAYMN	High	Ongoing	No
4.3	Review and update regulations and policies for mobile food vendors and home-based businesses to flexibly respond to market needs.	YPC		High	Ongoing	No
4.4	Coordinate to provide bespoke support to businesses, including funding seeking and grant applications.	RDAYMN YPT	YPC	High	Ongoing	No
4.5	Continue to promote the Business Enhancement Program to be a valuable resource to assist business ideas of multiple positive impacts.	YPC		High	Ongoing	No
4.6	Assist to develop and implement Business Development Program with an annual agenda focusing on business workshops and networking events.	RDAYMN YPT	YPC Businesses	High	Ongoing	Varied

Desirable outcome	Indicator of success	Council role	Source
<ul style="list-style-type: none"> ➤ Yorke Peninsula welcomes new business and supports the thriving growth of businesses ➤ The business community is aware of and benefits from different business support ➤ The local business climate is enhanced and communicated effectively 	Improved turnaround time for development applications.	Monitor	Internal
	Business support resources are available on Council's website.	Direct	Internal
	E-news is disseminated on an interval basis.	Direct	Internal
	Participants to workshops and events and recipients to business support programs.	Influence	Internal

Theme 5 - Infrastructure development

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
5.1	Advocate for the improved effectiveness of the Code Design and e-planning portal to reinforce the legislative infrastructure for business activities.	YPC	SA Planning	High	Ongoing	No
5.2	Advocate for streamlining tourism regulations, focusing on argi-tourism and aqua tourism.	YPC	State government	Medium	Ongoing	No
5.3	Lobby and coordinate with mobile network operators to increase base stations installed under the mobile blackspot program.	RDAYMN YPC	Mobile network operators State and Federal governments	High	Ongoing	Varied
5.4	Advocate for NBN services availability and consistent delivery, free Wi-Fi in precinct nodes, and the optimisation of NBN resources for business to facilitate the digital connectivity for economic activities.	RDAYMN YPC	Tele-communication contractor State and Federal governments	Medium	Ongoing	Varied
5.5	Continue to investigate practical options on local transport and waterway transport to attract day-trippers and international visitors from the city to Yorke Peninsula for tourism purposes.	RDAYMN YPC	YPT State and Federal governments	Medium	Ongoing	Varied

5.6	Improve the signage at major gateways to the region and main towns, of which the multi-lingual option is considered and incorporated where relevant.	YPC PAs	YPT DIT	High	Ongoing	Low
5.7	Coordinate with Progress Associations to develop proposals and seek funding for recreational facilities, focusing on wheels sports and recreation, aquatic sports and recreation, point lookouts, picnic areas, and public facilities.	PAs YPC	State and Federal governments	High	Ongoing	Varied
5.8	Refresh and upgrade the Walk the Yorke project, focusing on: <ul style="list-style-type: none"> ○ Trail development for mainstream tourists; ○ Branding; ○ Service constellation; ○ Cycling/mountain biking tourism ○ Facilities such as water stations; ○ Trail maintenance. 	YPC	YPT PAs State and Federal governments	High	Ongoing	Varied
5.9	Advocate for the development of a multi-purpose venue capable of hosting corporate and large-scale events	RDAYMN YPC	YPT State and Federal governments	Low	Ongoing	High
5.10	Advocate for and support the development of charging stations across Yorke Peninsula to promote the region's friendliness to electric vehicles	RDAYMN YPC	State and Federal governments	Low	Ongoing	Varied

Desirable outcome	Indicator of success	Council role	Source
<ul style="list-style-type: none"> ➤ The legislative, transport, digital and telecommunication infrastructures of Yorke Peninsula are capable of accommodating existing and potential economic activities ➤ The signage, public facilities and recreational infrastructure successfully address the needs of residents and visitors of different abilities 	Free Wi-Fi in major towns' precinct.	Influence	Internal
	Number of services facilitated by NBN.		
	Reduced blackspots.	Monitor	DITRDC
	Increased number of new or upgraded transport projects.	Direct	Internal
	Increased number of new or upgraded recreational infrastructure.	Direct	Internal
	Increased number of visitors.	Influence	TRA

Theme 6 – Workforce development

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
6.1	Liaise to develop the employment barometer, covering: <ul style="list-style-type: none"> ○ Job and skill outlook – current and prospective needs; ○ Employer and job seekers – connection capacity. 	RDAYMN	YPC Schools Businesses State and Federal agencies	Medium	Ongoing	Varied
6.2	Advocate for and support internships, school-based training, and transition to work programs via: <ul style="list-style-type: none"> ○ Playing the role of a leading employer; ○ Facilitating vocational expos. 	RDAYMN YPC	State and Federal agencies	High	Ongoing	Varied
6.3	Advocate and support the engagement of Narungga people into the employment pool via: <ul style="list-style-type: none"> ○ Employment equality policies; ○ Promoting Aboriginal entrepreneurship opportunities and business showcases. 	RDAYMN	YPC NNAC/ NAPA/ PPAC State and Federal agencies	High	Ongoing	Varied
6.4	Develop community profile, focusing on job opportunities, lifestyle, and housing and community infrastructures to attract skilled residents to settle in the region.	YPC		Low	Ongoing	No

6.5	Update information on Government-funded financial incentives for employers.	RDAYMN YPC		Low	Ongoing	No
6.6	Advocate and liaise regarding upskilling and re-skilling training courses for employers, employees and job seekers.	RDAYMN	YPC State and Federal agencies	Medium	Ongoing	Varied
6.7	Advocate for regional attraction programs focusing on business entrepreneurship (food, childcare, fitness, beauty) and skilled healthcare workers (nurses, social works, age care)	RDAYMN	YPC Department for Innovation and Skills	Low	Ongoing	No
6.8	Advocate for community infrastructures such as childcare facilities to increase the participation rate to the local labour force and to improve the place's appealing for residence.	YPC	RDAYMN State and Federal agencies	High	Ongoing	Varied
6.9	Investigate options for the increased supply of long-term rental and workers accommodation through: <ul style="list-style-type: none"> ○ Land availability; ○ Advocating for social and affordable housing interventions; ○ Exploring options of available temporary units register 	RDAYMN YPC	State and Federal agencies	Medium	Ongoing	No

Desirable outcome	Indicator of success	Council role	Source
<ul style="list-style-type: none"> ➤ An available and appropriately skilled workforce pool to capture emerging economic opportunities ➤ Community infrastructure to attract and retain skilled employees 	Increased internal arrival of residents.	Monitor	ABS
	Decreased external departure of residents.		
	Increased proportion of residents acquiring University bachelor degree or above		
	Increased participation rate to the labour force.		
	Increased proportion of young residents in total population.		
	Decreased unemployment rate.	Monitor	economy.id
	Engagements are communicated to Council.	Direct	Internal

Theme 7 – Investment attraction

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
7.1	Develop and update the economic profile and investment prospectus to highlights the region’s premier development opportunities and development incentives.	RDAYMN YPC		High	Ongoing	No
7.2	Establish an internal priority process on tailored support to game-changing projects.	YPC	RDAYMN	High	Ongoing	No
7.3	Assist to facilitate strategic and corporate networking events to promote investment opportunities on Yorke Peninsula to prospective investors.	RDAYMN YPT YPC	State and federal government	Low	Ongoing	Varied

Desirable outcome	Indicator of success	Council role	Source
Together with infrastructure improvements, workforce development, and business resources, Yorke Peninsula improves its investment climate and project readiness	Number and value of investment projects.	Monitor	Internal
	Engagements are communicated to Council.	Direct	Internal

Theme 8 – Innovation, resilience and sustainability

	Action	Stakeholders		Priority	Timeline	Financial resources
		Leaders	Partners			
8.1	Facilitate activities and resources to assist businesses in sustainability practices, focusing on disability inclusion, sustainable tourism, and circular economy.	YPC YPT RDAYMN		Medium	Ongoing	No
8.2	Develop visitor guide for tourism businesses to promote responsible travel.	YPT	YPC SATC Businesses	High	Ongoing	No
8.3	Coordinate to lobby Yorke Peninsula as a certified eco-tourism destination.	YPT	YPC Neighbour Councils NYNRMB DEW TiCSA	Low	Ongoing	Low
8.4	Assist tourism businesses with alternative tourism accreditation programs (e.g., eco-tourism certified business, quality tourism accredited business, sustainable tourism accredited business).	Tourism businesses YPT	YPC TiCSA	Medium	Ongoing	Low

8.5	Coordinate with different layers of government to deliver resources for business continuity plan	YPC	YPT RDAYMN State government Businesses	Low	Ongoing	Varied
8.6	Explore collaboration opportunities with universities and research institutions to lobby and facilitate initiatives on: <ul style="list-style-type: none"> ○ Business resilience capacity-building; ○ Sustainable agriculture and tourism practices; ○ Start-up incubator programs. 	YPC	Research institutions and universities	Low	Ongoing	Varied

Desirable outcome		Indicator of success	Council role	Source
➤ Improved capacity of the local economy to disruptions, high-valued industries and knowledge-based economic activities		Engagements are communicated to Council.	Direct	Internal
		Number of businesses accredited with sustainable tourism programs.	Monitor	TiCSA Internal
➤ Improved business resilience to uncertainties				

STRATEGY IMPLEMENTATION

Collaborations and partnerships for the Strategy's implementation

Objectives

- Encourage the contributions of businesses leadership in local economic development.
- Build effective regional alliances of local governments to effectively respond to new economic and spatial imperatives and enhance the Yorke Peninsula branding visibility.
- Strengthen partnerships of Council and regional development agencies and destination management organisations to ensure efficiency and effectiveness of resources, knowledge and skills.
- Liaise with the state agencies and professional stakeholders to connect the region and optimise the sectoral intelligence and support.

Links to the Strategic Management Plan 2021-2025

Strategy 1.5. Partner with and build positive relationships with key stakeholders to progress tourism and business growth.

Recommendations

- Advocate for the establishment of business leadership organisations such as chambers of commerce or business associations representing the needs of Yorke Peninsula businesses and providing services for their members.
- Coordinate with neighbour Councils in promoting Yorke Peninsula, delivering visitor information services, and infrastructure development.
- Continue funding agreement and provide support to YPT and RDAYMN to develop and implement their business plan priorities.
- Continue to work with the Legatus, Local Government Association of South Australia, SATC, and other Federal and State agencies to activate economic and tourism opportunities for Yorke Peninsula.

Governance

Objectives

- Ensure the relevance of the Strategy as a strategic planning baseline for economic and tourism development activities.
- Ensure transparency, particularly in relation to Council's owned businesses.
- Avoid "vanity projects" and "white elephants."

Links to the Strategic Management Plan 2021-2025

Strategy 5.2. Effective leadership and informed decision making.

Recommendations

- Establish a Yorke Peninsula Economic Advisory Board and maintain quarterly meetings to provide leadership on the implementation of the Strategy and to monitor the decision-making process in alignment with the interest of businesses, the desires of the community and strategic frameworks.
- Develop reporting tools (e.g., tourism market trends, business audit, economic performance indicators, and industry gap analysis) for improved decision making and make them available to Elected Members.
- Annual Economic Development reports communicated to Elected Members.
- Strategy and Action Plan Review after two years to ensure the trajectories and associated actions are current and to adapt to changes.



Image location: Port Vincent

APPENDICES

Appendix 1 – Acronym

YPT	Yorke Peninsula Tourism
RDAYMN	Regional Development Australia Yorke and Mid North
VIOs	Visitor Information Outlets
SATC	South Australian Tourism Commission
TiCSA	Tourism Industry Council South Australia
ABS	Australian Bureau of Statistics
ABR	Australian Business Registers
DEW	Department for Environment and Water
NYNRMB	Northern and Yorke Natural Resources Management Board
NNAC/NAPA/PPAC	Narungga Nation Aboriginal Corporation/ Nharangga Aboriginal Progress Association/ Point Pearce Aboriginal Corporation
PA	Progress Associations
DITRDC	Australian Department of Infrastructure, Transport, Regional Development and Communications



Appendix 2 – Glossary

Terms	Definition	Reference
Median age	The age at which half the population is older, and half is younger.	ABS
Labour force	The total number of people who are willing and able to work, including everyone who is working or actively looking for work.	ABS
Participation rate to the labour force	The percentage of the total population who are in the labour force.	ABS
Index of Relative Socio-Economic Disadvantage IRSD (Socio-Economic Indexes for Areas)	The IRSD summarises variables that indicate relative disadvantage. This Index ranks areas on a continuum from most disadvantaged to least disadvantaged. A low score on this Index indicates a high proportion of relatively disadvantaged people in an area. Across South Australia, the highest and lowest indexes by LGA are 1100 and 717, respectively.	ABS
Output	Consists of the value of goods and services produced by using the ingredients of economic activity, including land, labour, capital and enterprise.	ABS
Gross Regional Product	A measure of the size or net wealth generated by a region, including the sum of all industries' gross product plus ownership of dwellings.	economy.id
Gross Value Added	Measure showing the productivity of an industry sector.	economy.id
Visitor economy	includes those in the demand side who either consume or desire services for stays of less than a year (i.e. visitors) and those in the supply side who either provide or promote any one of those services (i.e. visitors' service providers).	Austrade
Visitors	Can be domestic or international visitors, who are travelling for one of five primary services, i.e. Holiday; Visiting friends and relatives; Business; Work (for international travellers only); and Education (for international travellers only).	Austrade
Domestic visitors	Are Australians or residents who travel either for one or more overnight stays at least 40 km from home or a day trip longer than 4 hours and more than 50 km from home.	Austrade
International visitors	Are non-residents who visit Australia for less than a year for any purpose.	Austrade
Visitors' service providers	Span across at least eight subsectors, i.e. Accommodation; Aviation; Culture, arts and recreation; Travel agency and information	Austrade

	services; Education and training; Food services; Retail; and Ground Transport.	
Visitor nights	Are the total number of nights spent in association with individual trips to a region	TRA
Daily visitors	Are calculated by aggregating the number of visitor nights and the number of day trips for a year, then divided by 365.	
Visitor spend	Money spent by, and on behalf of, travellers during a trip. Expenditure items include airfares and other transport costs such as bus and train fares and amounts spent on trip-related items before and after the trip.	TRA
Seasonality	Indicates seasonal fluctuations in tourism volumes over the calendar year.	
Demography-based market segments	Group travellers based on their age/ lifespan/ travel party. For example, young coupled, double income travellers or solo travellers	
Geography-based market segments	Group travellers based on their usual residence. For example, intrastate, interstate and international visitors	
Psychography-based market segments	Group travellers based on their needs of fulfilment through travel. For example, Rechargers, Adventurers, Foodies, Festival and Event Goers.	
Destination stewardship	Is a process by which local communities, governmental agencies, NGOs, and the tourism industry take a multi-stakeholder approach to maintain the cultural, environmental, economic, and aesthetic integrity of their country, region, or town. In other words, to ensure that the destination retains and enhances the distinctive attributes that make it attractive to beneficial tourism.	Global Sustainable Tourism Council
Social license	refers to the ongoing acceptance of a company or industry's standard business practices and operating procedures by its employees, stakeholders, and the general public.	sociallicense.com
Sustainable consumption and production	Refers to the use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the needs of future generations.	UN Environmental Programme

Appendix 3 - Yorke Peninsula (LGA)'s visitor profile¹⁴



¹⁴ Tourism Research Australia - National Visitor Survey and International Visitor Survey and Regional Expenditure database, 2019. Daytrip and international visitor data were smoothed over a four-year average. Domestic overnight visitor data were unsmoothed.

Appendix 4 – Strategy development process



Stakeholders	Outcomes
Local business representatives:	01 workshop and 8 participants
Agriculture	05 group discussions and 25 participants
Retail	27 interviews and 30 interviewees
Hotel/holiday accommodation	
Caravan park	
Tour operator	
Fishing charter	
Restaurant/pub/catering	
Winery/Brewery	
Farmstay	
Visitor information outlet	
Art and creative	
School	
Community	
Regional agencies: YPT, RDAYMN, TNN	
State government: SATC, PIRSA	

Image location: Edithburgh



The Strategy was adopted by Council in October 2021

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