

4. CASE STUDIES

4.1 Case Study 1: Collaborative RDAWEP and EPLGA Initiatives

A much closer working relationship was established with the EPLGA on a range of collaborative projects.

4.1.1 Eyre Peninsula Minerals and Energy Resources Taskforce

An Eyre Peninsula Minerals and Energy Resources Community Development Taskforce was formed in November 2014 to take leadership in progressing the development of the region's mining, oil and gas industries, and provide advice about the potential social, community and economic impacts from growth of the resources sector.

The taskforce was established by the EPLGA, with strong support from RDAWEP and includes high level membership from across the State and region. Taskforce members include the SA Local Government Association, EPLGA; RDAWEP, State Government (DSD representing the Treasurer, Minister Koutsantonis; and DPTI), EPNRM, Member for Giles, Member for Flinders, representatives from EPLGA Member Councils, the resources sector and the regional community.

Rob Kerin, ex State Premier and member of the State Government Economic Development Board, was successfully recruited as the independent Chair of the taskforce. Geoff Dodd, former CEO of the City of Port Lincoln, was recruited as Coordinator.

The taskforce met in November 2014, and March and June 2015. The meetings included presentations from the EPLGA, RDAWEP, Lincoln Minerals, Iron Road Limited, DPTI, BP Australia, Centrex Metals, Resources Engineering and Skills Alliance, Archer Exploration Limited, Nuclear Fuel Cycle Royal Commission, Arrium Mining and Steel and the EPICCA Committee.

A single Economic Development Policy for the region was developed as a collaborative effort of the EPLGA, RDAWEP and the taskforce. The policy incorporates a consultation protocol for Local Government to enhance community understanding of major regional development proposals, and was adopted by the EPLGA at its Annual Conference in Whyalla in February 2015.

A draft MOU was prepared between Iron Road Ltd, EPLGA, EPNRM, EPICCA and RDAWEP to support and progress Iron Road's Central Eyre Iron Project (CEIP) at Warrambo, near Wudinna.

The CEIP is the largest developing mine proposal in South Australia, with a JORC resource of 4.5 billion tonnes of high quality magnetite, at 67% iron ore. The project requires the development of key infrastructure, including upgraded electrical transmission, construction of the State's first Cape Class port facility at Cape Hardy, located in the vicinity of Port Neill, and construction of a 145km infrastructure corridor to Cape Hardy, inclusive of the region's first standard gauge railway line.

The project will provide substantial employment, including 1,600 jobs during construction and 650 permanent FTE jobs during operation (approximately 550 FTE at Wudinna and 100 FTE at Cape Hardy). The CEIP will have a significant impact on housing and services at Wudinna, Port Neill and Tumby Bay. A structure plan is being prepared for Wudinna to manage this impact, which includes housing provision and the upgrade of Wudinna airport.

The MOU provides the framework for a collaborative approach to progress the project in liaison with the State and Local Governments and will be formalised during 2015-16.

4.1.2 Regional Planning

RDAWEP progressed region-wide strategic and economic development planning initiatives in partnership with the EPLGA and DSD to drive long-term economic development and address Local Government project priorities.

A framework was determined for a high level Regional Strategic Plan that will incorporate the planning priorities of the 11 EPLGA Member Councils, the EPNRM and Alinytjara Wilurara NRM Boards and Outback Communities Authority. The Plan structure is aligned with Australian and State Governments' strategic and economic development priorities. This project is supported by the:

- Economic Development Policy adopted by the EPLGA in liaison with RDAWEP and the EP Minerals and Energy Resources Taskforce;
- generation economic development plans for the region and each LGA, with the EPLGA to increase Local Government awareness and understanding of economic development;
- commissioning of custom economic data for the region and each LGA; and
- preparation of a project tracking template, designed to monitor the progress and grant readiness of Council and community projects and assess their eligibility for funding from government programs.

A draft project brief was prepared for the appointment of a consultant to prepare the economic development plans. The project methodology enables the preparation of sub-regional economic development plans, ie plans across 3-4 Councils, if the consultant believes that this will produce better economic development outcomes. The Regional Strategic Plan and Economic Development Plans will be progressed in tandem during 2015-16.

The anticipated benefits from these projects include increased competitive advantage, population stability and growth, improved economic position through industry diversification and value adding initiatives, increased employment, and improved quality of life and community amenity.

As part of this project, RDAWEP is working with the EPLGA to increase awareness and enhance Local Government understanding of regional economic development. This is being achieved through economic development forums at quarterly EPLGA CEO meetings. This process commenced in November 2014 and continued with a forum at the EPLGA Conference in February 2015. The intention is to improve the efficiency of all parties to capitalise on economic development opportunities as they arise.

At the June 2015 CEO forum and EPLGA meeting the 11 Member Councils were presented with a pack of economic data, prepared by EconSearch for 2012-13. Data for 2013-14 will be issued after September, with ongoing annual updates provided in June thereafter. The provision of annual data will permit longer term trend analyses, which are essential for sustainable economic planning.

4.2 Case Study 2: Indigenous Economic Development Initiative

4.2.1 Sleepy Lizard Park Wildlife Sanctuary

RDAWEP is the lead agency for the development of a *Sleepy Lizard Park* sanctuary and Aboriginal employment initiative in Ceduna.

The introduction of Marine Parks and uncertainty about recreational fishing areas has reduced overnight tourism in the DC Ceduna. The reduction of flow-on income is having a negative economic impact on businesses in Ceduna. Ceduna Council identified the need for an additional attraction to increase overnight stays in the town and initiated the concept to develop a wildlife sanctuary on 8 hectares of Council-owned bushland adjacent to the Ceduna CBD.

Council sought assistance from the RDAWEP Indigenous Economic Development Manager in the development and coordination of the project. RDAWEP established a project partnership between DC Ceduna and the Ceduna Aboriginal Corporation (CAC), to link the project with Aboriginal employment creation.

A steering group was formed comprising the 3 levels of government, including DC Ceduna, CAC, DEWNR, DPMC, RDAWEP, Complete Personnel and a local wildlife rescue volunteer, Val Salmon (well known in the area for the rescue of injured wombats). The partners have varying roles in the project development.

- CAC is providing administration of the project, ie equipment purchasing, transport, OHS induction etc, and recruited 8 Aboriginal job seekers to work on the initiative.
- Complete Personnel established the project as an Aboriginal work activity in the DPMC Remote Jobs and Communities Program and was able to support the project with equipment, materials, protective clothing and supervisor salaries.
- Ceduna Council managed the perimeter fence contract tender and covered the \$67,000 cost from unused State Government Open Space Program funding.
- The 8 Aboriginal recruits worked with the contractor on construction of the fence.

Outcomes to 30 June 2015 include:

- Provision of skills training, including site clearance, GPS measurement, fence construction and equipment use.

- 5 Aboriginal persons obtained backhoe and skid steer licences.
- Construction of the 1.6km perimeter fence.
- 2 Aboriginal workers have been offered ongoing FTE employment with the fencing contractor, which was conditional to the workers relocating from Ceduna to Murray Bridge.
- The Aboriginal workers have been registered with the RDAWEP EP Workforce Builder program, which enables additional training to be provided and funded.

The steering group identified the need for specialist advice regarding construction and operation of wildlife sanctuaries. DEWNR assisted a site visit by sanctuary consultant, Geoff Underwood, who has national expertise in sanctuary development and operational logistics.

With support from the consultant, RDAWEP is preparing a business case to develop and operate the Sleepy Lizard Park sanctuary as a tourism enterprise. The business case will identify the legislative requirements, eg wildlife and other licences, and specify the supportive infrastructure required for tourism purposes, such as buildings, pathways, internal fencing, and signage.

The business case will provide the evidence base to support future grant funding applications, and will be completed by RDAWEP in 2015-16.

4.3 Case Study 3: A Sustainable Solution to Water Issues

4.3.1 Water Security for the Region

As the lead agency, RDAWEP facilitated a major water initiative at Port Lincoln to find a sustainable solution for several projects with water issues. The project began as an investigation of options to reduce the discharge of saline waste water from Port Lincoln fish processing factories.

The fishing industry has a challenge with the disposal of saline water through the SA Water treatment plant in Port Lincoln. The plant treats fishing industry and City of Port Lincoln waste water before being discharged out to sea. The treatment plant is connected to the Council's Water Reuse Scheme and some of the treated water is used to irrigate ovals and reserves. However the reuse scheme cannot handle salinity above a certain level and this is impacted by the elevated levels of saline fish industry waste. This issue has existed for over 10 years, and fishing companies have invested significant capital in infrastructure to reduce salinity levels and comply with SA Water plant requirements. However SA Water compliance thresholds have increased and the treatment costs are becoming economically prohibitive.

RDAWEP facilitated a stakeholder group to investigate alternative solutions, comprising 15 fishing companies, SA Water, the EPA, City of Port Lincoln and the DSD.

During the course of the investigation RDAWEP was approached for assistance by the Port Lincoln Racing Club with options to irrigate the racecourse and reduce mains water costs.

It was also identified that the Mortlock South (250Ha) and Western Approach Road (50Ha) stormwater catchment areas pose considerable flood risk to parts of Port Lincoln. This could impact on at least 60 businesses plus residential areas.

The stakeholder group agreed that joint consideration of the trade waste water issue, storm water management problem and the racecourse irrigation needs might provide a more efficient and sustainable solution than if managing the projects in isolation.

It has been proposed that the trade waste and storm water could be diverted to a wetland filtration system near the racecourse and potentially be pumped into a tertiary aquifer not currently accessed by others. This is a similar model to the world-acclaimed wetlands system at Salisbury Council.

A hydro geologist is assessing the potential of a tertiary aquifer in Port Lincoln for its applicability to the aquifer recharge system. If the assessment is positive, this may be a more sustainable and cost effective option to provide usable water, and may create new water access options for local seafood processors and other industries, as well as provide flow-on social, environmental and economic benefits.

Informal consultancy advice has been provided on the plausibility of the project proposal. Based on this advice, the stakeholders have agreed to prepare a project brief to formalise the initiative and seek the funds for the appointment of a consultant to assess the feasibility of the proposal in detail. The preparation of the project brief commenced in June 2015.

The cost impact on the Port Lincoln seafood processing industry has been significantly reduced. This has provided assurance and raised industry confidence about future viability, employment continuation and the value of further investment.

4.4 Case Study 4: Whyalla Aged and Disability Care Masterplan

4.4.1 Whyalla Economic and Community Sustainability

A masterplan to improve disability and aged care services and infrastructure in Whyalla was developed during 2014-15 and released in March 2015. The project was undertaken by consultants Indigo Partners (Australia) Pty Ltd, EconSearch Pty Ltd and MC Two Pty Ltd. The \$79,000 project was wholly funded by RDAWEP from reserve funds.

The plan includes a detailed analysis of current services and issues impacting disabled and older residents in Whyalla and surrounding towns. The report provides a comprehensive forward plan with short, medium and longer term recommendations. A key recommendation was to establish a leadership group to oversee implementation of the plan.

A steering group was formed during April-May 2015 and the inaugural meeting was held in June to review the plan and determine priorities for implementation during 2015-16. The steering group has broad representation from across the aged and disability sector, comprising:

- RDAWEP as the lead agency;
- Whyalla City Council (Chair, Mayor Jim Pollock; Deputy Chair, Councillor Clare McLaughlin; and Manager Community Services);
- Whyalla Hospital and Health Services;
- Whyalla Aged Care Inc.;
- UniSA, Department of Rural Health;
- SA TAFE Regional;
- National Disability Insurance Agency;
- Whyalla Special Education Centre;
- Centacare;
- Bedford Phoenix;
- Housing SA;
- Community Aged and Disability Advocates x 2;
- Member for Giles, Mr Eddie Hughes MP, or representative; and
- Federal Member for Grey, Mr Rowan Ramsey MP, or representative.

RDAWEP prepared a project plan for consideration by the steering group, to assist with determination of implementation priorities. The City of Whyalla has budgeted \$50,000 to assist the project implementation in 2015-16.

4.5 Case Study 5: Food and Tourism Industry Development Initiatives

RDAWEP food and tourism programs are working collaboratively with industry stakeholders to develop new product and promote the region as a culinary and tourism destination. The regional brand, *Eyre Peninsula Australia's seafood frontier*, was adopted as the marketing platform to raise domestic and international awareness of the region and its product. This has led to the food and tourism programs becoming intrinsically linked.

4.5.1 Food Industry Development

Food industry development is being progressed through a close partnership with regional food businesses and government agencies. Key stakeholders involved in the program include:

Food SA, Primary Industries and Regions SA (PIRSA), Tradestart, Angel Oysters, Streaky Bay Marine Products; Pristine Oysters, Fresh Fish Place, Port Lincoln Hotel, Ceduna Foreshore Hotel, Boston Bay Wines, Delacolline Wines, DeGiornos, Zippels Oysters, Boston Bay Mussels, Blue Harvest, Kinkawooka Mussels, Australian Southern Bluefin Tuna Industry Association, Mori Seafood, the Prawn Fishermen's Association, South Australian Oyster Growers Association, Sardine Industry Association, Boston Bay Small Goods, Natural Oysters, Cleanseas, Olsson Sea Salt, Southern Ocean Express, Pope's Honey, Goin' Off Safaris, Wudinna Meat Store and Mount Dutton Bay Woolshed.

This engagement produced numerous outcomes, with a highlight being the showcasing of regional food product at high-end interstate restaurants and key national events such as *Food Service Australia* in Melbourne in May 2015. Other key outcomes include:

- The development of new digital marketing materials for individual food industry producers.
- Development of new value-added retail product in association with PIRSA.
- Development of a Food and Beverages Ambassadors Program, with \$80,000 in funding from Regions SA, aimed at bringing key influencers from the food and beverage industry to the region and educate them about the region's virtues and showcase the quality of local product.
- Provision of Asian market export advice to industry, such as regional delegates on the SA Premier's 2015 mission to China, and the translation of marketing materials, which has value-added to the experience of visiting delegations from Asia.
- The provision of a 2-day Culinary Ambassadors Program workshop in 5 regional locations to increase the knowledge of local communities on the region's food and key tourism experiences.
- Provision of Culinary Tourism Product Support grants to 5 local businesses in July 2014.

The food profile of the region was substantially enhanced in the eastern States and overseas from these projects.

Successful restaurant, wholesaler, chef and media missions to the region include Tawnya Bahr's Salt and Sea Chef's trip to the region in November 2014 with 16 food professionals and a tour by My Kitchen Rules and Paleo star, Pete Evans in February 2015. The tour included a sold-out public Paleo Way event in Port Lincoln and filming for the second Paleo Way TV show.

Regional missions by the Pendolino and Rockpool restaurant groups led to RDAWEP food product being featured in menus at top market restaurants in Sydney and Melbourne, eg at La Rosa The Strand Restaurant during January and February, featuring a Summer Eyre Peninsula Seafood Tasting Menu and The Restaurant Pendolino on 3 March, featuring a Sustainable Seafood Dinner: An Evening with the Pioneering Fishermen of the Eyre Peninsula.

Neil Perry's Rockpool Group Chef Mission attracted national media, and a feature article in the 13-14 June edition of *The Weekend Australian*, Life Magazine, 'Bay of Plenty - Our top chefs go fishing for inspiration'.

A direct outcome is that many local food businesses have reported increased product sales as a result of these missions. These initiatives support the State Government economic development priority of producing premium food and wine from our clean environment and exporting it to the world.

4.5.2 Tourism Industry Development

Tourism development is being progressed through close partnerships with regional tourism businesses. Key stakeholders involved with tourism industry product development and marketing initiatives include SA Regional Tourism Managers, SATC, SATIC, SATIC Board, SATIC Tourism Leadership Group, TRA, Outback Communities Authority, Australia's Golden Outback, City of Whyalla, City of Port Lincoln, DC Ceduna; LGASA, Visitor Information Centres at Whyalla, Port Lincoln, Ceduna and Elliston and numerous tourism industry providers in townships across the region.

This engagement has led to collaboration between industry, the community, and Local and State Government, which is the key to the success of the tourism program. A key outcome was the development of strategies to increase Local Government capacity to drive tourism initiatives. This was initiated in 2015 and is being progressed in liaison with LGASA and the EPLGA. Recent project successes include:

- The development and marketing of an Explore Eyre Peninsula tourism website, featuring events and experiences on Eyre Peninsula. The website recorded over 48,000 pageviews during 2014-15.
- A Culinary Adventure Guide, promoting a seafood trail across the region, with a focus on coastal townships.
- A Corporate Events Planner Guide, promoting corporate event packages with a focus on Port Lincoln and Ceduna.
- The release of 5 SATC self-drive routes across South Australia, including the seafood frontier route from Adelaide to Ceduna, via Yorke Peninsula, Whyalla, Tumby Bay, Port Lincoln and Elliston, which was developed in liaison with RDAWEP.
- The proactive marketing of a Self-drive Campaign promoting the Eyre Peninsula as a drive destination.
- RDAWEP participation in State consumer events, such as the SA Caravan and Camping Show, SA Boating and Fishing Show; and participation in key national events such as *Tasting Australia*.
- Regular updates of the Eyre Peninsula Visitor Guide in liaison with the SATC.
- Preparation of an updated Nullarbor Guide and development of digital applications.
- A major roadshow to New Zealand in May 2015 to attract increased visitation from New Zealand.

The adoption of the *Eyre Peninsula Australia's seafood frontier* brand program has provided a marketing platform for more effective community and industry participation in collaborative marketing projects to position the region as a culinary and tourism destination. This approach has proved to be successful.

At the SA Tourism Awards in December 2014, RDAWEP was recognised for its contribution to tourism development and received a gold medal for destination marketing and development of the highly successful brand program.

The marketing strategies have brought positive outcomes with feature articles in key media, including:

- *On The Road Magazine*, 'Nullarbor's Whale Sanctuary', July 2014 - 4 page feature on the far west coast, including whale watching and attractions on the Nullarbor Plain.
- *On The Road Magazine*, 'Hello, You're on Eyre', August 2014 - 5 page article on the far west including Ceduna, Laura Bay, Smoky Bay, Port Kenny and Dutton Bay. This was followed by part 2 of the article in September, 'East Coast Eyre' - 5-page feature focusing on Port Lincoln, Whyalla, Cowell and other attractions on the region's east coast.

The economic and business development impact of the food and tourism programs cannot be properly assessed until data for 2014-15 is released by the SATC and TRA. This will enable trend analyses to be undertaken to see if the programs have increased domestic and international visitation, and visitor spend.