



DISTRICT COUNCIL
OF CLEVE

ECONOMIC
DEVELOPMENT
FRAMEWORK



Adopted 14 September 2021

Economic Development Framework

PURPOSE

Over twenty years to 2016 the Cleve district has undergone a slow but steady population decline. This is driven by a fundamental change in the rural economy and involves the out-migration and aging of the resident population.

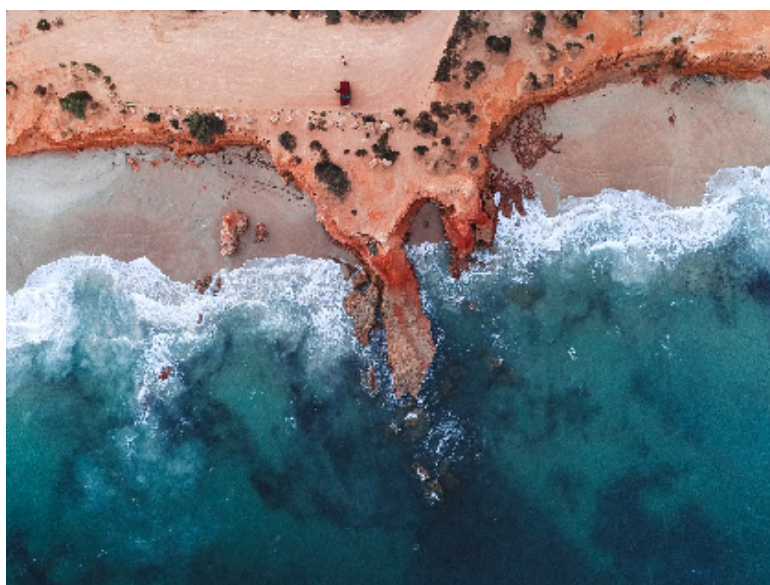
The district is at risk of losing the critical mass of economic demand and workforce availability necessary for regional economic and community vitality. While this decline is not unique to regional Australian communities, the Cleve district has reached a critical point.

In 2020, the District Council of Cleve recognised the need for a substantial rethink of the future economic direction of the district.

This Economic Development Framework sets out the strategic directions and activities through which the Council, in partnership with other key stakeholders and community leaders, can create a new vibrant future for the Cleve district.

The purpose of the Framework is to:

- Assist to develop and market the future vision and positioning of the district
- Define the economic strategy, opportunities and projects
- Build the foundations of liveability to attract and retain population and workforce
- Create a long-term competitive advantage for new industry and job creation
- Support and facilitate the change process in the district
- Provide a basis for operational priorities and action, planned and delivered through the Council's Annual Business Plan and Annual Budget.



ECONOMIC CONTEXT

Alignment of Council economic development priorities in the Strategic Plan 2020-25 with State and Federal government agendas, current regional context and international trends is essential for the success and sustainability of new Council, community and private investment initiatives.

Key relevant contextual documents and supporting agendas include:

- Federal and State Government Agendas:
 - Economic resilience
 - Food sovereignty
 - Climate change
 - Migration policy
 - Export development
 - Technology adoption
 - Education reform
 - Regional tourism.
- South Australian Regional Agendas:
 - South Australian Growth Strategy
 - South Australian Regional Development Strategy
 - South Australian Regional Visitor Strategy 2025
 - RDAEP Regional Development Strategy 2020-25
 - RDAEP Regional Investment Pipeline 2021.

ECONOMIC DEVELOPMENT FRAMEWORK

The District Council of Cleve has traditionally taken a conservative role in economic development in the district. However, significant population loss and ageing is now evident, resulting from economic structural change in the region, and in turn constraining future investment, jobs and population growth.

It is essential that the District Council of Cleve develop a long term vision and take a strong leadership and facilitation role to enable a new and sustainable future for the community. **No other local, regional or State organisation will take up this essential role for the Cleve district.**

Clear objectives are essential in defining the commitment to Council's investment and for determining the priorities for Council, working with key stakeholders, in applying its scarce resources for maximum impact and outcomes.

Primary objectives of the Economic Development Framework:

- **Increase the population to 2000 people, with a younger demographic profile.**
- **Attract and retain 100 new families into the district.**
- **Create 100 new export (out of district sales) orientated jobs.**

Council's Role:

- Economic strategy and project development
- Partnership and stakeholder facilitation
- Community engagement and change facilitation
- Monthly Council workshops
- Financial resourcing through Annual Business Plans and Annual Budgets – the 2021/22 Economic Development Budget is shown at Appendix 1.

Council has funded 2.6 FTE staff and contractor resources until at least 2022/23:

- Economic Development Advisor
- Economic Development Officer
- Economic Development Support Officer
- Economic Development Project Manager

BUILDING THE FOUNDATIONS

Early work will focus on enhancing visitor attractions and key liveability aspects in the district, to support the attraction and retention of population and workforce into the region. Essential liveability components include modern education facilities, contemporary community and lifestyle services and quality health services.

These elements are incorporated in the priority projects set out in Appendix 2, progressing work completed in 2020/21, under the following major themes:

- Education - work in partnership with State Government and private sector partners to position Cleve as a national leader in sustainable agriculture education
- Tourism and events – build the visitor economy in the district through enhanced product development and marketing processes
- Major district events
- Cleve and Arno Bay fuel outlets – create fuel availability in Arno Bay and Cleve to enhance supply options and pricing competition in the district
- Mainstreet renewal – upgrade the amenity of the Arno Bay and Cleve main streets
- Business development – support the establishment and growth of next generation businesses in Cleve, with an emphasis on new agri-food businesses
- Health services – enhance the quality of local health services
- Marketing – build the branding and greater awareness of the district.

'Grassroots' tourism and business development processes, together with basic marketing initiatives, will also be considered.

The foundation themes and projects will be reviewed and updated from time to time and priorities funded via Council's Annual Business Plan and Annual Budget.

Stage 2

TRANSFORMATIONAL OPPORTUNITIES

Building on the foundations stage, a phase of major transformational project development will focus on a theme of re-generation, creating long-term sustainable competitive advantage for the Cleve district.

Well-aligned projects will achieve:

- new export industry' job creation
- major enabling infrastructure
- renewable resources
- modern housing development, and
- direct attraction of population and workforce into the district.

A range of major projects that fulfil the criteria above and can move Cleve towards the Economic Development Framework's population, families and jobs objectives will be investigated, scoped and developed.

Building on the foundations stage, this stage of the framework will involve investment of time and effort in order to generate significant partner investments without significant direct investment and risk for the Council.

Early priority projects will need to be:

- reasonably deliverable
- well-understood and financially defined
- acceptable in risk profile
- able to demonstrate the investment advantage in the district, and
- capable of implementation through partnership approaches.

This Transformational Stage is expected to include the creation of a 'pitch prospectus' for the purpose of securing future government funding and private partnerships, and ultimately sustainable investment and population and jobs growth.



Appendix 1

COUNCIL ECONOMIC DEVELOPMENT PROJECTS BUDGET 2021/22

Operational Expenditure

Annual Music Festivals	\$ 50,000
- Adelaide Guitar Festival	
- Cleve Harvest Music Fest	
Main Street Renewal Program	\$ 50,000
Career & Employment Showcase	\$ 10,000
Entrepreneurship in Schools	\$ 5,000
Annual 4WD Event	\$ 20,000
Population Housing Support	\$ 100,000
Arno Bay Masterplan	\$ 50,000
Project Scoping	\$ 50,000
District Rebranding, Advertising & Marketing	\$ 100,000
Total	\$ 440,000

Capital Expenditure

Arno Bay Walking Trail	\$ 600,000
Cleve Playspace	\$ 2,537,009
Cleve Showground RV Park Upgrade	\$ 828,257
Various Tourism Projects	\$ 31,000
Total	\$ 3,996,266



Appendix 2

FOUNDATION PROJECTS 2020–2023

1. Education facilities – work in partnership with state government and private sector partners to position Cleve as a national leader in sustainable agriculture education:
 - a) SIMS Farm – Department of Education – Agriculture FIP Early Adopter
 - b) MTA – Integrate with Cleve Area School – Increase Apprenticeships.
2. Tourism and events - build the visitor economy in the district through enhanced product development and marketing processes:
 - a) Eco Tourism Strategy – develop ‘next generation’ assets
 - b) Trails and signage (RDA)
 - c) Camping (RV) sites – RV park upgrade at Cleve Showgrounds; develop ‘spoke’ sites
 - d) Establish Regional Tourism and Event Committee.
3. Major District Events -
 - a) Annual Show (16th October 2021) – Cleve AH&F Society Inc
 - b) Cleve Harvest Music Festival (30th Oct 2021) – Outback PA Hire
 - c) Arno Bay New Year’s Day (1st Jan 2022) – Arno Bay Progress Association
 - d) Tasting Arno (26th Feb 2022) – Arno Bay Progress Association
 - e) Great Eyre Race 4WD Event (April 2022) - TBC
 - f) Cleve Guitar Festival (July 2021 and July 2022) – Adelaide Festival Centre
 - g) Career and Employment Expo (Mar/Aug 2022) – Department for Education
 - h) Aust Sustainable Agriculture Expo (Aug 2022) – Eyre Peninsula Field Days Committee
4. Cleve and Arno Bay fuel outlets - create fuel availability in Arno Bay and Cleve to enhance supply options and pricing competition in the district.
5. Mainstreet renewal – upgrade the amenity of the Arno Bay and Cleve main streets.
6. Business development – Support the establishment and growth of next generation business in Cleve, with a major emphasis focus on new agri-food businesses:
 - a) Growth Accelerator (Gourmet Cleve Mastermind – 12 Food Companies)
 - b) Start-up Support – shared office/co-working space; professional services and remote workers)
 - c) Entrepreneurship – Agri-food at Cleve Area School for Years 3, 5, 7 & 10,11,12
7. Health services – enhance the quality of local health services:
 - a) Student placements
 - b) Childcare centre
 - c) Telemedicine
8. Marketing – build the branding and greater awareness of the district:
 - a) Publication – regional newspaper
 - b) Social media (events and visitor marketing)
 - c) PR Program
 - d) Awards submissions and funding opportunities.