



Report to
Alexandrina Council
Advisory Services

TSA
Advisory

Productive Economy – Land Demand and Supply Analysis

Final report

We collaborate with our clients to solve complex problems. We are known for the subject matter expertise and creative solutions that we bring to any consulting challenge. We inject the right people, with the right skills, at the right time to unlock positive community outcomes.

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1. Introduction

1.1 Overview

TSA has been engaged by Alexandrina Council to develop a 'Productive Economy' Land Demand and Supply Analysis for the townships of Goolwa, Middleton, Mount Compass, Port Elliot and Strathalbyn. Council is interested in understanding how anticipated changes in the structure of the regional economy, combined with changes in local population and visitation to the region are likely to influence demand for industrial (i.e., employment) land, retail floor space, and commercial office floor space.

The purpose of the engagement is to assist Council to develop a stronger understanding of the demand for 'Productive Economy' land to inform strategic planning for townships, and (in particular) the impending State Government Regional Plan review process.

1.2 Productive Economy land definitions

As indicated above, TSA will look at demand for all categories of productive land in the five largest townships of Alexandrina Council. In carrying out the analysis, we will adopt the following land use categories:

1.2.1 Town centre

The term "town centre" refers to all land zoned within townships and set aside for retail and population services. In modelling demand and supply of land within these regions, we consider land currently within the following zoning classifications:

- Township Main Street (TMSZ), and
- Township Activity Centre (TACZ)

We recognise that currently services such as retail and hospitality are not exclusively located on TMSZ or TMAC lands. When considering the supply of town centre land within each area, we will take into consideration these existing services.

1.2.2 Employment lands

The term "employment lands" refers to land which accommodates (or is intended to accommodate) non-town centre uses. These precincts have in the past been referred to as 'industrial' precincts, reflecting the traditionally dominant role of manufacturing industries within them. As the role of manufacturing declines however, and as a greater mix of distinct uses emerges within these centres, the term *employment land* has become the preferred term. In modelling these uses, current land within the following zones is considered:

- Employment (EZ), and
- Strategic Employment (SEZ)

1.3 Report structure

This report comprises the following sections:

- Chapter 2, *Regional and Township Context* provides a summary of each of the five townships including key demographic and economic statistics, township profiles, a summary of township trade areas and an overview of the policy and strategic framework.
- Chapter 3, *Key Trends and Project Context* looks at key trends influencing the development of town centres and employment lands in Australia with specific reference to Alexandrina centres. It also looks at contextual factors including the national and global economies and the role of the circular economy.
- Chapter 4, *Supply of Productive Economy Land* summarises the current supply of employment land and retail floorspace across each of the five townships.
- Chapter 5, *Employment Land Demand* models demand for employment land across the five townships, showing how changes in the regional economy will translate to changes in demand for floor space over time.
- Chapter 6, *Retail Floor Space Demand* models demand for town centre floor space across the five townships, showing how changes in the population and visitation across each of the five townships translates to demand for floor space across key retail categories.
- Chapter 7, *Demand and Supply Alignment* aligns supply estimates and demand projections across productive economy land use types, estimating where there is over- and under-provision of land or floor space within each township across each of the land use types.
- Chapter 8, *Summary and Strategic Responses* summarises the findings of previous chapters and provides recommended strategic responses for Council.

2. Regional and township context

This section will set out and describe the regional context that forms the background against which this report takes place, detailing key economic and demographic data relevant to the analysis. It will also set out and describe the five townships, describing the economic role and function of each within Alexandrina.

2.1 Regional context

For thousands of years before it had the name Alexandrina, the peoples of the Ngarrindjeri Nation saw the lands of the local area as defined by their relationship with the local waterways. This relationship has remained important and relevant throughout Alexandrina's history, and into the modern day. Towns, businesses, and local communities have grown on the fertile land around the mouth of the Murray and both tourists and locals enjoy the local beaches, rivers, and Lake Alexandrina.

Today, Alexandrina Council is a largely agricultural region located around 1 to 1.5 hours by vehicle to the southeast of Adelaide. It comprises substantial tracts of agricultural land, and a mix of medium and small townships. Its proximity to Adelaide has shaped the regional economy in a number of ways and is critical to the viability of small and large businesses across the region. Adelaide and its trade gateways provide excellent access to consumer markets for the region's dairy and wine producers and the beaches of Alexandrina's south coast townships are popular holiday locations for residents of the Adelaide metropolitan area (and increasingly tourists from outside of South Australia).

With the prospect of remote working likely to become increasingly popular (aided by changes in technology and working cultures), the post-COVID trend of professionals relocating to regional areas will continue, with Alexandrina's townships offering a genuine *tree or sea change* whilst remaining relatively proximate to the retail, service, cultural, and recreational opportunities available in the state capital.

Alexandrina is distinct from its neighbouring local council districts which all centre around larger single townships and cities.

Mount Barker in the north is one of the fastest growing areas in South Australia, with significant greenfield development to the south of the existing township. For many residents of Alexandrina (and Strathalbyn in particular), Mount Barker (with a population of more than 21,000) is an important destination for the sorts of higher order retail and services not supportable in the smaller towns of Alexandrina. The role of Mount Barker as a major regional service centre is exemplified by the large share of employment and economic output linked to health care and social assistance, and retail trade.

To the northeast, **Murray Bridge** is the centre of a large farming area that connects local agricultural producers to the freight route between Adelaide and Melbourne. Although a large centre, it does not compete significantly with Alexandrina's centres, nor is it an important destination for Alexandrina residents. As well as servicing the needs of residents, it is also a major service centre for agricultural regions to the east, with primary and secondary industries in the agricultural supply chain important to its economy.

To the west, **Victor Harbor** has a similar economic structure to the coastal areas of Alexandrina, with an elderly resident population driving demand for a range of population services, and large numbers of visitors supporting the accommodation and hospitality businesses. As with Mount Barker, its economy is also focussed around servicing the needs of the surrounding population, with its economy dominated by the provision of health care services and retail.

In comparison to these surrounding LGAs, and to the rest of the state, **Alexandrina** has relatively low household incomes – largely a consequence of its more elderly (and non-working) population. In terms of socioeconomic status, the region performs above the South Australian average, indicating a relatively affluent population. Unemployment in the region is low, highlighting the tight local labour market, and underscoring the challenges to local businesses seeking to secure appropriately skilled workers.

Table 1. Summary of key economic statistics, Alexandrina, surrounding LGAs, South Australia and regional South Australia.

	Alexandrina (C)	Mount Barker (C)	Victor Harbor (C)	Murray Bridge (C)	South Australia	Regional South Australia
GRP (\$ million per annum)	\$844	\$1,330	\$576	\$1,072	\$1,536	\$549
Median Weekly Household Income	\$1,143	\$1,753	\$980	\$1,109	\$1,455	\$1,209
SEIFA-IRSAD score	949	1004	927	866	964	948
Unemployment ¹	3.4	3.7	4.2	5.5	4.7	4.9
Top three industries by productivity ²	1. Agriculture, Forestry and Fishing 2. Health Care and Social Assistance 3. Construction	1. Health Care and Social Assistance 2. Retail Trade 3. Construction	1. Health Care and Social Assistance 2. Retail Trade 3. Construction	1. Agriculture, Forestry and Fishing 2. Health Care and Social Assistance 3. Manufacturing	1. Health Care and Social Assistance 2. Construction 3. Financial and Insurance Services	1. Agriculture, Forestry and Fishing 2. Mining 3. Health Care and Social Assistance
Top three industries by employment	1. Health Care and Social Assistance 2. Agriculture, Forestry and Fishing 3. Accommodation and Food Services	1. Health Care and Social Assistance 2. Retail Trade 3. Accommodation and Food Services	1. Health Care and Social Assistance 2. Retail Trade 3. Accommodation and Food Services	1. Health Care and Social Assistance 2. Retail Trade 3. Agriculture, Forestry and Fishing	1. Health Care and Social Assistance 2. Retail Trade 3. Education and Training	1. Health Care and Social Assistance 2. Retail Trade 3. Education and Training

Source: Australian Bureau of Statistics, 2021 Census unless otherwise specified

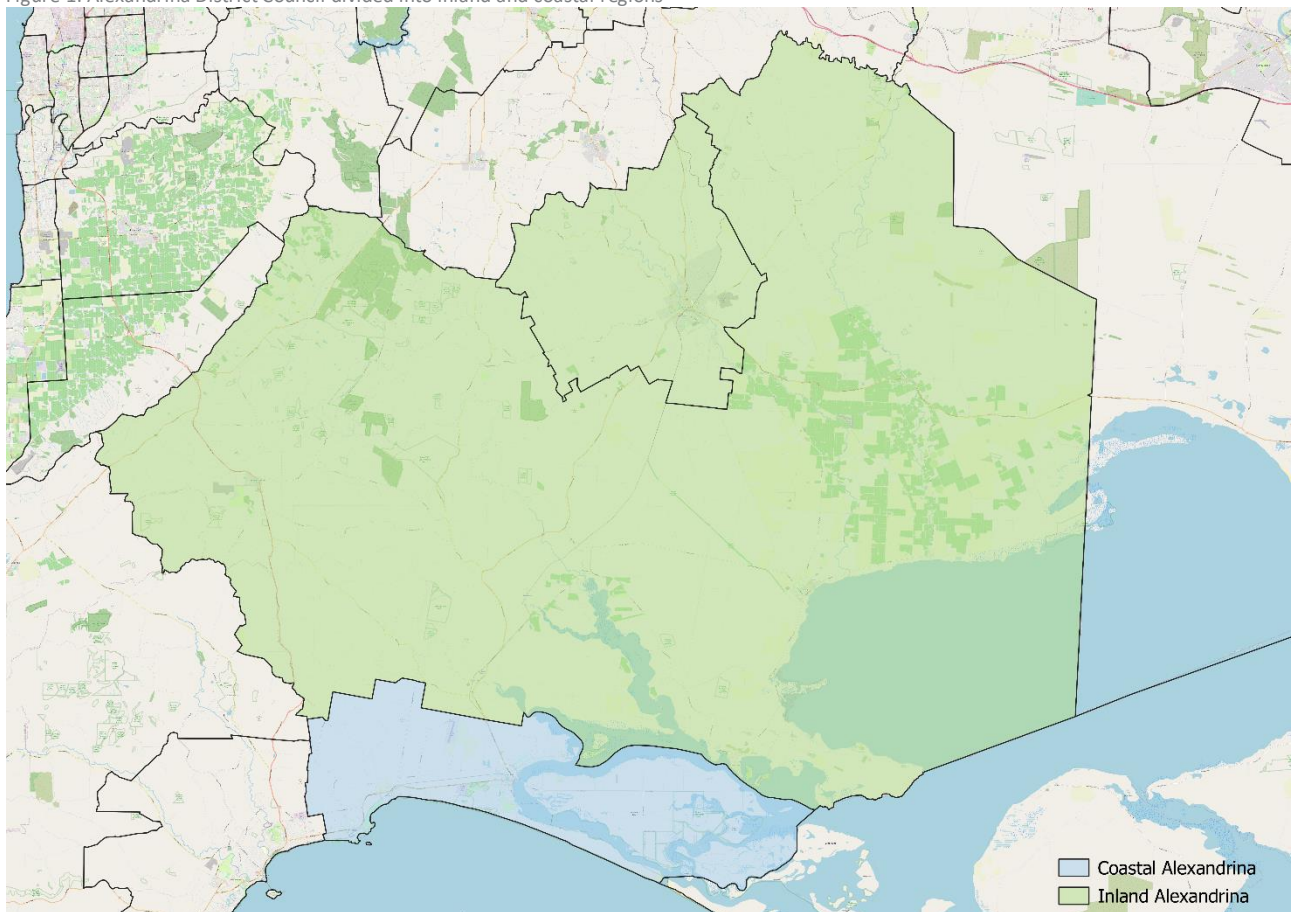
¹ December 2022 Small Area Labour Markets smoothed unemployment rates sourced from Jobs and Skills Australia

² Productivity as defined by gross regional product of all industries in each LGA as modelled by TSA.

2.2 Municipal context

Alexandrina can be understood as an LGA which comprises two distinct subregions: *coastal Alexandrina* in the south, with a focus on tourism and the provision of population services; and *inland Alexandrina* in the centre and north of the LGA, where primary production is relatively dominant. Recognising the existence of these two distinct subregional economies is critical to understanding how economic opportunities (and land use requirements) differ spatially across Alexandrina's townships. These geographies are critical to our demand projections for *employment land*, which breaks down demand between the two.

Figure 1: Alexandrina District Council divided into inland and coastal regions



Source: TSA Management

Agriculture is the largest industry in inland Alexandrina in terms of economic output. Strathalbyn and Mount Compass have grown as service centres for the surrounding agricultural regions. Whilst this remains the case, these towns – and Strathalbyn in particular – are increasingly popular locations for commuters and tree changers. As a result, township economies have evolved, with strong growth in population services such as healthcare, education, hospitality, and construction. In addition, the existence of primary industry in the region surrounding these townships also drives potential for value adding – in particular, food manufacturing and packaging.

In terms of economic output, the largest sectors in coastal Alexandrina are construction and health care, followed by retail trade, and hospitality. The towns of coastal Alexandrina exist as part of a string of settlements running eastwards from Goolwa to neighbouring Victor Harbor. As the largest city along this coastal region, Victor Harbor has the most extensive range of goods and services in the region and draws significant retail and service expenditures from residents of coastal Alexandrina. The economies of coastal Alexandrina towns are also shaped by seasonality of population and visitation. These townships have a large share of holiday homes which tend to sit empty during the

cooler months. The variation in expenditure over the course of a year represents a significant challenge for local businesses.

2.3 Township summary

Table 2. Key demographic data - key townships

	Goolwa	Middleton	Mount Compass	Port Elliot	Strathalbyn
Population	8,576	1,057	1,232	2,251	6,429
Growth rate	2.69%	2.68%	2.02%	1.42%	3.44%
Median age	63	49	40	61	47
% residents over 65	46.5%	26.8%	14.7%	45.0%	27.4%
% with long-term health condition	52.0%	39.2%	36.4%	49.5%	43.8%
% couple families with children	19.8%	34.1%	46.4%	24.4%	34.6%
% dwellings unoccupied	32.8%	62.1%	6.1%	38.4%	5.5%
% home ownership	72.3%	77.8%	87.3%	66.3%	75.7%
% renter households in housing stress	46.3%	37.5%	33.3%	42.1%	43.4%
% owner households in housing stress	16.6%	14.6%	12.9%	12.4%	13.9%
SEIFA score	907	990	968	951	947
Employment self-containment	43%	21%	19%	29%	32%
Employment self-sufficiency	56%	46%	40%	26%	51%
% with bachelor's degree and above	13.7%	24.6%	11.6%	21.2%	13.2%

Source: Australian Bureau of Statistics, Quick Stats

2.3.1 Demographic Summary

There are a few clear differences in the demographics of coastal Alexandrina and inland Alexandrina. Broadly speaking, residents of coastal Alexandrina are older, resulting in a higher proportion of long-term health conditions, particularly in the more established townships of Goolwa and Port Elliot. Coastal Alexandrina also has a much higher rate of unoccupied dwellings, indicating the popularity of the area as a location for holiday homes for people with a primary residence elsewhere. Altogether, these statistics point to the popularity of the area as a place to holiday or retire.

Contrastingly, the towns of inland Alexandrina have younger populations made up of a higher proportion of couples with children. Inland Alexandrina also has a lower rate of higher education than the coastal centres, reflecting their more regional economies based around agribusinesses that do not require many employees with higher education.

Population demographics

While Goolwa is the largest township and has the second fastest growth rate, it also has the highest proportion of older residents and the lowest proportion of families with children. Port Elliot follows these trends to a lesser extent, while Middleton shares more features with Strathalbyn and Mount Compass in that its population is younger and growing at a faster rate. Strathalbyn is the fastest growing township in the region over the past five years, likely impacted by its closer proximity to Adelaide and its outer satellite towns like Mount Barker.

Economic data

As a whole, Alexandrina's Socio-Economic Indexes for Areas (SEIFA) score and associated economic opportunity measures are reflective of the South Australian average, with some variation between the townships. Two areas where the district does have worse outcomes than the state-wide averages are the proportion of residents with higher education and the proportion of households in housing stress³.

Goolwa scores the lowest on the SEIFA index of relative advantage and disadvantage and has the highest proportions of households in housing stress. Port Elliot is the only township to have a home-ownership rate below the state-wide average, but those residents that do own their homes experience the lowest level of housing stress in Alexandrina. Home ownership is more common in inland Alexandrina and Middleton, with Mount Compass having the highest rates of ownership and lowest rates of renters in housing stress.

Inland Alexandrina scores higher on the SEIFA index, reflecting the productivity of the agriculture sector in Alexandrina. However, Middleton scores the highest of the district. This is likely reflective of Middleton's residents also having the highest rates of higher education, suggesting that it is a popular place of residence for skilled professionals that work in Goolwa, Port Elliot and Victor Harbor.

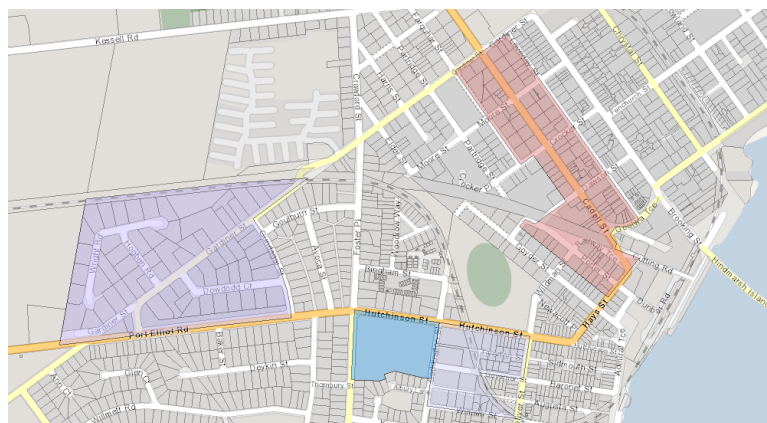
³ As defined as a household spending more than 30% of their income on rental or mortgage payments.

2.4 Township profiles

2.4.1 Goolwa

Overview of productive economy land

The map below shows productive economy land in the Goolwa township. The town's 'main street' is shown in red (Township Main Street), with the shopping centre shown in blue (Township Activity Centre). There are two employment precincts in the township – an Employment Zone to the east of the shopping centre, and a Strategic Employment Zone on the western fringe of the township.



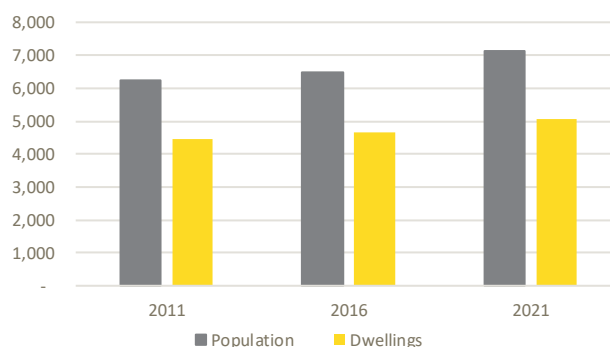
The breakdown of leasable land within each of Goolwa's productive economy precincts is set out below:

- Township main street/ main street – 12,530 sqm of floor space (GLA⁴)
- Strategic employment – 134,400 sqm of zoned land
- Employment – 28,600 sqm of zoned land

Population and dwelling growth

The population of Goolwa⁵ has grown strongly in recent years, from around 6,200 in 2011 to 7,100 in 2021, an annual average growth rate (AAGR) of 1.4% over the period. The number of dwellings has grown at a similar rate (1.3%) over the same period.

Over the 2016 to 2021 period, the population grew at an annual rate of 2.0%, with the number of dwellings growing at 1.6% per annum.



Workforce

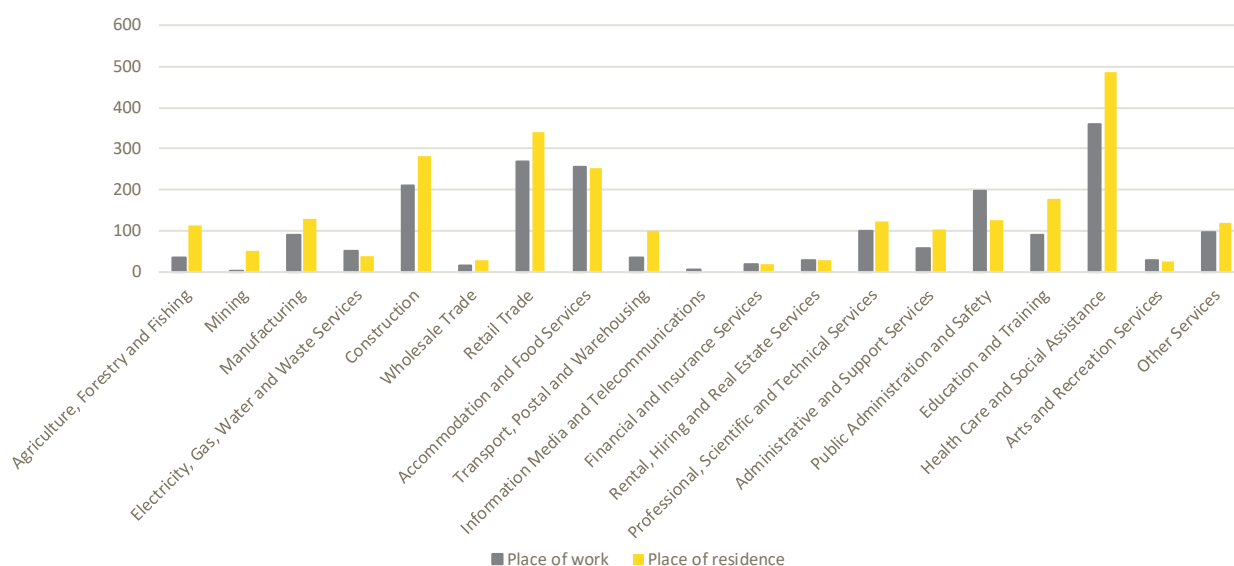
The figure below shows employed residents, and the local workforce broken down by industry sector. These figures reveal that:

- The most important sectors (in terms of employment) are *health care and social assistance*, *retail trade* and *accommodation and food services*.
- Employed residents are most likely to work in *health care and social assistance*, *retail trade*, and *construction*.
- There are not enough jobs in Goolwa to accommodate the local workforce, with deficits in all sectors apart from *public administration and safety* and *accommodation and food services*.

⁴ Gross Leasable Area

⁵ Represented by the suburbs of Goolwa, Goolwa North, Goolwa South and Goolwa Beach

Figure 2. Local resident and local workers, breakdown by industry category (ANZSIC)

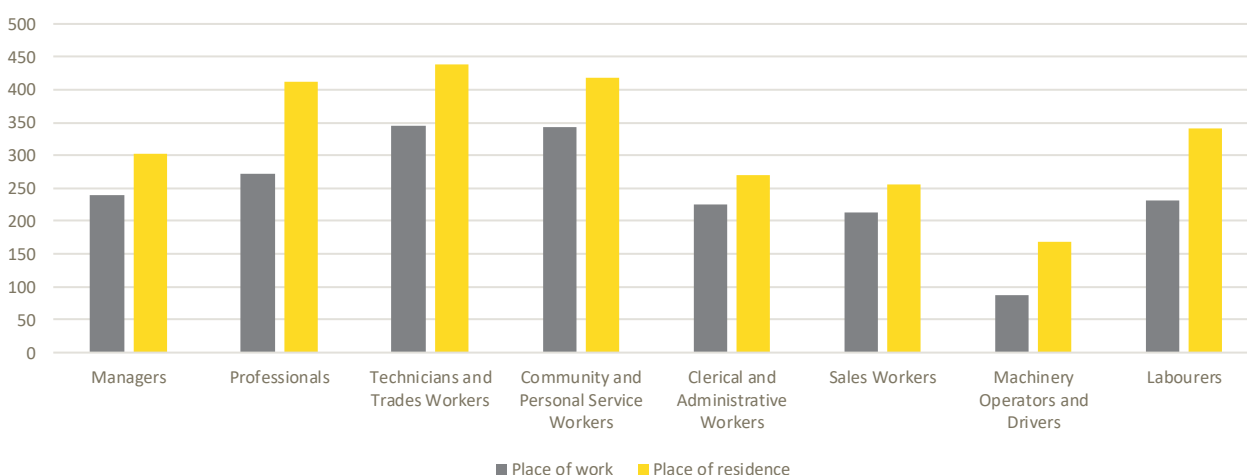


Source: TSA Management, ABS

Looking at the local workforce and working population by occupation, the data shows that:

- In net terms, there is an outflow of workers across all occupations, suggesting a lack of local jobs for workers residing in Goolwa across all skill/educational attainment levels.
- In percentage terms, the shortage of local jobs for machinery operators and drivers is most acute.
- The largest town in Alexandrina experiences a significant net outflow of workers, which highlights the subservient role it plays to large nearby centres of Victor Harbor, Mount Barker, and Adelaide.

Figure 3. Local resident and local workers, breakdown by occupation



Source: TSA Management, ABS

2.4.2 Middleton

Overview of productive economy land

The map below shows productive economy land in the Middleton township. Two activity centres (Township Activity Centre), shown in blue, run along the sound side of Goolwa Road, separated by a caravan park.

The breakdown of leasable land within each of Middleton's productive economy precincts is set out below:

- Township activity centre – 29,947sqm

Population and dwelling growth

Like Port Elliot, Middleton has had a slower growth rate over the past decade, growing from around 1,100 in 2011 to 1,300 in 2021, producing an AAGR of 1.9% over the period. The number of dwellings grew 1.2% per annum over the same period.

Population growth has accelerated more recently, with annual growth rates over the 2016 to 2021 period, of 2.3% for the population, but only 0.8% for dwellings. Middleton has an extremely high ratio of dwellings to residents, reflecting the abundance of holiday homes and private holiday rentals in the town.

Workforce

The figure below shows employed residents, and the local workforce broken down by industry sector. These figures reveal that:

- The most important sectors (in terms of employment) are *accommodation and food services*, and *construction*.
- Employed Middleton residents are most likely to work in *construction, health care and social assistance*, and *education and training*.
- There is also a significant deficit in jobs available in Middleton, with slightly more than double the number of resident workers as compared to local jobs. Despite this, there are small surpluses in available jobs in the *agriculture, forestry and fishing* and *accommodation and food services* sectors.

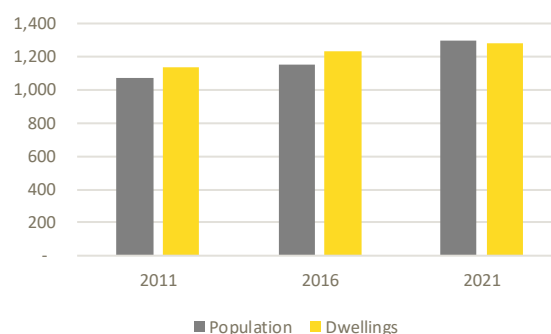
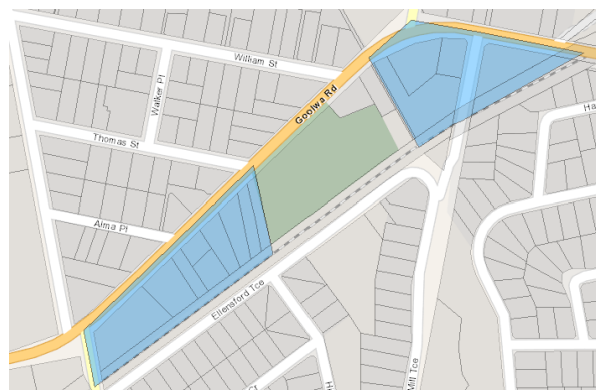
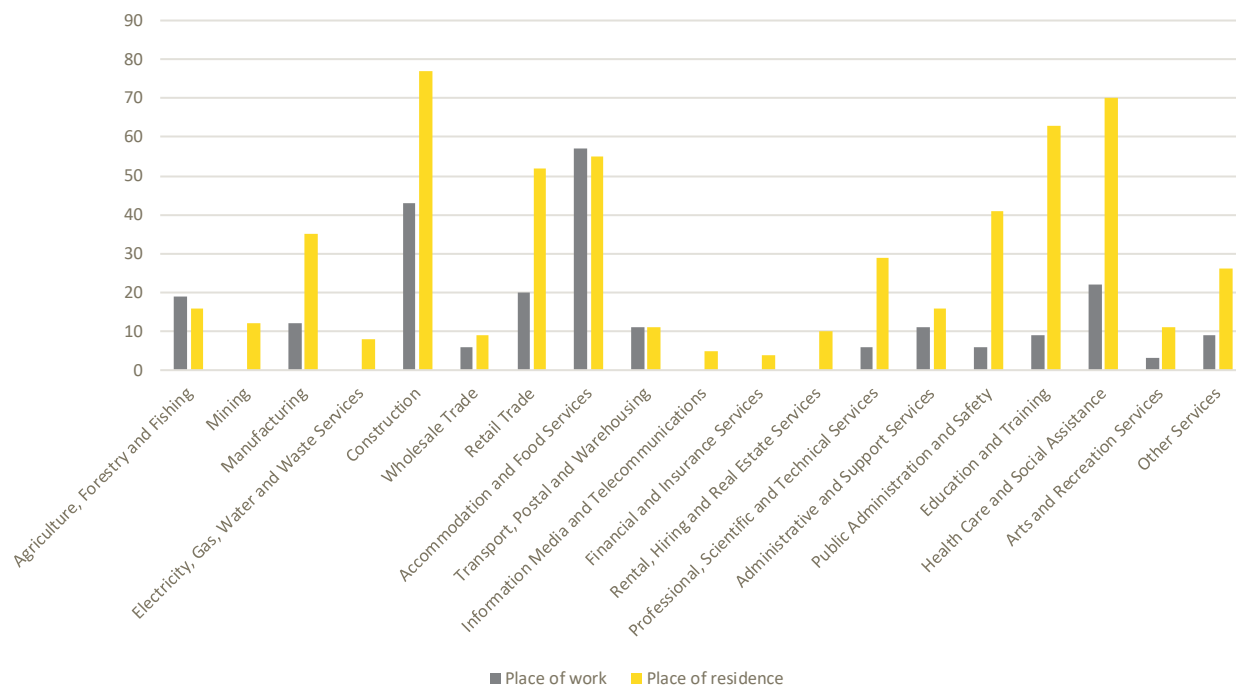


Figure 4. Local resident and local workers, breakdown by industry category (ANZSIC)

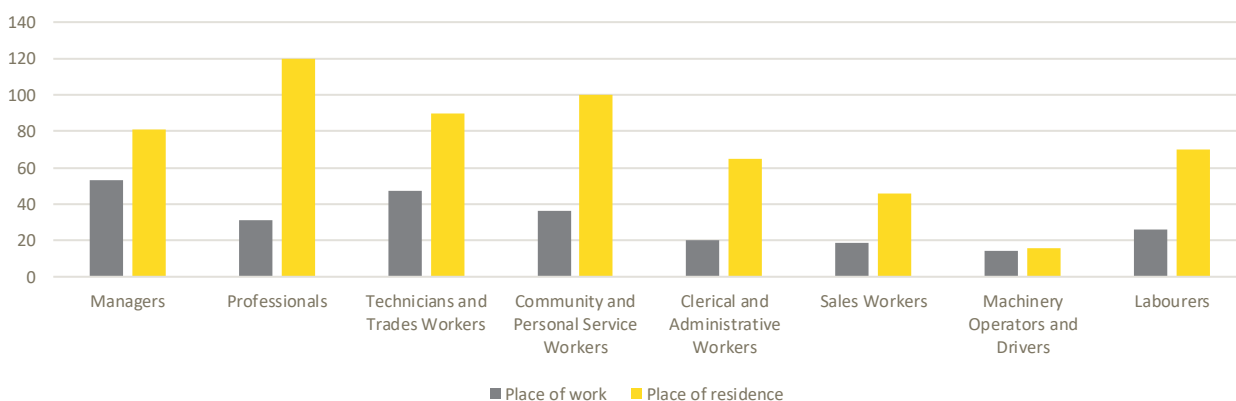


Source: TSA Management, ABS

Looking at the local workforce and working population by occupation, the data shows that:

- In net terms, there is an outflow of workers in every class of occupation.
- In percentage terms, the shortage of jobs for professionals is the most acute.
- Like Port Elliot, Middleton's overall outflow of workers across all occupation categories indicates that it functions less as an independent economy, but more as part of a broader regional economy. The surplus of employed professionals as compared to local jobs likely reflects the large number of residents employed in sectors such as Education and Training and Public Administration whose jobs are likely based in neighbouring Goolwa.

Figure 5. Local resident and local workers, breakdown by occupation



Source: TSA Management, ABS

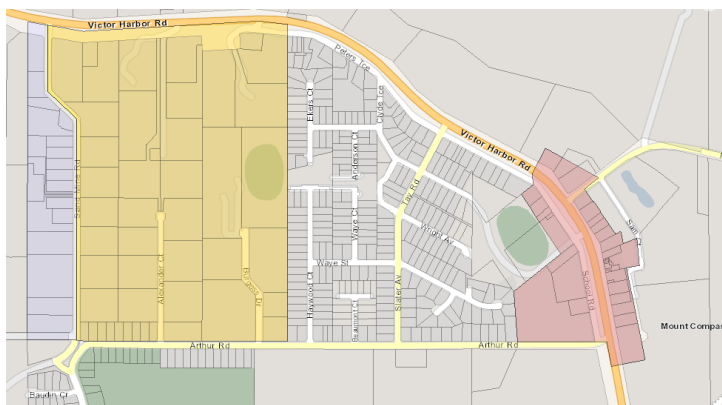
2.4.3 Mount Compass

Overview of productive economy land

The map below shows productive economy land in the Mount Compass township. The town's main street area along Victor Harbor Road is shown in red (Township Main Street), and the employment land along Sand Hill Road is shown in purple (Employment Zone). The employment land is separated from the main township by a Rural Living Zone shown in yellow (not productive land).

The breakdown of leasable land within each of Mount Compass' productive economy precincts is set out below:

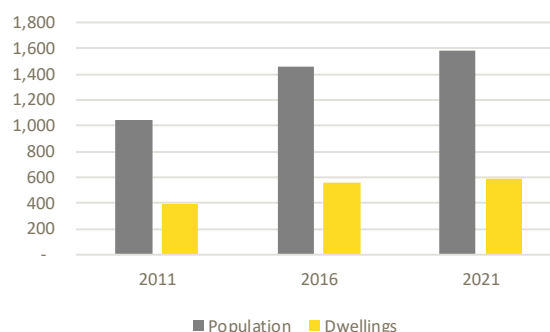
- Township main street – 81,512sqm
- Employment – 80,804sqm



Population and dwelling growth

Mount Compass has had the fastest growth rate of the townships considered over the past decade, growing from around 1,000 in 2011 to 1,500 in 2021, an AAGR of 4.3% over the period. The number of dwellings grew 4.1% per annum over the same period.

Most of this growth occurred between 2011 and 2016, with the annual growth rates over the 2016 to 2021 period, being 1.6% for the population, and 1.2% for dwellings. Mount Compass also has the lowest ratio of dwellings to population of the townships examined.

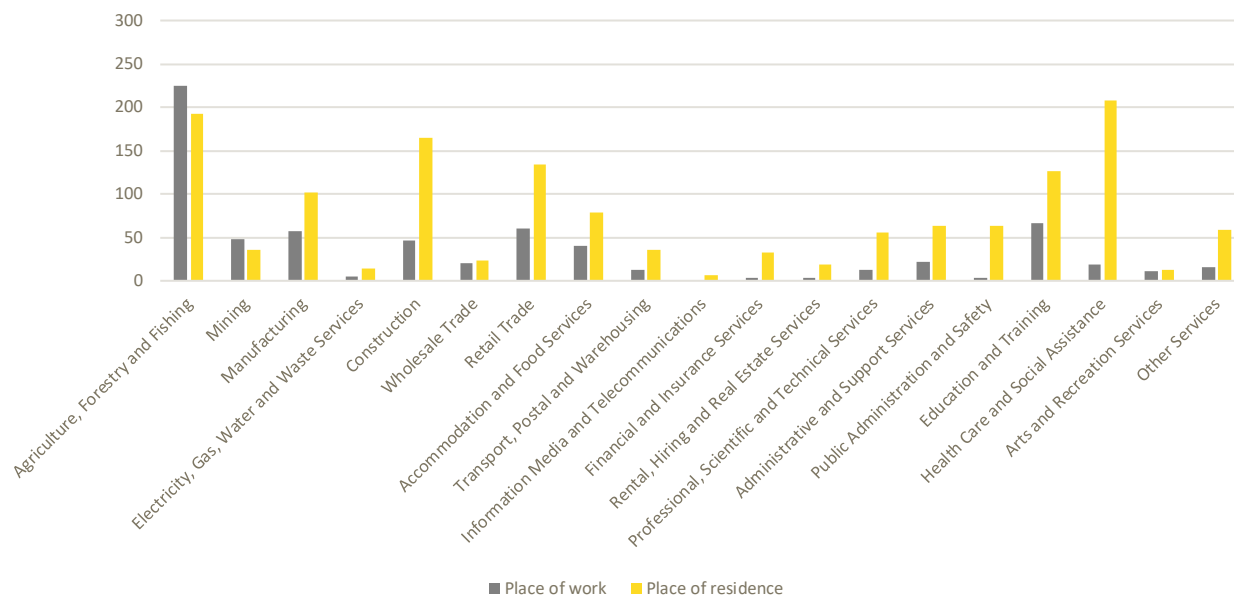


Workforce

The figure below shows employed residents, and the local workforce broken down by industry sector. These figures reveal that:

- The most important sectors (in terms of employment) are *agriculture, forestry and fishing, education and training, and retail trade*.
- Contrastingly, employed Mount Compass residents are most likely to work in *health care and social assistance, agriculture, forestry and fishing, and construction*.
- There is a significant deficit in jobs available in Mount Compass, with more than double the number of resident workers as compared to local jobs. Despite this, there is still a surplus in available jobs in the *agriculture, forestry and fishing* sector.

Figure 6. Local resident and local workers, breakdown by industry category (ANZSIC)

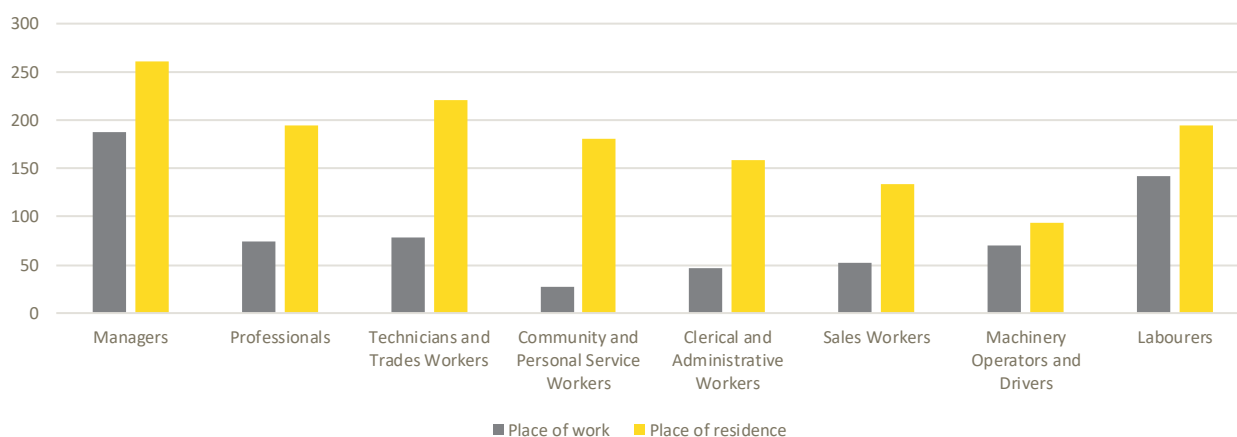


Source: TSA Management, ABS

Looking at the local workforce and working population by occupation, the data shows that:

- In net terms, there is an outflow of workers in every class of occupation.
- In percentage terms, the shortage of jobs for community and personal service workers is the most acute.
- Despite Mount Compass' relative remoteness compared to other townships, it has a very high number of workers who commute to other townships for work, even in lower-skilled occupation. This highlights the interconnectedness of the region both within Alexandrina and with larger nearby centres.

Figure 7. Local resident and local workers, breakdown by occupation



Source: TSA Management, ABS

2.4.4 Port Elliot

Overview of productive economy land

The map below shows productive economy land in the Port Elliot township.

The town's main commercial and retail centre is shown in red (Township Main Street), and the employment land is shown in purple.

The township's employment land precinct is bisected by Hill Street and divided into two zones – a Strategic Employment Zone (the darker purple) on the west side and Employment Zone (lighter purple) on the east.

The breakdown of leasable land within each of Port Elliot's productive economy precincts is set out below:

- Township main street – 54,921sqm
- Strategic employment – 92,411sqm
- Employment – 126,359sqm

Population and dwelling growth

Port Elliot has had the slowest growth rate of the five regional townships over the past decade, growing from around 1,950 in 2011 to 2,250 in 2021, an AAGR of 1.4%. The number of dwellings has grown at a slower rate (0.6%) over the same period, suggesting a trend towards a more established population.

Over the 2016 to 2021 period, the population grew at an annual rate of 1.4%, and dwellings grew at 0.8% per annum.

Workforce

The figure below shows employed residents, and the local workforce broken down by industry sector. These figures reveal that:

- The most important sectors (in terms of employment) are *health care and social assistance, accommodation and food services, construction, and retail trade*.
- Employed Port Elliot residents are most likely to work in *health care and social assistance, construction, retail trade, and accommodation and food services*.
- There is a small deficit in jobs available to the Port Elliot workforce overall, however there are multiple industries with significant surpluses in available jobs, including *accommodation and food services, manufacturing, and education and training*.

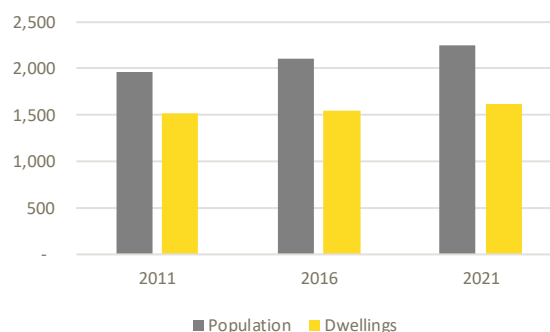
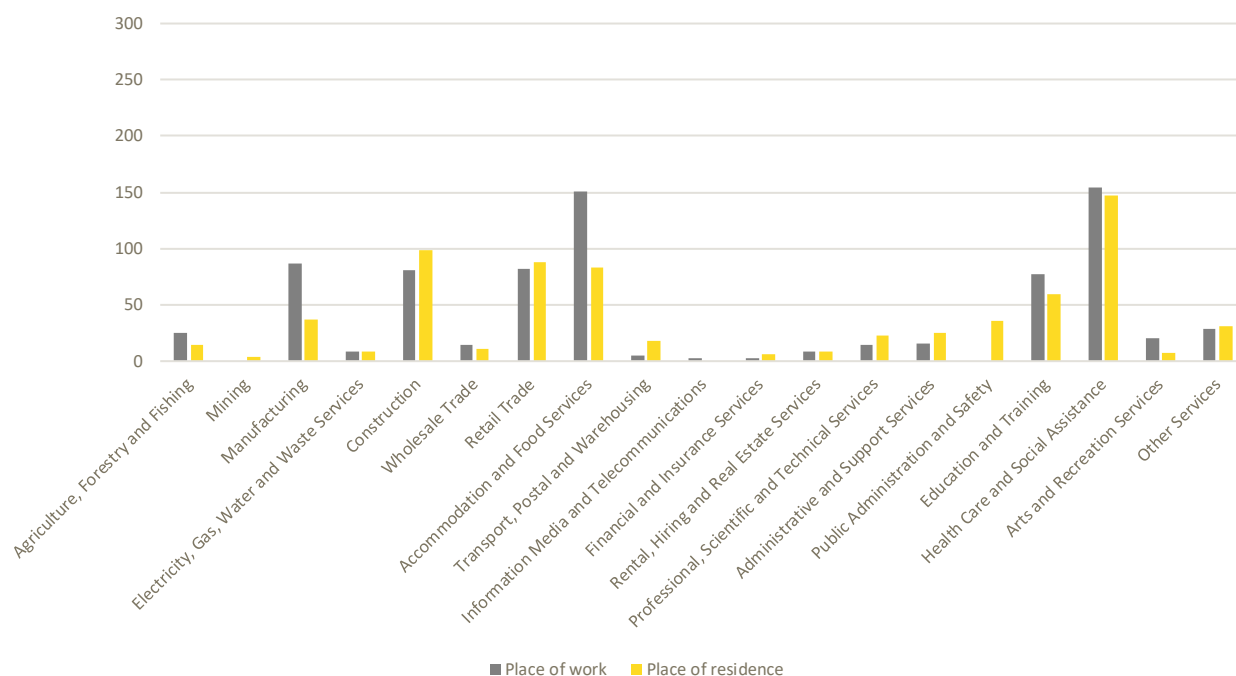


Figure 8. Local resident and local workers, breakdown by industry category (ANZSIC)

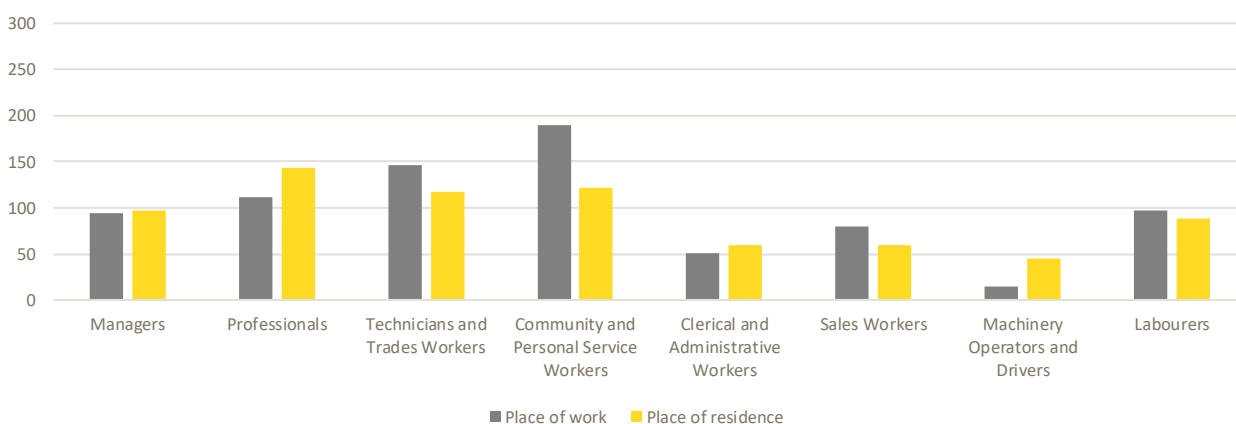


Source: TSA Management, ABS

Looking at the local workforce and working population by occupation, the data shows that:

- In net terms, there is an outflow of workers in total. However, there are multiple occupation classes with significant inflows into Port Elliot, including community and personal services workers, and tradespeople.
- After machinery operators, skilled professionals make up the second largest surplus of workers in Port Elliot.
- The disparities between Port Elliot's local workers and local jobs reflect that its economy and workforce functions as part of the larger settlement area running from Victor Harbor to Goolwa.

Figure 9. Local resident and local workers, breakdown by occupation

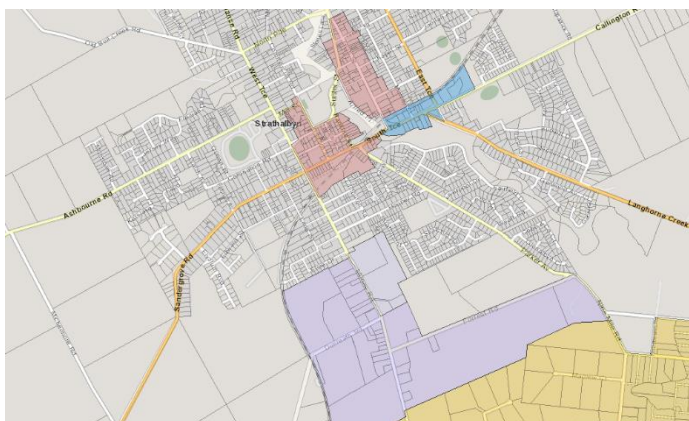


Source: TSA Management, ABS

2.4.5 Strathalbyn

Overview of productive economy land

The map below shows productive economy land in the Strathalbyn township. The town's central activity areas are shown in red (Township Main Street), and in blue (Township Activity Centre). A large employment zone exists to the south of the township, shown in purple. Most of this land is Strategic Employment Zone (the darker purple) with the northern corner being a regular Employment Zone (lighter purple). The employment land is bounded to the south by a Rural Living Zone (shown in yellow, not productive land).



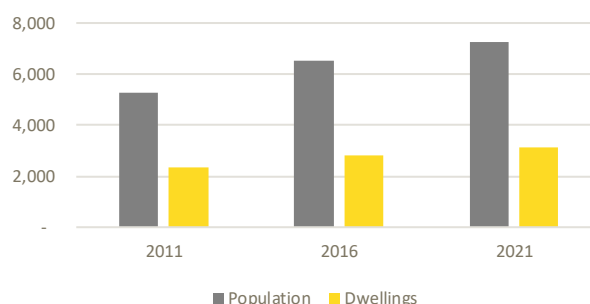
The breakdown of leasable land within each of Strathalbyn's productive economy precincts is set out below:

- Township main street – 214,982sqm
- Township activity centre – 56,108sqm
- Strategic employment – 836,938sqm
- Employment – 88,662sqm

Population and dwelling growth

Strathalbyn has been one of the fastest growing townships in Alexandrina in the past decade, growing from around 5,300 in 2011 to 7,300 in 2021, an AAGR of 3.2% over the period. The number of dwellings has grown at a similar rate (3.1%) over the same period.

This growth has slowed more recently. Over the 2016 to 2021 period, the population grew at an annual rate of 2.2%, with dwellings growing at 2.1% per annum.

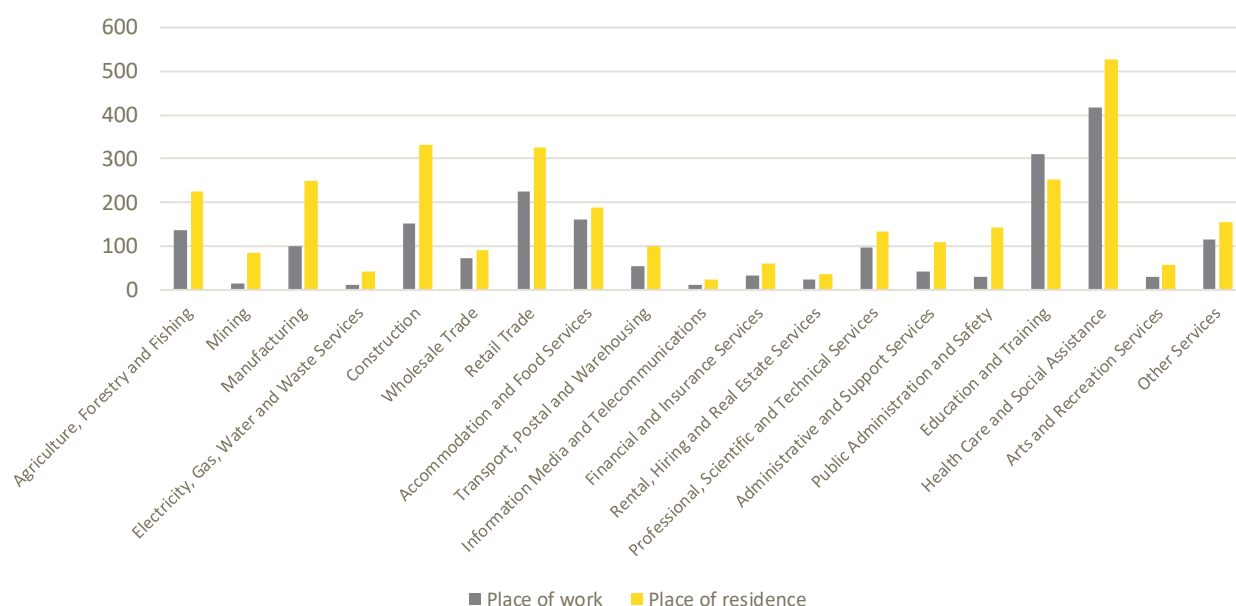


Workforce

The figure below shows employed residents, and the local workforce broken down by industry sector. These figures reveal that:

- The most important sectors (in terms of employment) are *health care and social assistance, education and training* and *retail trade*.
- Employed residents are most likely to work in *health care and social assistance, construction, and retail trade*.
- There are not enough jobs in Strathalbyn to accommodate the local workforce, with deficits in all sectors apart from *education and training*.

Figure 10. Local resident and local workers, breakdown by industry category (ANZSIC)



Source: TSA Management, ABS

Looking at the local workforce and working population by occupation, the data shows that:

- In net terms, there is outflow of workers across all occupations, suggesting a lack of local jobs for workers residing in Strathalbyn across all skill/educational attainment levels.
- In percentage terms, the shortage of local jobs for machinery operators and drivers is most acute.
- Strathalbyn has a significant net outflow of workers, particularly among machinery operators, labourers, and trades workers. This likely reflects Strathalbyn's relationship with the surrounding agricultural land as well as its proximity to Mount Barker and Adelaide.

Figure 11. Local resident and local workers, breakdown by occupation



Source: TSA Management, ABS

2.5 Policy and strategy overview

It is important to understand the existing policy context which provides Council strategic direction. This section analyses relevant strategies and policies, their connection with this report and employment lands more broadly.

2.5.1 State/Regional Policy framework

There are several documents providing direction at a state and regional level. These documents have been prepared largely by South Australian Government agencies and include:

The State Planning Policies

The State Planning Policies (SPPs) are the highest order policies which define South Australia's planning priorities, goals and interests. They are the overarching policies that define the state's interests in land use planning and alignment. All designated instruments of the *Planning, Development and Infrastructure Act 2016* are required to align with the policies, objectives and principles prescribed by the relevant SPPs. There are 16 umbrella SPPs with accompanying policies. These are set out below.

Table 3. Summary of State Planning Policies

1. Integrated planning	5. Climate Change	9. Employment Lands	13. Coastal Environment
2. Design Quality	6. Housing Supply and Diversity	10. Key Resources	14. Water Security and Quality
3. Adaptive Reuse	7. Cultural Heritage	11. Strategic Transport Infrastructure	15. Natural Hazards
4. Biodiversity	8. Primary Industry	12. Energy	16. Emissions and Hazardous Activities.

SPP 9 Employment Lands is the most pertinent to this report. It contains 13 policies seeking to deliver the following objective:

"To provide sufficient land supply for employment generating uses that supports economic growth and productivity."

Regional Plan – 30 Year Plan for Greater Adelaide

The 30 Year Plan for Greater Adelaide is the relevant regional plan. The Plan contains 14 policy themes with the most pertinent to this investigation being 'The economy and jobs'. The economy and job themes contain numerous policies which seek to protect and enhance South Australia's key industries and economy. These policies focus on primary production, tourism, mining and resources, manufacturing/defence, green industries, and employment land.

Individual policies which align with this report include:

- P56. Ensure there are suitable land supplies for the retail, commercial and industrial sectors.
- P73. Provide sufficient strategic employment land options with direct access to major freight routes to support activities that require separation from housing and other sensitive land uses.

The Plan was last updated in 2017 and is currently under review along with six other Regional Plans. A Discussion Paper for the Greater Adelaide Regional Plan is currently being drafted by the State Planning Commission and is anticipated to be released for engagement in the third quarter 2023.

Environment and Food Production Areas

The Environment and Food Production Areas (EFPAs) was introduced in April 2017 to protect rural areas and natural landscapes within specified areas in Greater Adelaide from urban encroachment.

Section 7 of the *Planning, Development and Infrastructure Act 2016* (PDI Act 2016) highlights that any decision to permit urban encroachment within the EFPA, to accommodate housing or employment growth, should only occur if there is an inadequate provision within Greater Adelaide to support the principle of urban renewal and consolidation of existing urban areas and accommodate housing and employment growth over a period of at least 15 years.

In the instance Council requires additional employment land to support projected population and job growth and there is an insufficient supply outside the EFPA, a submission would need to be prepared to this effect and lodged through a review.

Review Scope

There is a statutory requirement to review the EFPA every five years under Section 7(9) (b) of the *PDI Act 2016*. The *PDI Act 2016* outlines the process for any variation to the EFPA, noting that boundaries may only be varied by the Commission under certain circumstances.

These circumstances are referred to as the 'Three Point Test' and effectively mean that if the Commission is satisfied that there is capacity to accommodate a 15-year land supply within Greater Adelaide then the EFPA boundary should not be altered other than to correct an anomaly. This is an extremely strict test and arguably does not take account of local differences in land supply. The tests are set out under section 7(3) of the *PDI Act 2016* as follows:

If the Commission is satisfied, that:

Test 1: an area or areas within Greater Adelaide outside environment and food production areas are unable to support the principle of urban renewal and consolidation of existing urban areas; and

Test 2: adequate provision cannot be made within Greater Adelaide outside environment and food production areas to accommodate housing and employment growth over the longer term (being at least a 15-year period); or

Test 3: that the variation is trivial in nature and will address a recognised anomaly.

The Regional Blueprint – Edition 3 September 2022

Produced annually by Regional Development South Australia, the regional blueprint seeks to drive regional economic success by way of promoting key strengths, priorities and opportunities in each of the regions. The Alexandrina Council is captured within the Adelaide Hills, Fleurieu and Kangaroo Island region, where the following six key priorities have been flagged:

1. Well planned and managed regional population growth with well serviced communities.
2. Healthy regional communities enjoying a safe active lifestyle with high levels of amenity and wellbeing.
3. Well-connected regional communities freely accessing services, social opportunities, jobs and commercial markets.
4. Highly skilled, highly participatory regional work force matched to the needs of regional industry and business.
5. More regional jobs for regional residents with less commuting leading to a greater contribution by the region's workforce to the regional economy.
6. Strong economic growth in the region driven by servicing the growing population and leveraging our comparative advantage with a special focus on industries with the potential to increase exports.

Priority five is of relevance to this report, noting its desire to support local workers and assist them in contributing to their respective economies, further avoid travelling excessive distances for work.

Strategic Regional Plan – Adelaide Hills, Fleurieu and Kangaroo Island 2022-2025

Prepared by Regional Development Australia – Adelaide Hills, Fleurieu and Kangaroo Island, this plan provides the region with a reference economic development strategy. The plan contains three strategic priorities, being:

1. Growing Regional Productivity
2. Enhancing Regional Innovation and Preparedness
3. Strengthening our most Competitive Industry Sectors

Strategic priority three, ‘Strengthening our most Competitive Industry Sectors’ is considered the most pertinent to this analysis, as it specifically highlights manufacturing, tourism and agriculture as key sectors to be strengthened. The strategic priority for manufacturing is as follows:

- Nurturing the region’s largest and/or fastest growing manufacturing sectors, including food and beverage, machinery and chemical production manufacturing.

Ensuring there is an appropriate supply of employment land available to support the region’s most productive industry sectors is vital to the success of this plan.

2.5.2 Local policy framework

A2040: Liveable. Green. Connected

A2040 is Council’s highest order strategy. This document identifies five key action areas:

1. Climate Response
2. Appropriate Growth
3. Community Inclusion
4. Transport Connections
5. Environmental innovation

Each action area has five supporting activities and measures for the community’s aspirations to be more Liveable, Green and Connected. Of the various strategies outlined in the A2040 plan the following are considered the most pertinent to the subject analysis:

- *Attract and retain younger residents to live, work and play in Alexandrina*
- *Leverage Business Alexandrina to increase opportunities to co-design innovative solutions for industry*
- *Support local industry to connect, explore and pilot new initiatives.*

Economic Development Strategy 2022-2027

Adopted in 2021, Council’s Economic Development Strategy draws from an idea of ‘regenerative’ economic development. The document was developed to guide the Community Strategic Plan A2040’s, and to address the community’s desire to see sustainable growth whilst respecting the community’s heritage and environment. There are several actions in this strategy directly linking to this project, including:

- *“Mapping the commercial tenant mix and taking note of Council buildings in each town to identify gaps*
- *Promoting the region’s regeneration goals to attract like-minded residents and businesses.*
- *Develop deep understanding of key local industries*

- *Use available levers for development, including business training and networking events Maintain up-to-date economic development information/data*
- *Support the development of key local industries”*

The subject analysis is helping to deliver the actions sought by Council’s Economic Development Strategy.

Making Sense of Goolwa’s Growth Opportunities – GO 2030 - 2009

This document is described as a proactive plan to guide urban growth in Goolwa. The document was prepared in light of projections flagging Goolwa was to benefit from strong growth in population, tourism and local industry.

The Goolwa Structure Plan prepared as part of this project is conceptual in nature and whilst it identifies an urban boundary, it doesn’t specifically identify a future employment precinct. From a commercial perspective, the plan largely focuses on the existing commercial precinct and its role in supporting the main street. The following goal and actions from the plan are considered the most pertinent to this analysis:

Goal (Economic):

- Goolwa’s commercial precinct supports the character and role of the main street

Actions:

- Develop a guiding strategy that identifies the kinds of commercial and retail opportunities that are encouraged to locate in the main street and beyond in the commercial precinct.
- Strongly encourage future major retailers, discount department stores and food chains to locate in the Commercial Precinct. The preferable location is adjacent to the main street and connected to the main street through malls, pathways and plantings. An alternative but less preferable location is the South Goolwa Shopping Centre.

Goolwa North Enquiry by Design Workshop – Outcomes Report – December 2016

In 2016 following the development of the ‘Growth Opportunities’ strategy, Council went on to create a subsequent strategic report titled "Goolwa North Enquiry by Design Workshop – Outcomes Report".

This outcome report summarises the findings and recommendations from a collaborative workshop which sought to review the directions set by the GO 2030 report and prepare a more detailed Masterplan to guide the future growth of Goolwa North.

The Masterplan produced identifies the road network which will provide the framework for future urban growth in Goolwa North. It also identifies the general location of facilities and services for the growth area including education, health, retail, employment and recreation. Further, it illustrates a potential stormwater management system.

The detailed master plan identified land between Kessell and Port Elliot Road to zone to employment lands. This land is currently captured within the Strategic Employment and Deferred Urban Zones under the Planning and Design Code.

Goolwa North Growth Area Development Plan Amendment – May 2020

Following Council’s adoption of the Goolwa North Master Plan in 2016, Council proceeded with the development of the Goolwa North Growth Area Development Plan Amendment.

In summary the Development Plan Amendment sought to reflect the master plan into the now superseded Development Plan. The rezoning sought to implement the following:

- Rezone of the area affected from Primary Production Zone to a Suburban Neighbourhood Zone and Deferred Urban Zone
- Introduce amended maps and Desired Character Statement
- Introduction of a new Concept Plan to demonstrate:

- The location and extent of non-residential areas
- The location and extent of open space and recreation facilities
- The provision of staging and essential infrastructure

Council resolved not to proceed with this amendment.

Ongoing master planning for Goolwa (in development)

Following the resolution not to proceed with the Goolwa North Growth Area Development Plan Amendment (DPA) and the subsequent land owner initiated rezoning processes, Council is undertaking investigations and community engagement to prepare an updated concept plan and more comprehensive master plan to identify appropriate growth areas within and around the township of Goolwa which may impact on population growth and land availability. Notwithstanding that the consideration of land within the urban growth boundary as identified by the Regional Plan remains relevant to this review which is intended to have a 30-year timeframe.

Strathalbyn Town Plan 2014-2024 – September 2014

Prepared in 2014 this town plan responded to experienced growth pressures and provided structure to accommodate projected population growth. A comprehensive plan, it considers a variety of matters including industrial land supply and retail and commercial development. At the time this report was prepared, the industry zone to the south of the town comprised approximately 98 hectares. Of the 98 hectares approximately 30 hectares had some form of development on it. The remaining/vacant land within the industry zone was identified as being able to accommodate an additional 400 allotments. As a result of relatively slow up take rates, this supply was considered sufficient, and no additional land was recommended to be reserved for such uses.

The plan goes on to evaluate retail service provision and opportunity for growth. At the time a proposal to rezone a significant parcel of land just north of the district centre was being proposed, however was challenged, and ultimately not supported. This took into account community sentiment which sought to keep the retail focus within the Town Centre Zone. Based on various supporting studies, this plan supported a modest expansion of food, retail and non-food retail, commercial and health services within the existing Town Centre Zone. This support was based on modelling which explored the potential of 1000 sqm for food retail and 2500 sqm for non-food retail. Retail development greater than this was projected to be detrimental to existing businesses and therefore not supported.

Middleton and Port Elliot Master Plans (DRAFT) April 2023

Both documents are described as place-based approaches to enhance respective towns and guide future development. Both Plans are currently in draft form and open for community comment prior to being formally endorsed by Council.

Middleton

At its core the Middleton Master Plan is based around four key actions to help achieve the community vision for Middleton, these are:

1. Middleton Main Street Project
2. Middleton Beach + Surfers Parade Upgrade
3. Modest western growth to township
4. Strategic transport improvements

The modest growth envisaged in the western part of the town is the most pertinent to this project as both options prepared include additional retail space in the form of a new market and supermarket facilities. This commercial area seeks to create a natural extension of the existing main street, providing additional retail and commercial areas to service a growing community. Commercial land in Middleton is tourism and retail focussed and this master plan doesn't propose any significant change in this regard.

Port Elliot

At its core the Port Elliot Master Plan is based around five key actions to help achieve the community vision for Port Elliot, these are:

1. Enhancing the public realm of the town centre
2. Port Elliot historic area – Strengthen heritage and character in new development
3. Hill street placemaking for businesses
4. Targeted land use planning changes to support community needs
5. Strategic transport improvements

This master plan does not recommend growth of Port Elliot’s commercial or industrial precincts. It does however seek to support the popularity of the employment and strategic employment zones along Hill Street through placemaking initiatives.

The master plan notes that Hill Street is developing into a successful business precinct, led by developments such as Factory 9. However, the amenity of the street is considered poor, with no footpaths and a lack of greening. The plan recommends Council collaborate with business owners to improve the amenity of the street, with a focus on footpaths, verge greening and trees.

3. Key trends and project context

This section sets out the broad trends influencing land use and settlement patterns across Australia. Each of these is discussed in detail, with the specific implications for Alexandrina and its townships described.

3.1 Summary of township change trends

A range of trends are expected to influence the evolution and growth of centres across Australia in coming years. These are set out and described in the table below. Whilst each of these trends is expected to shape the evolution of centres across Alexandrina, some factors are expected to be stronger than others.

The relevance of these trends in relation to Alexandrina's townships is also described.

Table 4. Summary of retail and centre trends

Retail expenditure trends	
Retail expenditure growth	Retail expenditures are linked to population growth, worker inflows, tourism and visitation and broader economic concerns. Over the past few years, retail expenditures have been strong, supported by expansionary monetary and fiscal policies. However, from early 2023, inflation and broader economic uncertainty is beginning to have an impact on consumer confidence and retail expenditures, with aggregate retail expenditures beginning to decline. With reductions in retail spending and tourist activity expected, there is a significant likelihood that the Alexandrina retail sector will underperform in coming years.
Expenditure by sector	In recent years, the performance of retail expenditure categories has varied. This reflects both the impact of online expenditure (with certain goods more conducive to online retail than others) and changing consumer preferences.
Impact of online retailing	
The growth of online retail	Online retailing is becoming an increasingly important factor in Australia's retail economy, with the volume of Australians' retail expenditure directed online growing strongly over the recent decade, with particularly significant growth in the years of and following the COVID pandemic. The growth of online retail will have an important role on land use, with expenditures drawn away from 'bricks and mortar' retailers and centres.
Growth of multi- and omni-channel retailing	These represent an emerging retail model that moves away from traditional retailing, bringing together the positive attributes of online retailing (convenience and value) with the sort of customer experience that only physical retailing can provide. This form of retail reenvisioning the role of the shopfront less as a location for sales transactions, and more as a place for customer engagement and experience. The implications of the growth of this form of retailing are important, with the need to focus on customer experience extending beyond the shopfloor and into surrounding centres.
The changing role of retail anchors	
Supermarkets	Supermarkets have traditionally acted as centre anchors across Australian centres, though emerging changes in the way they function threaten to have flow on implications for the function of centres. These include: - Click and collect/ pick up, - Home delivery, - The growing viability of 'dark stores' in larger centres, and - Increasing sophistication of offer (i.e., quasi-artisanal bakeries, delis, fromageries, etc., and in-store cafes) The effect of the first three trends ultimately mean a reduction of foot traffic in centres, with changing implications for land use. Ultimately, they will translate to a reduced need for supermarket floor space to

	service a given quantity of food and grocery expenditure, while fewer supermarket visitors mean less foot traffic, and less expenditure available for surrounding retail and hospitality businesses. Increasing sophistication of offer (Foodland's outlets at Frewville and Pasadena offer good examples of this) also means a greater share of food and grocery expenditure can be accommodated within single stores, potentially reducing foot traffic in surrounding parts of centres.
Department stores	Department stores were traditionally important attractors to large centres in particular; however in recent decades they have declined in importance in relative terms in Australian centres. This has occurred partly because of changing consumer tastes (see below), and also as a consequence of the growth of online retailing, for which the types of products typically sold in department stores are particularly well-suited.
Bulky goods	Bulky goods retailers are traditionally located on the edge of centres, or on in separate car-based bulky goods precincts. Floor space demand from catchment populations is likely therefore to be best met in non-centre locations. In general, the sorts of business that locate within these precincts tend to gravitate towards larger population centres.
Retail as an experience	
Shift in preferences away from goods and towards services and experiences	In recent decades, there has been a noted shift away from demand for goods, or 'things', and towards experiences. This trend has implications for centres, the most successful of which will successfully link in retailing with the provision of high-quality experiences. This has implications for centre planning in Alexandrina, with the quality of the town centre experience increasingly valued by residents and visitors.
Mission versus leisure retailing	Centre visitors are increasingly engaging in shopping for leisure. This necessitates the delivery of well-designed, high-quality physical spaces, a mix of hospitality and entertainment uses, greenery, public art, undercover parking and efficient, safe and attractive connections to and within the centre.
Increased localism in retail, hospitality and centres	Localism refers to the idea that a sort of geographically specific <i>essence</i> should be reflected in centres, and the retail and hospitality businesses that are located within them. This is linked to circular economic principles, with (among other things) seek the reduction of waste through the establishment of robust local supply chains. Localism can be expressed in local centres by fostering a strong connection between local customer-facing businesses and local producers further back in the supply chain as well as the local area more broadly. This can be achieved through providing grants to locally owned businesses, fostering links between centre businesses and regional producers and manufacturers, and designing centre spaces that reflect local culture and attributes.
Hyperlocal retailing	Hyperlocal retailing is an approach to the marketing of goods and experiences that seeks to tailor in-store experiences to reflect local cultures and preferences. It is linked to changes customer preferences and seeks to offer a retail experience that feels grounded in the 'local', even where that experience is provided by (say) a multi-national retail or hospitality chain. It is a related idea to <i>localism</i> and <i>circular economy</i> in that it is linked to the growth of regional supply chains and the establishment and leveraging of distinct regional brands.
Fine grain retail formats	Linked in with ideas around the benefits of urban density, is the idea that centres function more effectively when they are of a <i>fine-grained</i> format. Notwithstanding the importance of large format anchors, such as supermarkets, centres with fine grain formats are generally walkable, with a diverse mix of uses appealing to a wide range of user groups. These features tend to foster higher levels of foot traffic, which in turn supports aggregate centre expenditures and business viability.
Markets and events spaces	The importance of high quality, curated public spaces is becoming increasingly widely acknowledged within Australian centres. Increasingly, seasonal events, cultural celebrations, markets, and more are recognised as ways to bring larger numbers of residents and visitors (along with their expenditures) to centres. These events bring greater visitation to centres, supporting business viability and the establishment and reinforcement of distinct local cultures. They require appropriately configured public spaces, ideally centred around open spaces or plazas, or alternately full or partial road closures.
Night time economy	A strong night time economy (NTE) is an increasingly important element of centre economies and is particularly closely associated with hospitality businesses. Expansion of the NTE is driven by a range of factors, including: - Changing consumer preferences, with the propensity of people to spend on experiences (such as eating out) growing,

- Increases in wealth and disposable income,
- Increased leisure time, driven by increased worker flexibility, and
- A reduction in the number of households with dependent children.

An established NTE is important economically, supporting business viability, especially in the parts of Alexandrina where tourist visitation is an important contributor to the local economy. It also serves an important social function, providing opportunities for social interactions, and employment opportunities for younger residents in particular. For Alexandrina, where there are large numbers of single and dual occupant households, a NTE also has an important role to play in combating loneliness among local residents.

The role of hospitality

The growth of hospitality

Hospitality has been one of the strongest performing retail sectors in recent years, outperforming other categories of retail across Australia.

The success of the sector will be underpinned by evolving consumer preferences, population growth, and the fact it is relatively impervious (compared to many other sectors) to competition from online retailers.

3.2 Employment land trends

Increase in global trade

Global trade plays an important role in fostering demand for employment lands across Australia and its regions. As the volume of exports and imports grows, driven by growing global demand, increases in Australians' wealth, and a trend toward declining freight costs, the volume of land required to support these activities is also expected to grow.

Trade-related land uses include storage facilities, and inland ports, associated with the break up and distribution of consumer goods. In addition, opportunities for local value adding to local primary produce is also associated with global trade.

Changing role of employment lands

Historically, the term *industrial land* was used to describe land providing employment outside of the activity centre network, the Central Business District (CBD) and institutional uses (i.e., schools, universities, and hospitals). In times where manufacturing made up a significant proportion of total employment in Australia (and absorbed a substantial quantity of demand for employment lands), use of this terminology was entirely warranted.

In recent years, however, the range of activities taking place within these precincts has evolved from traditional manufacturing, and the term *employment land* has emerged as a more appropriate term to classify these precincts.

Modern employment precincts are home to an increasingly diverse set of uses, with traditional (i.e., manufacturing, warehousing, trade supplies, and freight-related) uses increasingly giving way to a range of population-serving uses and high-skill sectors. This transition has occurred for several reasons:

- Knowledge-intensive activities seeking locations close to related activities not located in central cities (i.e., ASC close to the submarine manufacturing facility, and Tonsley adjacent to Flinders University and Medical Centre),
- Reduced need for separation of uses as a result of industrial activities that (in general) generate fewer negative externalities (i.e., noise, odour, etc.), and
- Land use economics, with low land values relative to centres appealing to service sector businesses that don't necessarily need a centre location.

Changing face of manufacturing

From around 1980, a policy shift away from the protection of Australian manufacturing businesses from competition with overseas businesses has resulted in a net loss of manufacturing activity in Australia, and a shift towards manufacturing that leverages Australia's competitive advantages in *knowledge generation* and *primary production* in particular.

While many relatively labour-intensive manufacturing businesses (e.g., vehicle manufacturing) are no longer competitive in Australia, relatively capital-intensive activities that leverage Australia's skills base and its

highly regarded agricultural sector remain important. Land adjacent to producer regions and knowledge-generating institutions are particularly suited to these forms of manufacturing.

Change in worker/
customer expectations
regarding amenity

With employment precincts increasingly home to relatively highly-paid workers in knowledge-intensive sectors, it is important that high quality amenity is provided within these precincts to ensure they are able to compete meaningfully for these workers and the businesses that employ them.

Because of the need to provide a high-quality urban environment, the need to ensure that employment precincts include high quality informal green spaces, hospitality, and good quality pedestrian infrastructure is increasingly well understood.

Growth of online
expenditure

Whilst online expenditure is likely to have a detrimental impact on centres, with foot traffic and expenditures diverted away from 'bricks and mortar' retail and hospitality businesses, the same trend has the potential to increase demand for employment lands, with larger quantities of goods requiring packaging, shipping, storage and distribution. These sorts of uses are well-suited to employment lands and have the potential to contribute significantly to employment land take-up in future.

3.3 COVID-19 Pandemic and Recovery

The COVID-19 pandemic has had a significant impact on the Alexandrina population and economy. In modelling future demand for land within the region, it is important to be mindful of the ongoing consequences of this event.

The region's townships play important roles as service centres for a wider rural catchment, so to some extent their fortunes are tied to those of the agricultural sector. For many of these agricultural businesses, strong global commodity prices have led to favourable economic outcomes, in turn supporting strong economic performance in regional service centres. Given uncertainty in the broader economy (see section 3.4), there is some risk that these conditions will not endure.

In addition, townships in the south of the LGA are heavily reliant upon tourism and visitation. Areas in the south of the LGA (line with most other parts of regional South Australia) actually benefitted from the restrictions on travel, and the reduction in overseas and interstate visitation was more than made up by increases in visitation from South Australian residents, who were forced to take holidays within the state's borders.

To the extent that the local economy serves a population-serving role, it is vulnerable to other changes precipitated by the COVID-19 pandemic. The changes in consumer behaviour facilitated by new and improving technologies has meant that, since 2019, the growth in consumer expenditure directed online has grown substantially (see section 3.1).

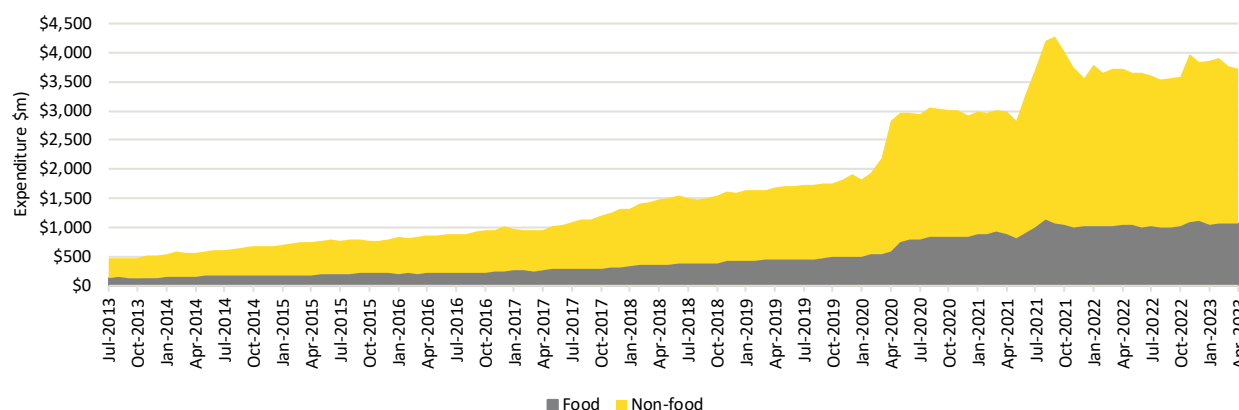
3.3.1 Online retail expenditures

The chart below shows a dramatic jump in online expenditure across Australia in March 2020, and another in mid-2021, associated with the Victorian and New South Wales lockdowns. The data reveals that, despite the end of lockdowns in late 2021, online expenditures remain significantly higher than pre-pandemic levels, suggesting changes in consumer behaviour observed through 2020 and 2021 are likely to have become permanent. It also shows the unique vulnerability of non-food expenditures to online retailing, with 16.1% of total non-food retail expenditure going to online retailers, compared to only 5.3% for food retail⁶.

With online expenditures translating to reduced footfall in activity centres, and less expenditure for which to compete, these new consumer behaviours present a significant challenge to retail and hospitality businesses. This trend highlights the risk to centres posed by ongoing growth in online expenditures. This shift to online expenditure does have the potential to be an opportunity for regionally-based businesses to access a larger market of online shoppers. In both instances, increasing online expenditure necessitates an expansion of the local postal, freight and transportation sector to enable online goods to compete with local retail in terms of convenience.

⁶ 8501.0 Retail Trade, Australia (figures for April 2023)

Figure 12. Seasonally adjusted monthly online expenditure, Australia (\$m)



Source: Australian Bureau of Statistics

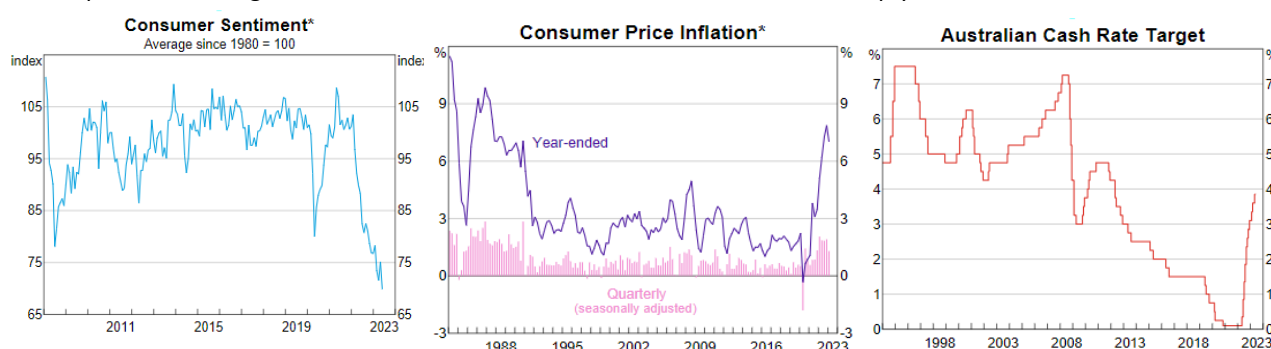
3.4 The broader economic context

There is good reason to assume that the near and medium-term prospects for the Australian economy (and hence, Australian centres) are poor.

In recent times, consumer sentiment declined to one of the lowest levels ever recorded. This pessimism is likely to have an impact on centres, with consumers reducing spending and increasing their savings in anticipation of challenging times.

High consumer price inflation and relatively low wage and economic growth has led to the destruction of wealth as the real value of income and assets is eroded.

As a response to the high inflation environment, the RBA cash rate has risen sharply. These increases in the cost of



capital are intended to cool the economy and control inflation, but they also reduce the size of household budgets, increase the cost of investment in capital stock, and contribute to a lack of certainty among the Australian public.

Understanding these macroeconomic vulnerabilities is important in setting out strategic planning. Holding all else constant, the heightened potential to encounter downside risk suggests a need to be conservative in proposing the expansion of productive lands, with a focus on securing and supporting existing lands potentially taking precedence over expansion.

3.5 The circular economy

3.5.1 Circular economy policy

The term 'Circular economy' encompasses intentional design for a waste-free industrial economy and a framework addressing global challenges like climate change, biodiversity loss, waste, and pollution. Guided by three principles—eliminating waste and pollution, circulating products at their highest value, and regenerating nature—it combines proactive design for waste reduction with sustainable resource management and ecological regeneration.

In the perspective of spatial and land use planning, to achieve a circular economic community, local understanding of the area's strengths and challenges are required, consideration as to where the community is at today is important before projecting forward to where it needs to be. Some strategies within spatial planning which enables a community to transition into a circular economy includes optimising resource flows, promoting industrial ecology, developing circular infrastructure, strategizing urban design, and fostering stakeholder collaboration.

To encourage South Australia's transition into a circular economy, Green Industries SA has formulated a Strategic Plan 2021-2025. The plan has 5 main objectives: circular products and services, circular consumption, circular resources recovery, circular sectors and circular capacity. Of these, Circular Consumption is most influential to future land use. Current actions in this objective prioritises funding in education of waste diversion and recovery of resources from households. In the future, spatial planning and land use should take into consideration multi-unit dwellings and public space recycling by adopting international standards and knowledge in systems to encourage correct recycling and reusing. Land use strategies should also accommodate for collection and sorting infrastructure systems that are innovative and high-tech for it to be blended into residential and mixed-use developments.

Infrastructure planning and investment will play critical roles in supporting the future industry development and economic growth. The current waste management and resource recovery infrastructure was planning in the 'Waste and Resources Recovery Infrastructure Plan' which was established in 2016. The model projected scenarios for waste flow projections in the next 10-30 years and the corresponding infrastructure needs.

South Australia's Waste Strategy 2020-2025 proposes quantitative targets for municipal solid waste (MSW), commercial and industrial (CandI), construction and demolition (CandD) waste streams and per waste capita reduction but does not explicitly target land use and spatial planning strategies.

Alexandrina Council has responded to these strategies through an A2040 plan. One of the objectives is to create a Green Alexandrina, where the region will be where "...nature is valued, and resources are managed sustainably and creatively for a new economy." Infrastructure planning include providing support and encouragement of the use of low emission vehicles through provision of vehicle charge points in main streets and recycle materials and low carbon pavements will be used for annual local road improvements.

In terms of fostering stakeholder collaboration, A2040 plans to extend to circular resource systems through regenerative farming, aquaculture and nature-based recreation and ecotourism. Council will encourage private businesses by example through the delivery of 'plastic free' community events and the creation of policies and guides for plastic free private events and destinations across the Fleurieu.

These are forecasted goals set out in the A2040 plan, but Alexandrina Council has already begun implementing some of these principles. Council has been actively educating the community on concepts which will contribute to a circular economical community for the future. Such as regenerative food systems, transport options for Alexandrina residents on the Coast.

3.5.2 Implications for land use

Facilitating a local circular economy has multiple implications for how land is planned:

- Improving both logistical and business connections between local consumption and local production to ensure that using local goods is the most efficient outcome where possible, reducing the need for transportation where it is avoidable.
- Making land available for localised waste collection and recycling facilities, and planning for recycling processes to change over time and become more efficient.
- Embedding flexibility and a preference for increased density over time into long-term strategic planning.

As the circular economy and related businesses are still an emerging sector, providing flexibility for future adoption of new technologies and practices is the most relevant activity for Alexandrina to undertake now. Given the size of the LGA in comparison to nearby centres, it is likely that Alexandrina will play a secondary role in facilitation of the circular economy, reinforcing the importance of leaving flexibility in land use planning to be able to capitalise on developments in neighbouring centres when they occur.

4. Supply of productive economy land

This section reviews the supply of productive economy land looking at it across two broad categories. Firstly, there is a review of employment land, including total land area zoned for those uses, estimates of land within these employment land precincts that is either occupied or significantly constrained, and available land. A brief qualitative description of each of the Alexandrina precincts is also provided.

Total floor space across each of the regional centres is also summarised, with these floor space estimates broken down by retail category.

4.1 Supply of employment land

Employment lands across Alexandrina Council are zoned either Strategic Employment (SEZ) or Employment Zone (EZ). These occur across five distinct precincts, and each of these is summarised below.

4.1.1 Goolwa (Strategic Employment Zone)

The Goolwa Strategic Employment Zone is to the west of the town centre, with Port Elliot Road forming its southern boundary. Its central location provides good accessibility to the wider Goolwa township and supports its use for a range of population-serving uses.

It is characterised by relatively small blocks and is occupied by a mix of population services and storage facilities among others.

It is evidently highly sought after as a business location, with an estimated 97% of the total area occupied and minimal vacancies across the precinct.



Table 5. Employment land supply breakdown, Goolwa (Strategic Employment Zone)

Sub-precinct	Total zoned area (sqm)	Occupied or constrained (sqm)	Occupied or constrained (% of total area)	Available zoned land (sqm)
A	85,600	82,900	97%	2,620
B	1,900	1,900	100%	-
C	26,500	26,500	100%	-
D	20,400	18,600	91%	1,800
TOTAL	134,400	129,980	97%	4,420

Source: TSA Management

4.1.2 Goolwa (Employment Zone)

Goolwa's employment zone is located close to the centre of town, sandwiched between Goolwa Shopping Centre, Goolwa's sporting precinct, and Goolwa's inner-southern residential neighbourhoods. It is bisected by the rail line, and once again characterised by small block sizes which tend to suit population serving business activities.

It is occupied by a range of businesses including auto retailers and services, trade supplies, and personal services businesses typically found in activity centres, including hair and beauty services.

Activity within the precinct is constrained by its scale and proximity to highly sensitive uses, including residential, recreational and retail uses.

Land in the south of the precinct (sub-precinct B) is presently occupied by dwellings and is likely to be relatively unappealing to future employment land businesses due to high cost of land acquisition, poor road accessibility, proximity to sensitive uses, and its irregular shape.

The precinct has few vacancies, with an estimated 88% of total zoned land either occupied or significantly constrained.

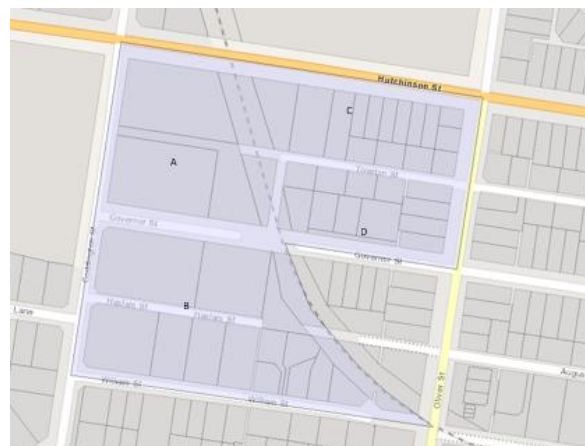


Table 6. Employment land supply breakdown, Goolwa (Employment Zone)

Sub-precinct	Total zoned area (sqm)	Occupied or constrained (sqm)	Occupied or constrained (% of total area)	Available zoned land (sqm)
A	7,170	4,385	61%	2,785
B	11,800	11,800	100%	-
C	5,360	5,360	100%	-
D	4,300	3,700	86%	600
TOTAL	28,630	25,245	88%	3,385

Source: TSA Management

4.1.3 Mount Compass (Employment Zone)

The Employment Zone land at Mount Compass has a narrow north-south configuration, on the Western side of Sand Mine Road to the west of the township.

It is occupied by a range of businesses including freight and logistics, engineering, and building and trade supplies. The northern part of the precinct closest to Victor Harbor Road is the most established, with the undeveloped lots mostly found at the southern end of the precinct.

Some lots are presently used for dwellings and undeveloped lots are heavily treed. As a result of the relatively high cost of land with established residences, and the cost involved with clearing native vegetation, there is some doubt regarding the feasibility of employment land development in the medium term.

Consequently, there is little immediately available vacancy within the precinct, with an estimated 93% of zoned land either occupied or substantially constrained.

Another important feature of the Mount Compass precinct is, while it is largely occupied, existing uses are dispersed relatively inefficiently across the precinct. New activity could therefore be accommodated within the precinct in future years simply through more efficient use of precinct land.

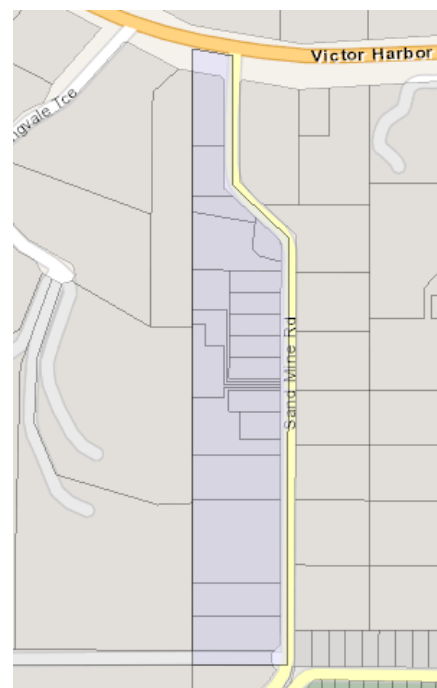


Table 7. Employment land supply breakdown, Mount Compass (Employment Zone)

	Total zoned area (sqm)	Occupied or constrained (sqm)	Occupied or constrained (% of total area)	Available zoned land (sqm)
TOTAL	78,000	72,650	93%	5,350

Source: TSA Management

4.1.4 Port Elliot (Employment and Strategy Employment Zone)

The Port Elliot employment precinct comprises two zones along Hill Street – an Employment Zone in the east, and a Strategic Employment Zone in the west.

This is a highly mixed precinct, with large numbers of businesses across a range of industries, including wholesale trade, construction services, wholesale trade, personal services, and hospitality. The mixed nature of land uses in this precinct present a challenge given how ideal precinct attributes differ by user group (between, say, hospitality businesses and construction supplies or light manufacturing).

The establishment of uses arguably better suited to town centres within this precinct raises important questions around the appeal of floor space within the Port Elliot town centre.

The precinct is heavily occupied, with an estimated 87% of zoned land taken up.



Table 8. Employment land supply breakdown, Port Elliot (Strategic Employment and Employment Zones)

Sub-precinct	Total zoned area (sqm)	Occupied or constrained (sqm)	Occupied or constrained (% of total area)	Available zoned land (sqm)
A	126,000	106,000	84%	20,000
B	92,000	83,600	91%	8,400
TOTAL	218,000	189,600	87%	28,400

Source: TSA Management

4.1.5 Strathalbyn (Employment and Strategic Employment Zone)

Strathalbyn is the place with the largest quantity of employment land in Alexandrina, with just under two thirds of the total employment land in the LGA.

It is also the precinct with the largest amount of vacant land. It is estimated that there is presently around 530,000 sqm of vacant land across both zones – 93% of the total vacant employment land across the municipality.

Most vacancies are found in the southern part of the precinct (sub-precincts C and D). Whilst development is occurring in these parts of Strathalbyn, master-planning and large-scale investment in infrastructure will be necessary to unlock much of this development.



Table 9. Employment land supply breakdown, Strathalbyn (Strategic Employment and Employment Zones)

Sub-precinct	Total zoned area (sqm)	Occupied or constrained (sqm)	Occupied or constrained (% of total area)	Available zoned land (sqm)
A	88,700	11,000	12%	77,700
B	175,000	157,000	90%	18,000
C	245,000	77,000	31%	168,000
D	370,000	103,700	28%	266,300
TOTAL	878,700	348,700	40%	530,000

Source: TSA Management

4.1.6 Municipal and subregional summaries

The table below shows employment land by precinct aggregated into subregions (i.e., Coastal and Inland Alexandrina), and in total.

This regional distinction reflects the very different contexts within which demand for employment land is expected to occur in each of the precincts. The region surrounding Strathalbyn and Mount Compass is dominated by primary production. Whilst the population is growing – driving demand for population-serving uses – there are significant opportunities linked to food processing and manufacturing. In contrast, the tourist and visitation focus of the coastal economies presents a different set of employment land opportunities servicing the needs of these groups, as well as the local population.

The sub-regional breakdown shows that whilst take-up is relatively similar across each of the precincts (345,000sqm in inland Alexandrina, and 421,000sqm in coastal Alexandrina), employment land in the latter region is far more constrained, with only 10% of zoned land (totalling 36,000sqm) realistically available for new development, compared with 56% (535,000sqm) in inland Alexandrina.

Table 10. Employment land supply breakdown, Strathalbyn (Strategic Employment and Employment Zones)

Sub-precinct	Total zoned area (sqm)	Occupied or constrained (sqm)	Occupied or constrained (% of total area)	Available zoned land (sqm)
Goolwa (SEZ)	134,400	129,980	97%	4,420
Goolwa (EZ)	28,630	25,245	88%	3,385
Port Elliot (SEZ and EZ)	218,000	189,600	87%	28,400
Coastal Alexandrina	381,030	344,825	90%	36,205
Mount Compass (EZ)	78,000	72,650	93%	5,350
Strathalbyn (SEZ and EZ)	878,700	348,700	40%	530,000
Inland Alexandrina	956,700	421,350	44%	535,350
TOTAL	1,337,730	766,175	57%	571,555

Source: TSA Management

4.2 Supply of town centre floor space

4.2.1 Retail

The following section presents estimated existing retail floor space across each of the five categories across the five Alexandrina townships. The data shows that Goolwa is the largest centre in Alexandrina as defined by centre floor space, followed closely by Strathalbyn. The table also shows that Strathalbyn has by far the largest quantity of urban service floor space within its town centre land.

Table 11. Estimated retail floor space by category (sqm)

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises	TOTAL (w.o urban services)	Urban services	TOTAL
Goolwa	3,101	368	2,961	564	554	414	1,175	967	2,425	12,530	-	12,530
Middleton	118	67	395	0	0	0	357	106	331	1,443	368	1,811
Mount Compass	801	169	154	163	83	165	205	46	400	2,186	525	2,711
Port Elliot	778	91	1,121	219	237	0	437	621	778	4,281	-	4,281
Strathalbyn	2,856	221	1,523	497	544	648	923	789	1,332	9,335	2,704	12,165

Source: TSA Management

5. Employment land demand

This section sets out to model demand for employment land across Alexandrina Council, and within its five key townships to 2056. These demand estimates are aligned to existing employment land supply (see previous chapter) to show how changes in the regional economy are likely to impact the take-up of land across Alexandrina's townships.

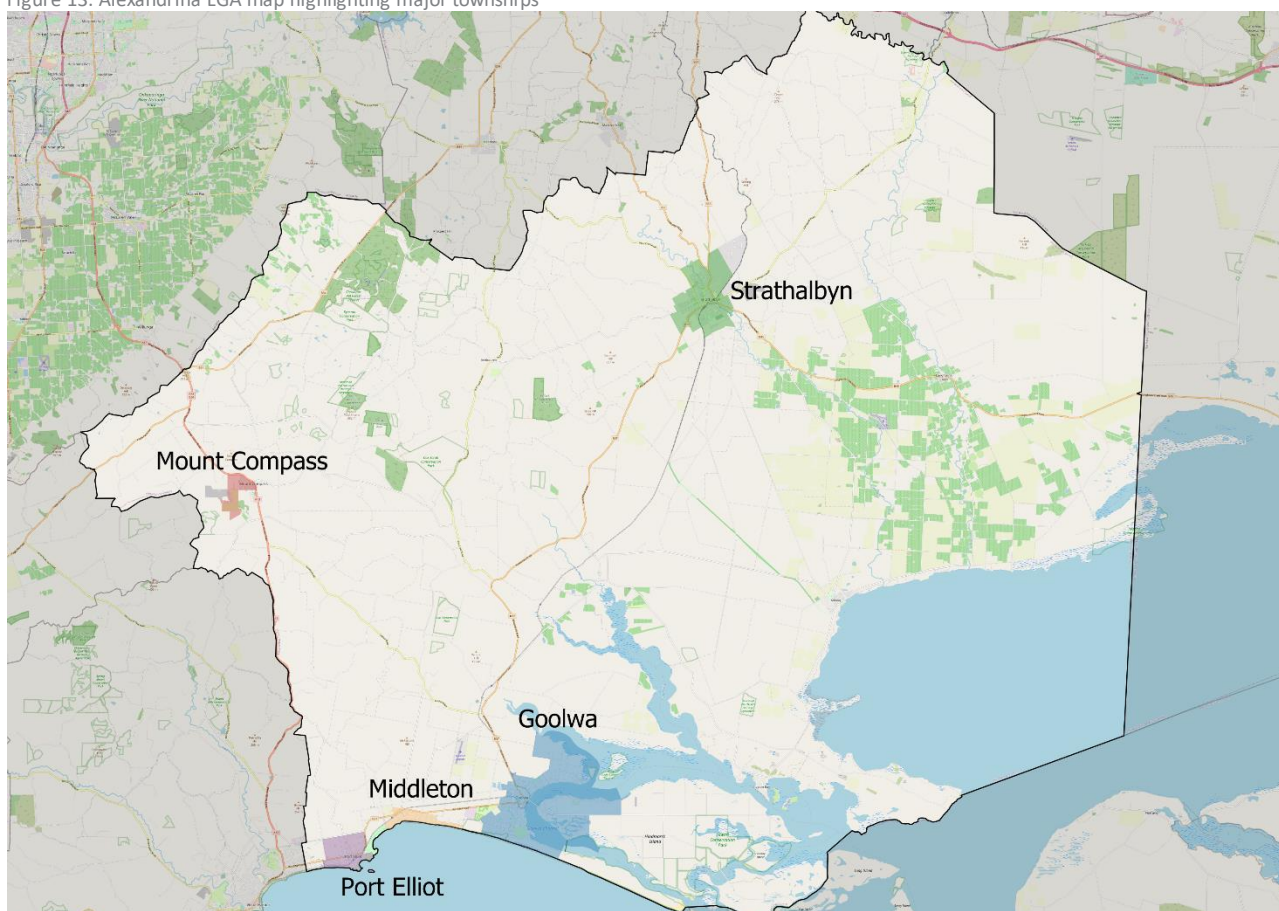
TSA's approach is premised on the idea that demand for employment land is linked to changes in local employment and population. As a result, population and employment projections (by ANZSIC employment classification) form important assumptions that underpin the work.

5.1 Study area catchment

The projections set out below model demand linked to changes in the Alexandrina economy, so consideration is limited to the Alexandrina economy and workforce across the LGA – not only within the designated township boundaries.

The catchment – defined by the LGA boundary – is shown in the figure below.

Figure 13. Alexandrina LGA map highlighting major townships



Source: TSA Management

5.2 Employment by industry – existing and projected

The approach adopted here to project demand for employment land is driven by projected employment by industry, which can also (for several population-serving industries) be linked to growth in resident population.

TSA has developed population projections based on the South Australian Government projections and TSA's own methodology. These show that population is expected to grow strongly across Alexandrina, with average annual growth rates of around 1.6%.

From these population projections, TSA has also developed employment projections for the Council area. These projections are set out below and show that local jobs are expected to increase from around 8,000 today to 10,000 by 2036 and around 13,600 by 2056.

Reflecting the fact that there are two distinct economic regions in Alexandrina, with different economic structures and growth drivers, we have produced separate models for *inland* and *coastal* Alexandrina. In carrying out the modelling process in this way, we are able to capture intra-regional nuances, including the dominance of *wine manufacturing* in inland Alexandrina, which typically does not take place in employment precincts, and variation in the importance of tourism between coastal and inland parts of Alexandrina. These differences have important implications for land use between the regions, necessitating the development of two models.

Unlike in many Australian states, in South Australia, there are no publicly available small area employment forecasts. We have therefore developed our own projections based on our understanding of industry trends, drivers of activity by industry, and a host of other factors.

The key considerations underpinning the development of these forecasts are set out below.

1. Rates of growth are likely to vary depending on whether jobs are *population serving*, or *strategic/ export focussed*.
2. For jobs in *population-serving* sectors, local employment is assumed to grow in line with local population. With sectors whose growth is driven by factors unrelated to the size of the catchment population (i.e., strategic sectors), we adopt alternate projection approaches, based on a mix of trend growth as well as factors set out in section 3.
3. For some sectors – most notably Transport, Postal and Warehousing in Coastal Alexandrina – employment projections have taken into consideration existing land supply constraints. This is most relevant to Coastal Alexandrina, where there is limited supply of employment land, particularly of the lot sizes preferred by some industries.
4. To 'sense check' overall forecasts, job/resident ratios are calculated for each year from 2016 to 2041 to ensure that change in the ratio of workers to residents is reasonable. These ratios show local jobs per working-age resident growing from 0.63 to 0.69 between 2016 and 2041. This minimal change indicates that the projections reasonably reflect the current state.
5. The small increase in jobs per resident would be expected for a region whose economy is expected to become less about servicing the needs of local residents and increasingly export-focused.

5.2.1 Coastal Alexandrina – employment projections

The following table shows projected employment growth for coastal Alexandrina. It reveals strong growth in population and tourist-serving sectors, and total increase in local employment of around 64% between 2021 and 2056.

Table 12. Employment trends and projections – coastal Alexandrina

Year	2011	2016	2021	2026	2031	2036	2041
Agriculture, Forestry and Fishing	75	86	89	89	89	89	89
Mining	-	6	6	6	6	6	6
Manufacturing	215	204	231	239	246	254	262
Electricity, Gas, Water and Waste Services	39	51	66	70	76	82	88
Construction	250	344	412	439	473	513	546
Wholesale Trade	42	36	46	53	61	70	80
Retail Trade	369	402	428	449	475	505	529
Accommodation and Food Services	345	369	491	553	622	700	787
Transport, Postal and Warehousing	106	116	67	65	63	61	60
Information Media and Telecommunications	10	9	15	17	20	23	26
Financial and Insurance Services	30	39	30	34	39	45	52
Rental, Hiring and Real Estate Services	69	67	41	43	47	51	54
Professional, Scientific and Technical Services	119	120	142	154	166	177	189
Administrative and Support Services	65	74	102	109	117	127	135
Public Administration and Safety	167	192	224	239	258	279	297
Education and Training	179	184	194	206	222	241	256
Health Care and Social Assistance	343	505	573	610	658	713	759
Arts and Recreation Services	51	47	63	67	73	79	84
Other Services	108	132	157	167	180	195	207
TOTAL	2,582	2,984	3,378	3,609	3,891	4,208	4,506

Source: TSA Management

5.2.2 Inland Alexandrina – employment projections

Employment growth rates by sector for inland Alexandrina are shown below. Employment growth rates for inland Alexandrina are similar to those in coastal areas, with a projected growth rate between 2021 and 2056 of around 73%.

Table 13. Employment trends and projections – inland Alexandrina

Year	2011	2016	2021	2026	2031	2036	2041
Agriculture, Forestry and Fishing	948	993	1,090	1,117	1,145	1,173	1,203
Mining	165	72	92	92	92	92	92
Manufacturing	580	429	455	523	602	692	796
Electricity, Gas, Water and Waste Services	21	25	35	38	41	44	48
Construction	290	291	357	386	416	448	485
Wholesale Trade	161	108	123	142	163	187	215
Retail Trade	404	363	388	407	431	457	479
Accommodation and Food Services	258	252	302	332	365	402	442
Transport, Postal and Warehousing	139	152	162	186	214	246	283
Information Media and Telecommunications	15	14	24	29	33	38	42
Financial and Insurance Services	32	56	47	47	47	47	47
Rental, Hiring and Real Estate Services	42	40	35	38	41	44	48
Professional, Scientific and Technical Services	155	153	179	191	204	216	228
Administrative and Support Services	90	88	116	128	141	155	171
Public Administration and Safety	63	65	49	53	57	61	66
Education and Training	301	377	449	486	524	564	610
Health Care and Social Assistance	414	491	510	553	596	642	694
Arts and Recreation Services	75	77	101	109	118	127	137
Other Services	163	175	198	215	231	249	270
TOTAL	4,313	4,220	4,712	5,072	5,460	5,886	6,357

Source: TSA Management

5.2.3 Broad land use categories

Once again, the employment land modelling carried out by TSA rests upon an assumption that demand for floor space is linked to changes in the size and shape of the regional workforce. There is a further step required, however, before changes in employment can be converted to changes in demand for different land uses.

To do this, TSA have developed a matrix which maps the relationship between industries (by ANZSIC) and Broad Land Use Categories (BLCs). BLCs reflect the range of productive land typologies seen across Australia, from commercial office space, to manufacturing precincts, to town centres. The BLC matrix reflects broad patterns seen across Australian urban areas, as well as unique local supply side factors, which, in the case of Alexandrina mean that (for example) professional services jobs are likely to be situated on a main street, rather than in a commercial office building as they would if they were located in the Adelaide CBD.

As discussed, the BLC matrix apportions jobs by ANZSIC using experience gathered from land use audits associated with previous engagements, as well as our understanding of the unique features of the local economy. The need to

convert ANZSICs to BLCs is linked to the fact that jobs within a particular industry can be associated with demand for floor space across a range of land use types. For example, whilst most manufacturing jobs are linked to manufacturing facilities located within employment precincts, many workers within the sector are employed within administrative, RandD and other roles more closely linked to demand for land in commercial office buildings in CBD, or in suburban business parks.

The density of employment across these BLCs also tends to vary, which impacts the way in which growth across different industries contributes to the growth in demand for floor space. For example, whilst office and retail floor spaces tend to be used relatively intensively, with low floorspace per worker figures, for relatively land-intensive uses like freight and logistics, or manufacturing, the quantity of floor space for every worker is much higher. Floor space per worker ratios are set out at the bottom of Table 14 and Table 15.

Once again, these floor space densities reflect the findings of land use audits previously carried out, as well as supply-side factors unique to Alexandrina and the economies of its *inland* and *coastal* subregions.

Table 14. Broad land use category matrix – coastal Alexandrina

Industry	Non-urban	Accommodation	Business park	Dispersed/ footloose	Freight and Logistics	Public administration	Manufacturing	Office	Retail	Urban services	Primary/ secondary education	Tertiary education	Essential services
Agriculture, Forestry and Fishing	0.80			0.18				0.02					
Mining	0.95							0.05					
Manufacturing	0.50						0.50						
Electricity, Gas, Water and Waste Services	0.80			0.20									
Construction				0.68			0.10	0.02		0.20			
Wholesale Trade	0.30				0.10					0.60			
Retail Trade	0.05			0.30					0.65				
Accommodation and Food Services		0.30							0.68	0.02			
Transport, Postal and Warehousing	0.10			0.38	0.50			0.02					
Information Media and Telecommunications				0.50				0.50					
Financial and Insurance Services				0.40				0.60					
Rental, Hiring and Real Estate Services				0.20				0.20	0.20	0.40			
Professional, Scientific and Technical Services				0.50				0.50					
Administrative and Support Services				0.20		0.40		0.40					
Public Administration and Safety				0.30		0.70							
Education and Training									0.10		0.90		
Health Care and Social Assistance				0.20		0.10		0.05					0.65
Arts and Recreation Services	0.50					0.15			0.35				
Other Services	0.10			0.20					0.20	0.50			
SQM per worker	0	150	60	0	400	50	150	60	50	300	60	60	100

Table 15. Broad land use category matrix – inland Alexandrina

Industry	Non-urban	Accommodation	Business park	Dispersed/ footloose	Freight and Logistics	Public administration	Manufacturing	Office	Retail	Urban services	Primary/ secondary education	Tertiary education	Essential services
Agriculture, Forestry and Fishing	0.80			0.18				0.02					
Mining	0.95							0.05					
Manufacturing	0.60						0.40						
Electricity, Gas, Water and Waste Services	0.80			0.20									
Construction				0.68			0.10	0.02		0.20			
Wholesale Trade	0.30				0.10					0.60			
Retail Trade	0.05			0.30					0.65				
Accommodation and Food Services		0.30							0.68	0.02			
Transport, Postal and Warehousing	0.30			0.48	0.20			0.02					
Information Media and Telecommunications				0.50				0.50					
Financial and Insurance Services				0.40				0.60					
Rental, Hiring and Real Estate Services				0.20				0.20	0.20	0.40			
Professional, Scientific and Technical Services				0.50				0.50					
Administrative and Support Services				0.20		0.40		0.40					
Public Administration and Safety				0.30		0.70							
Education and Training									0.10		0.90		
Health Care and Social Assistance				0.20		0.10		0.05					0.65
Arts and Recreation Services	0.50					0.15			0.35				
Other Services	0.10			0.20					0.20	0.50			
SQM per worker	0	150	60	0	400	50	250	60	50	350	60	60	100

5.2.4 Change in demand for floor space

Through application of the employment projections for inland and coastal Alexandrina to the BLCs set out in the previous section, it is possible to estimate demand for floor space by broad land use category and by sector. In carrying out this analysis, we assume that the BLCs linked to demand for employment land in Alexandrina are: *freight and logistics; manufacturing – light; office; retail; and urban services*.

Once again, demand is projected at the subregional level, with floor space demand estimated for inland Alexandrina (corresponding to the townships of Strathalbyn and Mount Compass), and coastal Alexandrina (comprising the townships of Goolwa, Port Elliot and Middleton).

Inland Alexandrina

Of the BLCs set out in the *broad land use category matrices* above, not all are associated with employment lands. Recognising that many of these BLCs are either not permitted on employment lands, or tends to be better suited to town centres, the following table shows only demand for land uses linked to demand for employment lands. In modelling this stage, we assume that all demand for land linked to freight and logistics, manufacturing – light, and urban services located within employment precincts. Recognising that a limited amount of retail, hospitality and office uses can be located within employment lands under certain circumstances, we assume that 5% of future demand for these uses finds expression in the region's employment lands, with the remainder locating in employment precincts.

This analysis shows that a total of 25,000 sqm of floor space will be demanded in Alexandrina by 2031, and 58,000 by 2041.

Table 16. Floor space demand by BLC, incremental to 2021 floor space estimates, inland Alexandrina – employment lands only

Year	Freight and Logistics	Manufacturing light	Office	Retail/main street	Urban services	TOTAL
2026	2,412	3,786	52	108	5,692	12,051
2031	5,187	8,084	106	230	11,752	25,359
2036	8,377	13,001	163	364	18,484	40,389
2041	12,046	18,651	223	501	26,183	57,604

Source: TSA Management

Coastal Alexandrina

Once again, reflecting the fact that many BLCs are either not permitted on employment lands, or tend to be better suited to town centres, TSA has produced a table showing only demand for land expected to find expression within employment precincts. In modelling this stage, we adopt the same assumptions as were adopted in the previous section.

This analysis shows that just over 50% of demand for future employment land floor space will be linked to office, retail and light manufacturing uses, with a further 42% linked to urban services – a mix that once against reflects the population-servicing focus of the economy of coastal Alexandrina.

As stated at the start of this section, demand has been modelled with existing land supply and lot configuration already taken into consideration, resulting in a modest decrease in demand for Freight and Logistics land. This is because the larger lot sizes and more central location of employment lands in inland Alexandrina are likely to continue to be more attractive and efficient for expanding Freight and Logistics businesses, redirecting demand away from the coast. It is possible that some of the significant demand growth in Freight and Logistics floor space for inland Alexandrina could be redirected to the coast if employment land and supporting infrastructure was added to the coastal supply specifically to facilitate this kind of land use.

Table 17. Floor space demand by BLC, incremental to 2021 floor space estimates, inland Alexandrina – employment lands only

Year	Freight and Logistics	Manufacturing	Office	Retail/main street	Urban services	TOTAL
2026	-105	992	362	453	5,018	6,720
2031	-189	2,103	777	985	11,290	14,966
2036	-226	3,288	1,232	1,584	18,463	24,341
2041	-8	4,377	1,674	2,197	25,109	33,349

Source: TSA Management

5.2.5 Change in demand for employment land

To understand how changes in employment impacts *demand for employment land* requires one final step – the conversion of demand for floor space to demand for employment land. This reflects the fact that not all designated employment land is converted to employment floor space, and that, depending on the land use, buildings rarely extend to lot boundaries – particularly in regional areas. In reality, a significant amount of employment land is set aside for supporting infrastructure, including off-street parking, storage areas, recreational areas, gardens, and landscaping.

To convert demand for floor space to demand for land, it is necessary to develop plot ratios for each BLC. For the modelled uses, employment land plot ratios adopted are:

- Freight and logistics – 22.5%
- Manufacturing light – 27.5%
- Retail main street – 40%
- Office – 40%
- Urban services – 40%

Demand for employment land – inland Alexandrina

The table below shows demand for employment land across inland Alexandrina. It shows expected take up to 2036 of around 75,000sqm of employment land across the townships of Strathalbyn and Mount Compass, with a total of 235,000 hectares of additional land take-up anticipated by 2056.

Table 18. Demand for employment land, inland Alexandrina

Year	Freight and Logistics	Manufacturing light	Office	Retail/main street	Urban services	TOTAL
2026	10,722	13,766	131	270	14,231	39,120
2031	23,052	29,397	265	575	29,381	82,670
2036	37,232	47,275	407	911	46,211	132,036
2041	53,539	67,821	557	1,253	65,458	188,627

Source: TSA Management **Demand for employment land – coastal Alexandrina**

The table below shows demand for employment land across inland Alexandrina. It shows expected take up to 2036 of around 16,000sqm of employment land across the townships of Goolwa and Port Elliot, with a total of 45,000 hectares of additional land take-up anticipated by 2056.

Table 19. Demand for employment land, inland Alexandrina

Year	Freight and Logistics	Manufacturing light	Office	Retail/main street	Urban services	TOTAL
2026	3,994	3,607	377	181	6,966	15,700
2031	8,790	7,648	809	394	15,773	34,661
2036	14,637	11,957	1,284	633	25,836	56,354
2041	22,806	15,915	1,744	879	34,872	78,998

Source: TSA Management

6. Retail floor space demand

This chapter models current demand for retail floorspace across Alexandrina Council's five key townships, providing projections out to 2056. These demand estimates are aligned to existing retail floorspace supply (see Chapter 4) to show how a range of factors including changes in regional population and visitation, and the evolution of the regional economy, are likely to impact the demand for retail space across the five key Alexandrina townships.

6.1 Approach to estimating floor space demand

A high-level summary of approaches adopted in measuring demand for floor space are set out below.

6.1.1 Resident expenditure

TSA's approach is based on defined trade area catchments for each of the five townships. The approach to developing these catchments, and the catchments themselves, is set out in the Appendix to this report.

To estimate floor space demand linked to residents, in the first instance we aggregate catchment *expenditure* estimates. These figures are then converted to local *turnover* estimates by accounting for *system leakages* (i.e., expenditure that leaves the local retail system, either due to online retailing or retail expenditures being directed to other centres). These local centre turnover estimates are then converted to floor space demand using measures of floor space productivity known as retail turnover densities (RTDs).

A step-by-step approach for each of the five centres is set out below.

6.1.2 Tourist expenditure

Tourism and visitation is an important contributor to the Alexandrina economy, particularly for the coastal townships, which see significant visitation numbers throughout the year.

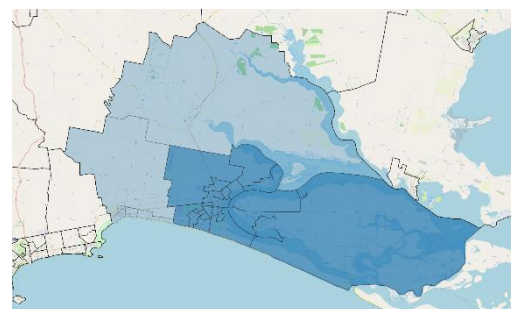
The South Australian Tourism Commission regularly publishes data on overall visitation for the Fleurieu Peninsula while tourist expenditure for the region is published by the Federal Trade and Investment Commission through their Regional Tourism Satellite Account. TSA has allocated a portion of this expenditure and visitation to Alexandrina, split across the five townships considered with a weighting towards coastal Alexandrina.

Expenditure as reported by the Trade and Investment Commission has been aligned with retail categories used for endogenous household expenditure. To create projections into the future, the average annual visitation growth trend from 2010 to 2021 has been applied from 2026, recognising that annual visitation is unlikely to rise significantly in the coming years after its significant increase in 2021 driven by travel restrictions. Projections also model for the increasing wealth of tourists, using the same magnitude of increase as applied to households in the previous section.

These local expenditure figures are then converted to *floor space demand* estimates for each of the five townships.

6.2 Current retail floor space demand – Goolwa

Drawing on disaggregated retail expenditure data, we have estimated the amount of retail expenditure across the Goolwa catchments across each of the retail categories in 2021. With parts of coastal Alexandrina (including Goolwa) having a significant visitor economy, the impact of expenditure linked to non-residents is significant, and is modelled and presented separately.



6.2.1 Total catchment expenditure – Goolwa

The population of the Goolwa catchment is estimated to generate around \$189 million in retail expenditures across all categories. Gross retail expenditure figures are set out below.

Table 20. Total population catchment expenditure in 2021 (\$m) – Goolwa

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Primary	\$60.11	\$8.06	\$14.83	\$8.46	\$15.72	\$7.85	\$14.24	\$5.92	\$7.95	\$2.39	\$145.53
Secondary	\$17.05	\$2.57	\$4.75	\$2.71	\$5.01	\$2.22	\$4.02	\$1.85	\$2.24	\$0.76	\$43.16
TOTAL	\$77.16	\$10.62	\$19.58	\$11.18	\$20.73	\$10.07	\$18.26	\$7.76	\$10.19	\$3.15	\$188.69

Source: TSA Management

6.2.2 Expenditure leakage – Goolwa

A share of these expenditures is likely to leak out of the retail system due to expenditure in other centres and online. This share varies across retail categories and is set out in the table below. Online expenditures are assumed by the model to grow over time, as online retailing becomes more common.

Table 21. Expenditure losses from the retail system in 2021, assumptions – Goolwa

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises
Online expenditure leakage	2%	10%	7%	30%	30%	6%	20%	5%	25%	0%
Catchment expenditure capture										
Primary	80.0%	80.0%	90.0%	25.0%	25.0%	40.0%	25.0%	60.0%	60.0%	80.0%
Secondary	53.3%	53.3%	60.0%	16.7%	16.7%	26.7%	16.7%	40.0%	40.0%	53.3%

Source: TSA Management

6.2.3 Net catchment expenditures – Goolwa

Taking into consideration expenditure leakage, total catchment expenditures made within Goolwa across the retail categories are shown below. This table suggests that around \$98 million is spent in the township's retail centres.

Table 22. Total population catchment expenditure in 2021, net of expenditure leakage (\$m) – Goolwa

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Primary	\$45.69	\$5.80	\$12.35	\$1.48	\$2.75	\$2.51	\$2.67	\$3.37	\$3.58	\$1.91	\$82.11
Secondary	\$8.64	\$1.23	\$2.64	\$0.32	\$0.58	\$0.47	\$0.50	\$0.70	\$0.67	\$0.41	\$16.16
TOTAL	\$54.32	\$7.03	\$14.98	\$1.80	\$3.34	\$2.99	\$3.17	\$4.07	\$4.25	\$2.32	\$98.27

Source: TSA Management

6.2.4 Tourist expenditures

Goolwa has a significant visitor economy, so therefore, expenditures linked to tourist visitation are significant. Annual related expenditures are set out in the table below.

Table 23. Tourist expenditures in 2021 (\$m) – Goolwa

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Tourist expenditure	\$5.66	\$3.23	\$10.09	\$1.35	\$0.68	\$1.35	\$6.77	\$2.03	\$1.35	\$0.81	\$33.34

Source: TSA Management

6.2.5 Total turnover

Combining the tables shown in sections 6.2.3 and 6.2.4, we arrive at a total retail turnover estimate by category for Goolwa. This table estimates total retail turnover within Goolwa's centres of around \$132 million.

Table 24. Total retail turnover in 2021 (\$m) – Goolwa

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Residents	\$54.32	\$7.03	\$14.98	\$1.80	\$3.34	\$2.99	\$3.17	\$4.07	\$4.25	\$2.32	\$98.27
Tourists	\$5.66	\$3.23	\$10.09	\$1.35	\$0.68	\$1.35	\$6.77	\$2.03	\$1.35	\$0.81	\$33.34
TOTAL	\$59.98	\$10.26	\$25.08	\$3.15	\$4.01	\$4.34	\$9.95	\$6.11	\$5.60	\$3.12	\$131.60

Source: TSA Management

6.2.6 Retail turnover densities

Retail turnover densities (RTDs) are measures of the productivity of floor space. These vary, with some retail floor space categories generally far more productive than others. There is also variation within categories across centres, with floor space productivity for a particular type of retail varying as a result of a range of local factors, including the size of the centre in which the store is located, centre quality, and catchment population size and wealth.

We apply the following RTDs as measures of floor space productivity within Goolwa's retail centres.

Table 25. Retail turnover densities – Goolwa

Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises
\$16,000	\$24,000	\$8,000	\$5,000	\$5,000	\$5,000	\$7,000	\$6,000	\$1,250

Source: TSA Management

6.2.7 Floor space estimates

Dividing the category expenditures set out in section 6.2.5 with the RTDs shown in 6.2.6, it is possible to arrive at an estimate of current demand for floor space within Goolwa. This analysis shows demand for just under 20,000 sqm of retail floor space across Goolwa.

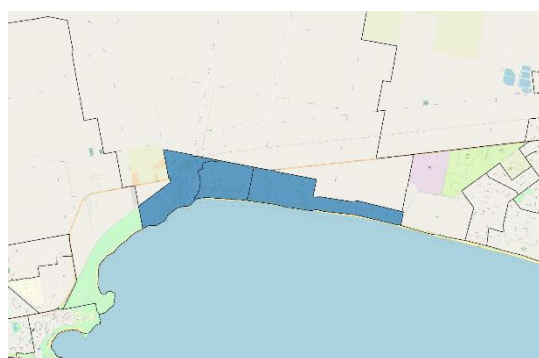
Table 26. Total floor space demand in 2021 (sqm) – Goolwa

Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises	TOTAL
3,749	428	3,135	631	803	868	1,421	1,018	2,499	14,550

Source: TSA Management

6.3 Current retail floor space demand – Middleton

Drawing on disaggregated retail expenditure data, we have estimated the amount of retail expenditure across the Middleton catchments across each of the retail categories in 2021. With parts of coastal Alexandrina (including Middleton) having a significant visitor economy, the impact of expenditure linked to non-residents is significant, and is modelled and presented separately.



6.3.1 Total catchment expenditure – Middleton

The population of the Middleton catchment is estimated to generate \$34 million in retail expenditures across all categories. These *gross* retail expenditure figures are set out below.

Table 27. Total population catchment expenditure in 2021 (\$m) – Middleton

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
TOTAL	\$13.20	\$2.04	\$3.75	\$2.11	\$3.98	\$1.70	\$3.13	\$1.47	\$1.79	\$0.61	\$33.79

Source: TSA Management

6.3.2 Expenditure leakage – Middleton

A share of these expenditures is likely to leak out of the retail system due to expenditure in other centres and online. This share varies across retail categories and is set out in the table below. Online expenditures are assumed by the model to grow over time, as online retailing becomes more common.

Table 28. Expenditure losses from the retail system in 2021, assumptions – Middleton

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises
Online expenditure leakage	2%	10%	7%	30%	30%	6%	20%	5%	25%	0%
Catchment expenditure capture										
Primary	15.0%	60.0%	60.0%	0.0%	0.0%	0.0%	30.0%	15.0%	30.0%	65.0%

Source: TSA Management

6.3.3 Net catchment expenditures – Middleton

Taking into consideration expenditure leakage, total catchment expenditures made within Middleton across the retail categories is estimated at just under \$7 million per annum, as shown below.

Table 29. Total population catchment expenditure in 2021, net of expenditure leakage (\$m) – Middleton

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
TOTAL	\$1.88	\$1.10	\$2.08	\$-	\$-	\$-	\$0.70	\$0.21	\$0.40	\$0.40	\$6.78

Source: TSA Management

6.3.4 Tourist expenditures

Middleton has a significant visitor economy, so therefore, expenditures linked to tourist visitation are significant.

Table 30. Tourist expenditures in 2021 (\$m) – Middleton

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
TOTAL	\$0.67	\$0.52	\$1.05	\$0.16	\$-	\$0.16	\$0.80	\$0.24	\$0.16	\$0.10	\$3.85

Source: TSA Management

6.3.5 Total turnover

Combining the tables shown in sections 6.2.3 and 6.2.4, we arrive at an estimated total retail turnover by category for Middleton, with an overall expenditure estimate of around \$10.6 million. These estimates are shown in the table below.

Table 31. Total retail turnover in 2021 (\$m) – Middleton

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Resident	\$1.88	\$1.10	\$2.08	\$-	\$-	\$-	\$0.70	\$0.21	\$0.40	\$0.40	\$6.78
Tourist	\$0.67	\$0.52	\$1.05	\$0.16	\$-	\$0.16	\$0.80	\$0.24	\$0.16	\$0.10	\$3.85
TOTAL	\$2.55	\$1.63	\$3.13	\$0.16	\$-	\$0.16	\$1.50	\$0.45	\$0.56	\$0.49	\$10.63

Source: TSA Management

6.3.6 Retail turnover densities

We apply the following RTDs as measures of floor space productivity within Middleton's retail centres.

Table 32. Retail turnover densities – Middleton

Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises
\$13,000	\$22,000	\$8,000	\$-	\$-	\$-	\$4,000	\$4,500	\$1,500

Source: TSA Management

6.3.7 Floor space estimates

Dividing the category expenditures set out in section 6.2.5 with the RTDs shown in 6.2.6, we arrived at an estimated current floor space demand in Middleton of just under 1,500 sqm.

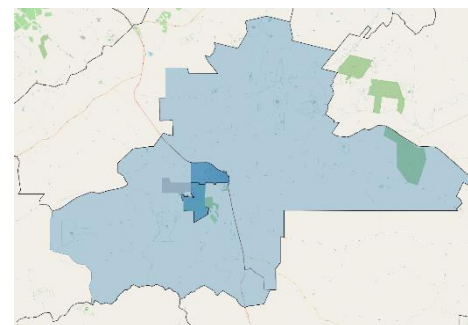
Table 33. Total floor space demand in 2021 (sqm) – Middleton

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises	TOTAL
TOTAL	196	74	392	-	-	-	376	100	328	1,465

Source: TSA Management

6.4 Current retail floor space demand – Mount Compass

Drawing on disaggregated retail expenditure data, we have estimated the amount of retail expenditure across the Mount Compass catchment for each retail category in 2021. Mount Compass, unlike the coastal parts of Alexandrina, does not have a significant tourism focus, with the town centre largely servicing the needs of the resident community.



6.4.1 Total catchment expenditure – Mount Compass

The population of the Mount Compass catchment is estimated to generate \$10 million in retail expenditures across all categories. These gross retail expenditure figures are set out below.

Table 34. Total population catchment expenditure in 2021 (\$m) – Mount Compass

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Primary	\$5.81	\$0.86	\$1.61	\$0.92	\$1.71	\$0.80	\$1.16	\$0.55	\$0.78	\$0.23	\$14.44
Secondary	\$3.68	\$0.59	\$1.19	\$0.67	\$1.23	\$0.53	\$0.86	\$0.39	\$0.50	\$0.19	\$9.83
TOTAL	\$9.49	\$1.45	\$2.80	\$1.59	\$2.94	\$1.33	\$2.02	\$0.94	\$1.28	\$0.42	\$24.26

Source: TSA Management

6.4.2 Expenditure leakage – Mount Compass

A share of these expenditures is likely to leak out of the retail system due to expenditure in other centres and online. This share across retail categories and is set out in the table below. Online expenditures are assumed by the model to grow over time, as online retailing becomes more common.

Table 35. Expenditure losses from the retail system in 2021, assumptions – Mount Compass

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises
Online expenditure leakage	2%	10%	7%	30%	30%	6%	20%	5%	25%	0%
Catchment expenditure capture										
Primary	90.0%	90.0%	15.0%	20.0%	15.0%	50.0%	40.0%	20.0%	70.0%	90.0%
Secondary	67.5%	67.5%	11.3%	15.0%	11.3%	37.5%	30.0%	15.0%	52.5%	67.5%

Source: TSA Management

6.4.3 Net catchment expenditures – Mount Compass

Taking into consideration expenditure leakage, total catchment expenditures made within Mount Compass across the retail categories are shown below.

Table 36. Total population catchment expenditure in 2021, net of expenditure leakage (\$m) – Mount Compass

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Primary	\$4.97	\$0.70	\$0.22	\$0.13	\$0.18	\$0.32	\$0.35	\$0.11	\$0.41	\$0.21	\$7.59
Secondary	\$2.36	\$0.36	\$0.12	\$0.07	\$0.10	\$0.16	\$0.19	\$0.06	\$0.20	\$0.13	\$3.74
TOTAL	\$7.33	\$1.06	\$0.35	\$0.20	\$0.28	\$0.48	\$0.54	\$0.16	\$0.61	\$0.34	\$11.33

Source: TSA Management

6.4.4 Tourist expenditures – Mount Compass

Mount Compass is less important as a tourist destination than other towns within Alexandrina, so local tourist expenditures are estimated to be lower.

Table 37. Tourist expenditures in 2021 (\$m) – Mount Compass

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
	\$0.21	\$0.16	\$0.79	\$0.05	\$0.03	\$0.05	\$0.26	\$0.08	\$0.05	\$0.03	\$1.71

Source: TSA Management

6.4.5 Total turnover – Mount Compass

Combining the tables shown in sections 6.2.3 and 6.2.4, we arrive at a total retail turnover estimate by category for Goolwa. These estimates are shown in the table below.

Table 38. Total retail turnover in 2021 (\$m) – Mount Compass

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Residents	\$7.33	\$1.06	\$0.35	\$0.20	\$0.28	\$0.48	\$0.54	\$0.16	\$0.61	\$0.34	\$11.33
Tourists	\$0.21	\$0.16	\$0.79	\$0.05	\$0.03	\$0.05	\$0.26	\$0.08	\$0.05	\$0.03	\$1.71
TOTAL	\$ 7.54	\$ 1.22	\$ 1.14	\$ 0.25	\$ 0.30	\$ 0.53	\$ 0.80	\$ 0.24	\$ 0.66	\$ 0.37	\$ 13.04

Source: TSA Management

6.4.6 Retail turnover densities – Mount Compass

Retail turnover densities (RTDs) are measures of the productivity of floor space. These vary, with some retail floor space categories generally far more productive than others. There is also variation within categories across centres, with floor space productivity for a particular type of retail varying as a result of a range of local factors, including the size of the centre in which the store is located, centre quality, and catchment population size and wealth.

We apply the following RTDs as measures of floor space productivity within Mount Compass' retail centres.

Table 39. Retail turnover densities – Mount Compass

Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises
\$9,500	\$12,000	\$7,000	\$3,000	\$4,000	\$3,500	\$4,000	\$4,500	\$1,000

Source: TSA Management

6.4.7 Floor space estimates – Mount Compass

Dividing the category expenditures set out in section 6.2.5 with the RTDs shown in 6.2.6, it is estimated that there is current demand for just under 2,000 sqm of retail floor space in Mount Compass.

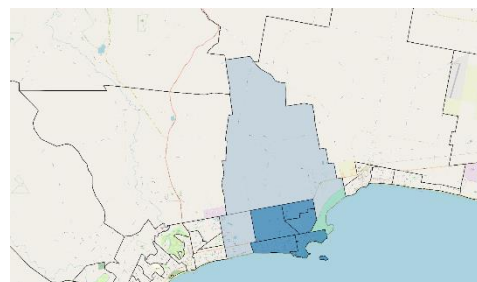
Table 40. Total floor space demand in 2021 (sqm) – Mount Compass

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises	TOTAL
TOTAL	794	101	163	83	75	152	199	53	367	1,987

Source: TSA Management

6.5 Current retail floor space demand – Port Elliot

Drawing on disaggregated retail expenditure data, we have estimated the amount of retail expenditure across the Port Elliot catchments across each of the retail categories in 2021. With parts of coastal Alexandrina (including Port Elliot) having a significant visitor economy, the impact of expenditure linked to non-residents is significant, and is modelled and presented separately.



6.5.1 Total catchment expenditure – Port Elliot

The population of the Port Elliot catchment is estimated to generate around \$51 million in retail expenditures across all categories. These *gross* retail expenditure figures are set out below.

Table 41. Total population catchment expenditure in 2021 (\$m) – Port Elliot

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Primary	\$14.73	\$1.84	\$3.79	\$2.12	\$4.03	\$1.86	\$3.61	\$1.52	\$1.76	\$0.57	\$35.83
Secondary	\$5.16	\$0.76	\$1.48	\$0.85	\$1.59	\$0.69	\$1.33	\$0.54	\$0.54	\$0.21	\$13.15
TOTAL	\$19.89	\$2.60	\$5.27	\$2.96	\$5.62	\$2.55	\$4.95	\$2.05	\$2.30	\$0.78	\$48.98

Source: TSA Management

6.5.2 Expenditure leakage – Port Elliot

A share of these expenditures is likely to leak out of the retail system due to expenditure in other centres and online. This share varies across retail categories and is set out in the table below. Online expenditures are assumed by the model to grow over time, as online retailing becomes more common.

Table 42. Expenditure losses from the retail system in 2021, assumptions – Port Elliot

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises
Online expenditure leakage										
	2%	10%	7%	30%	30%	6%	20%	5%	25%	0%
Catchment expenditure capture										
<i>Primary</i>	42.5%	60.0%	90.0%	20.0%	22.5%	0.0%	20.0%	60.0%	70.0%	90.0%
<i>Secondary</i>	28.3%	40.0%	60.0%	13.3%	15.0%	0.0%	13.3%	40.0%	46.7%	60.0%

Source: TSA Management

6.5.3 Net catchment expenditures – Port Elliot

Taking into consideration expenditure leakage, total catchment expenditures made within Port Elliot across the retail categories are shown below. The table reveals that catchment residents contribute an estimated \$17 million in expenditure to Port Elliot's retail businesses.

Table 43. Total population catchment expenditure in 2021, net of expenditure leakage (\$m) – Port Elliot

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Primary	\$5.95	\$0.99	\$3.16	\$0.30	\$0.64	\$-	\$0.54	\$0.86	\$0.93	\$0.51	\$13.87
Secondary	\$1.39	\$0.27	\$0.82	\$0.08	\$0.17	\$-	\$0.13	\$0.20	\$0.19	\$0.13	\$3.38
TOTAL	\$7.34	\$1.27	\$3.98	\$0.38	\$0.80	\$-	\$0.68	\$1.07	\$1.11	\$0.64	\$17.26

Source: TSA Management

6.5.4 Tourist expenditures – Port Elliot

Port Elliot has a significant visitor economy, so therefore, expenditures linked to tourist visitation are relatively high, at around \$11 million.

Table 44. Tourist expenditures in 2021 (\$m) – Port Elliot

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Tourist expenditure	\$1.60	\$0.91	\$4.04	\$0.38	\$0.19	\$0.38	\$1.92	\$0.58	\$0.38	\$0.23	\$10.62

Source: TSA Management

6.5.5 Total turnover – Port Elliot

Combining the tables shown in sections 6.2.3 and 6.2.4, we arrive at a total retail turnover estimate by category for Port Elliot. The table below estimates annual retail expenditures at around \$28 million per annum.

Table 45. Total retail turnover in 2021 (\$m) – Port Elliot

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Residents	\$7.34	\$1.27	\$3.98	\$0.38	\$0.80	\$-	\$0.68	\$1.07	\$1.11	\$0.64	\$17.26
Tourists	\$1.60	\$0.91	\$4.04	\$0.38	\$0.19	\$0.38	\$1.92	\$0.58	\$0.38	\$0.23	\$10.62
TOTAL	\$8.94	\$2.18	\$8.02	\$0.76	\$0.99	\$0.38	\$2.59	\$1.64	\$1.50	\$0.87	\$27.88

Source: TSA Management

6.5.6 Retail turnover densities

Retail turnover densities (RTDs) are measures of the productivity of floor space. These vary, with some retail floor space categories generally far more productive than others. There is also variation within categories across centres, with floor space productivity for a particular type of retail varying as a result of a range of local factors, including the size of the centre in which the store is located, centre quality, and catchment population size and wealth.

We apply the following RTDs as measures of floor space productivity within Port Elliot's retail centres.

Table 46. Retail turnover densities – Port Elliot

Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises
\$11,000	\$20,000	\$7,500	\$4,000	\$4,000	\$4,000	\$5,500	\$2,750	\$1,000

Source: TSA Management

6.5.7 Floor space estimates

Dividing the category expenditures set out in section 6.2.5 with the RTDs shown in 6.2.6, we estimate that there is current demand for just under 4,500 sqm of floor space in Port Elliot.

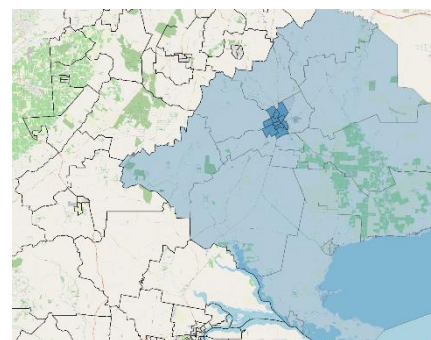
Table 47. Total floor space demand in 2021 (sqm) – Port Elliot

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises	TOTAL
Primary	813	109	1,069	190	248	96	471	598	870	4,463

Source: TSA Management

6.6 Current retail floor space demand – Strathalbyn

Drawing on disaggregated retail expenditure data, we have estimated the amount of retail expenditure across the Strathalbyn catchments across each of the retail categories in 2021. With parts of Alexandrina having a significant visitor economy, the impact of expenditure linked to non-residents is significant, and is modelled and presented separately.



6.6.1 Total catchment expenditure – Strathalbyn

The population of the Goolwa catchment is estimated to generate around \$158 million in retail expenditures across all categories. These *gross* retail expenditure figures are set out below.

Table 48. Total population catchment expenditure in 2021 (\$m) – Strathalbyn

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Primary	\$31.72	\$4.42	\$8.68	\$5.12	\$8.86	\$3.88	\$6.96	\$2.88	\$3.98	\$1.25	\$77.75
Secondary	\$31.32	\$4.92	\$9.25	\$5.40	\$9.10	\$4.31	\$6.94	\$2.86	\$4.28	\$1.47	\$79.86
TOTAL	\$63.04	\$9.33	\$17.94	\$10.52	\$17.95	\$8.19	\$13.90	\$5.74	\$8.26	\$2.73	\$157.61

Source: TSA Management

6.6.2 Expenditure leakage – Strathalbyn

A share of these expenditures is likely to leak out of the retail system due to expenditure in other centres and online. This share varies across retail categories and is set out in the table below. Online expenditures are assumed by the model to grow over time, as online retailing becomes more common.

Table 49. Expenditure losses from the retail system in 2021, assumptions – Strathalbyn

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises
Online expenditure leakage	2%	10%	7%	30%	30%	6%	20%	5%	25%	0%
Catchment expenditure capture										
Primary	80.0%	80.0%	80.0%	42.5%	32.5%	50.0%	50.0%	70.0%	80.0%	80.0%
Secondary	53.3%	53.3%	53.3%	28.3%	21.7%	33.3%	33.3%	46.7%	53.3%	53.3%

Source: TSA Management

6.6.3 Net catchment expenditures – Strathalbyn

Taking into consideration expenditure leakage, total catchment expenditures made within Strathalbyn across the retail categories are shown below.

Table 50. Total population catchment expenditure in 2021, net of expenditure leakage (\$m) – Strathalbyn

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Primary	\$24.11	\$3.18	\$6.43	\$1.52	\$2.01	\$1.55	\$2.61	\$1.91	\$2.39	\$1.00	\$46.72
Secondary	\$15.87	\$2.36	\$4.57	\$1.07	\$1.38	\$1.15	\$1.73	\$1.27	\$1.71	\$0.79	\$31.90
TOTAL	\$39.97	\$5.54	\$10.99	\$2.59	\$3.39	\$2.70	\$4.34	\$3.18	\$4.10	\$1.79	\$78.62

Source: TSA Management

6.6.4 Tourist expenditures – Strathalbyn

Strathalbyn has a significant visitor economy, so therefore, expenditures linked to tourist visitation are significant.

Table 51. Tourist expenditures in 2021 (\$m) – Strathalbyn

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Tourist expenditure	\$1.60	\$0.91	\$4.68	\$0.38	\$0.19	\$0.38	\$1.92	\$0.58	\$0.38	\$0.23	\$11.25

Source: TSA Management

6.6.5 Total turnover - Strathalbyn

Combining the tables shown in sections 6.2.3 and 6.2.4, we arrive at a total retail turnover estimate by category for Strathalbyn. These estimates are shown in the table below.

Table 52. Total retail turnover in 2021 (\$m) – Strathalbyn

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Tobacco	Alcohol on licenced premises	TOTAL
Residents	\$39.97	\$5.54	\$10.99	\$2.59	\$3.39	\$2.70	\$4.34	\$3.18	\$4.10	\$1.79	\$78.62
Tourists	\$1.60	\$0.91	\$4.68	\$0.38	\$0.19	\$0.38	\$1.92	\$0.58	\$0.38	\$0.23	\$11.25
TOTAL	\$41.58	\$6.45	\$15.67	\$2.98	\$3.59	\$3.09	\$6.26	\$3.76	\$4.49	\$2.02	\$89.87

Source: TSA Management

6.6.6 Retail turnover densities - Strathalbyn

Retail turnover densities (RTDs) are measures of the productivity of floor space. These vary, with some retail floor space categories generally far more productive than others. There is also variation within categories across centres, with floor space productivity for a particular type of retail varying as a result of a range of local factors, including the size of the centre in which the store is located, centre quality, and catchment population size and wealth.

We apply the following RTDs as measures of floor space productivity within Strathalbyn's retail centres.

Table 53. Retail turnover densities – Strathalbyn

Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises
\$13,000	\$24,000	\$8,000	\$5,000	\$4,500	\$4,000	\$6,000	\$4,750	\$1,250

Source: TSA Management

6.6.7 Floor space estimates – Strathalbyn

Dividing the category expenditures set out in section 6.2.5 with the RTDs shown in 6.2.6, it is possible to arrive at an estimate of current demand for floor space within Strathalbyn.

Table 54. Total floor space demand in 2021 (sqm) – Strathalbyn

	Food and groceries	Bottleshop	Restaurants, cafes and takeaway	Clothing and shoes	Furniture and whitegoods	Hardware and garden	Other retail	Retail services	Alcohol on licenced premises	TOTAL
TOTAL	3,198	269	1,959	596	797	772	1,044	791	1,614	11,039

Source: TSA Management

7. Demand and supply alignment

This section aligns the demand and supply projections set out in the previous chapters to establish a baseline where current demand reflects current supply. This alignment allows for identification of existing imbalances in supply and demand, and supports the development of projections that show how the evolving regional economy, increased wealth, changes in population and growing tourist visitation are likely to translate to changes in demand for productive economy land.

The section below will align demand and supply of land across employment and town centre categories.

Employment land analysis is carried out at the subregional level (inland and coastal Alexandrina), recognising the differences between these two parts of the LGA. The town centre floor space analysis is carried out at the township level, with floor space gaps provided across the five townships.

7.1 Natural vacancy rates in the market for land

In markets for a range of goods and services, there are situations where equilibrium conditions are met despite supply being significantly greater than demand. These situations occur when the goods to which the market relates are not completely identical or substitutable. In these scenarios, *frictional vacancies* emerge, with unutilised units of supply not meeting the specific needs of prospective groups of purchasers.

A commonly cited example of these relates to the markets for labour, where the *natural rate of unemployment* is regarded by most economists to be around 4%. Once unemployment declines below this point, the shallower pool of skilled labour presents a challenge in terms of appropriately matching workers to roles, with a range of economic costs resulting. For this reason, 4% is adopted as a soft target by policy makers.

With employment land, the natural vacancy rate is generally regarded to be around 10%. This means that once 90% of a precinct is occupied, the market can be regarded as being close to equilibrium, with the likelihood that prospective entrants are unable to find land with the specific attributes (location, scale, road access, etc) necessary for viability. As with labour markets, failure to deliver new employment land to market under these circumstances leads to poor economic efficiency outcomes, with the growth of the regional economy constrained.

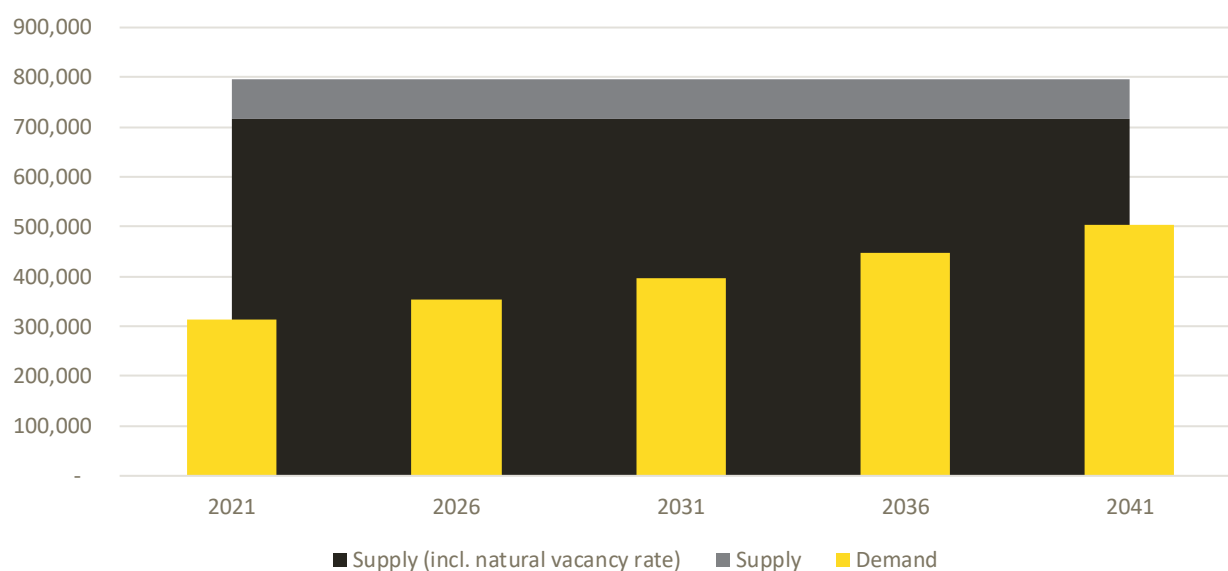
7.2 Employment land area

7.2.1 Inland Alexandrina

The following chart compares demand with supply across inland Alexandrina. It reveals anticipated take-up of employment land between 2021 and 2026 of around 39,000sqm, and around 190,000 sqm by 2041.

With an estimated 370,000 sqm of unoccupied and unconstrained employment lands in and around the townships of Strathalbyn and Mount Compass, the modelling indicates that there is more than enough supply to accommodate forecast growth to 2041.

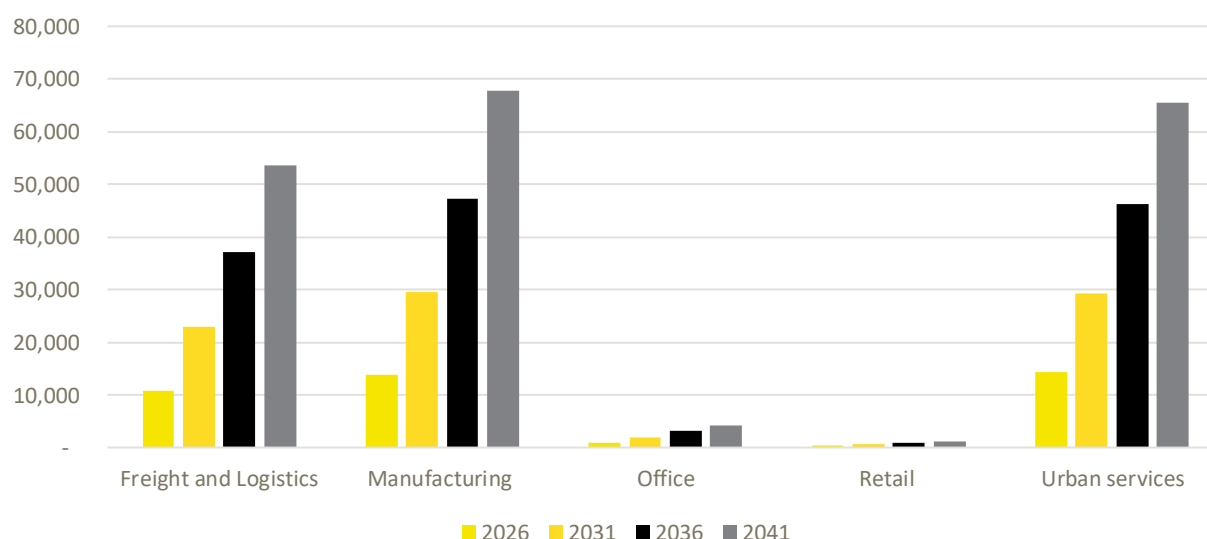
Figure 14. Employment land demand and supply, Inland Alexandrina



Source: TSA Management

Looking at the breakdown of the provision gap by sector, the figure below shows that the increase in demand for employment land floor space will be driven largely by a mix of manufacturing, urban services and freight and logistics.

Figure 15. Projected change in demand for employment floor space by BLU, Inland Alexandrina

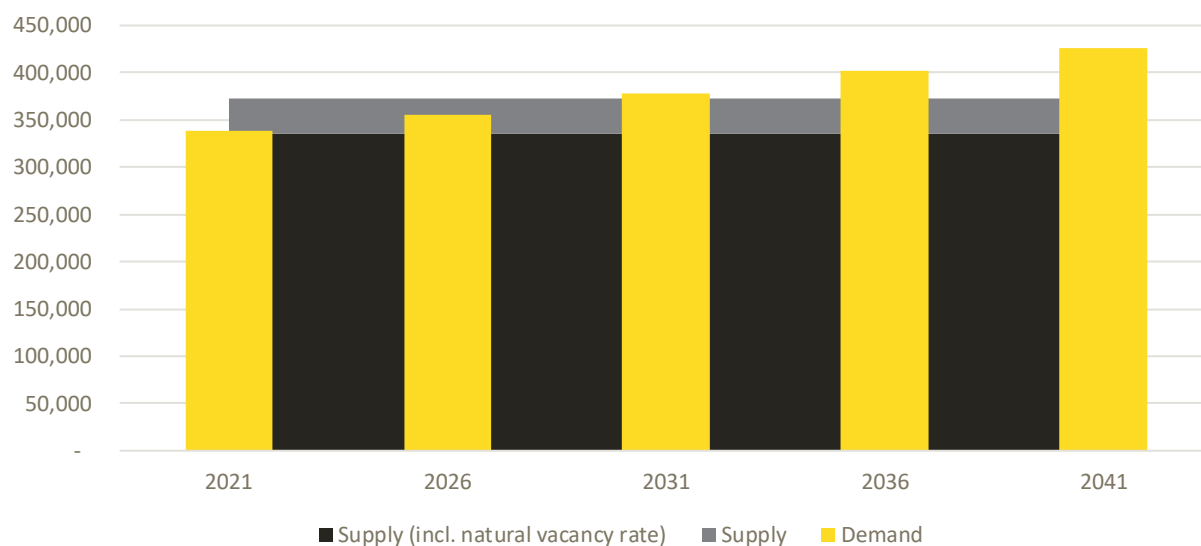


Source: TSA Management

7.2.2 Coastal Alexandrina

Analysis of demand and supply of employment land in Coastal Alexandrina shows that, considering the *natural vacancy rate* (see section 7.1), the employment land market across Coastal Alexandrina is at (or close to) equilibrium. With the demand for employment land anticipated to grow in line with the population of the region, to support the growth of the regional economy it is important that new employment lands be made available in the near term.

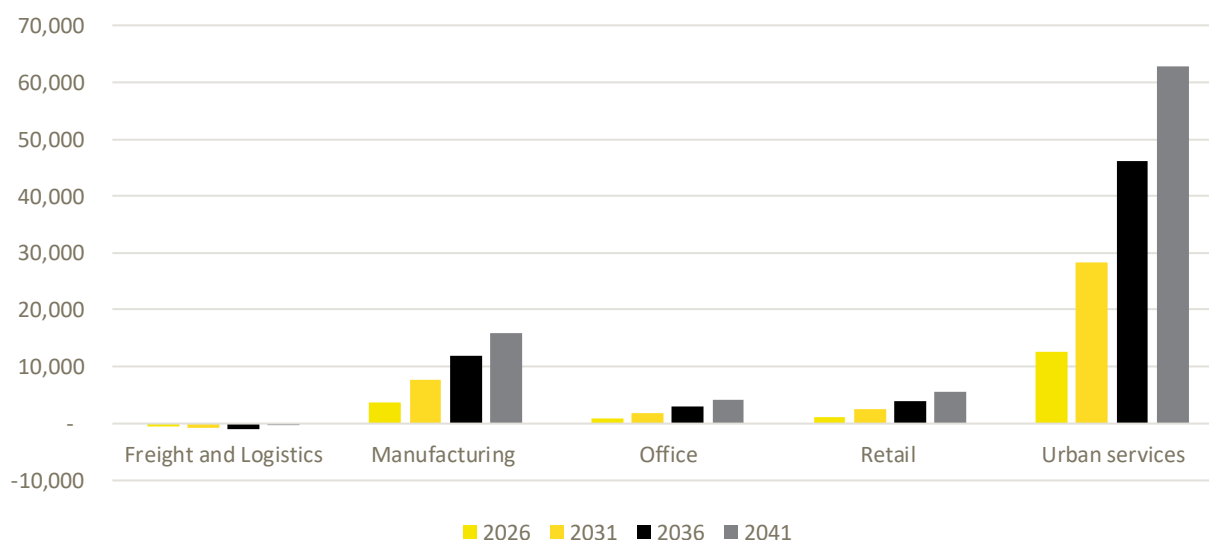
Figure 16. Employment land demand and supply, Coastal Alexandrina



Source: TSA Management

Breaking down the growth in demand for employment land by BLU, the projections show that urban services are expected to drive growth for employment land across Alexandrina, with this category of uses responsible for more than 70% of growth in employment land to 2041.

Figure 17. Projected change in demand for employment floor space by BLU, Coastal Alexandrina



Source: TSA Management

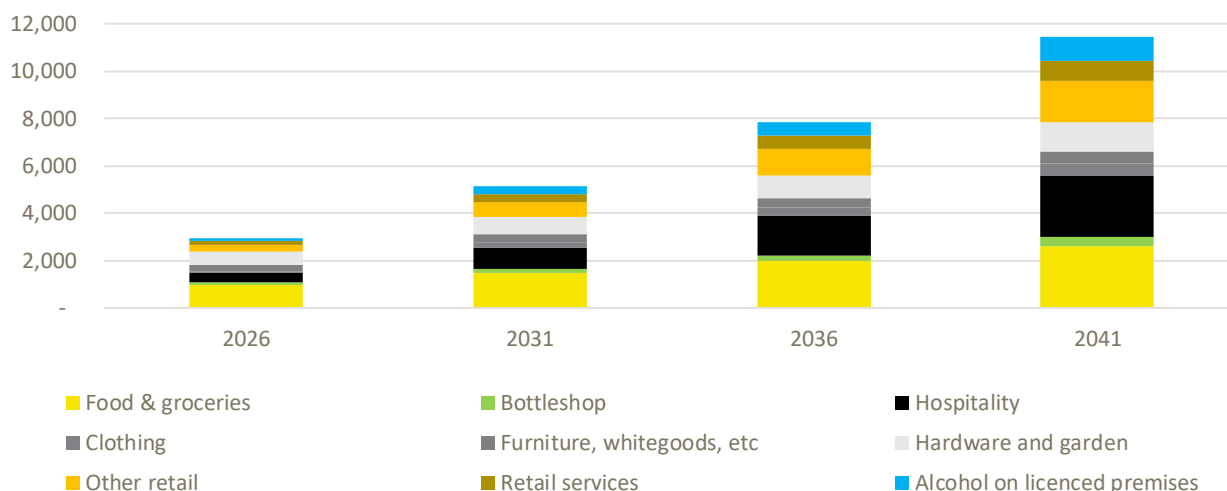
7.3 Town centre floor space

This section sets out anticipated growth in employment floor space across the five centres, with these projections broken down by retail category.

7.3.1 Goolwa

The chart shows that, by 2041, an additional 11,400 sqm of floor space is expected to be required in Goolwa, with *food and groceries* and *hospitality* the key drivers of growth.

Figure 18. Projected change in demand for town centre floor space by retail subcategory, Goolwa

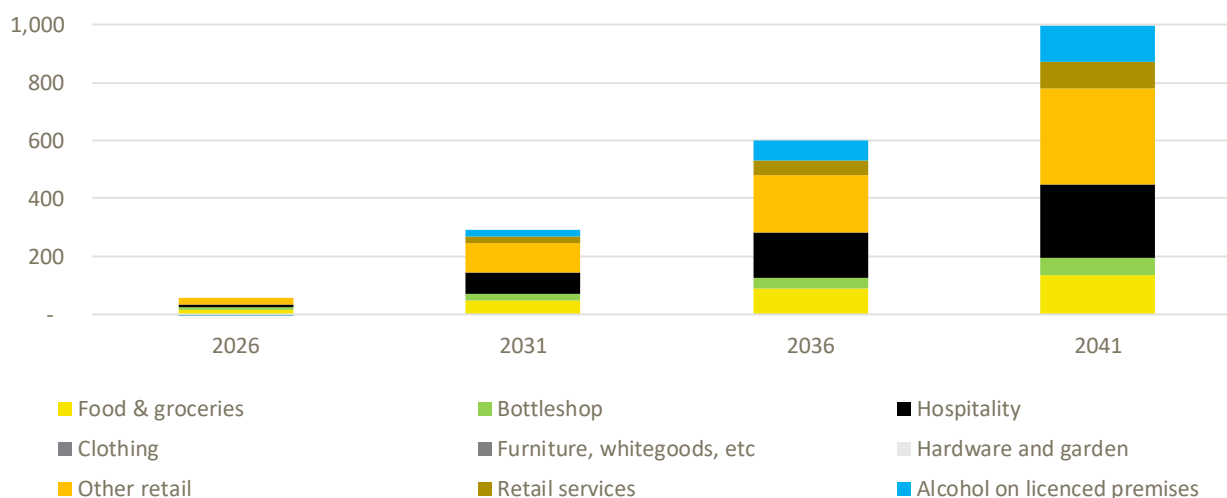


Source: TSA Management

7.3.2 Middleton

Middleton has the smallest projected increase in demand as measured by retail floor space, with an additional 1,000 sqm demanded by 2041. *Other retail* and *hospitality* are expected to be the key growth drivers. An important feature of the modelling is that it reflects existing supply and assumes a continuation of demand patterns. With respect to Middleton, the modelling therefore assumes that residents will continue to travel to nearby towns for their retail needs, and that the existing relatively limited retail offer will not substantially change.

Figure 19. Projected change in demand for town centre floor space by retail subcategory, Middleton

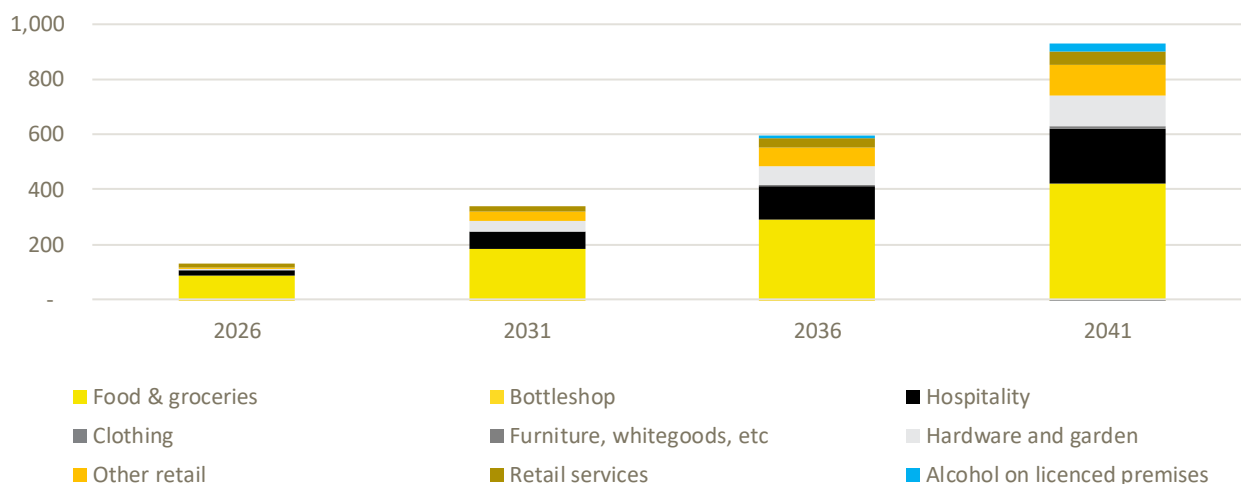


Source: TSA Management

7.3.3 Mount Compass

With a relatively limited tourist economy, the modelling indicates that population growth will be the primary driver of demand for floorspace at Mount Compass, accounting for nearly half of total demand for new retail floor space. In total, just over 900 sqm of additional floor space is expected to be needed by 2041.

Figure 20. Projected change in demand for town centre floor space by retail subcategory, Mount Compass

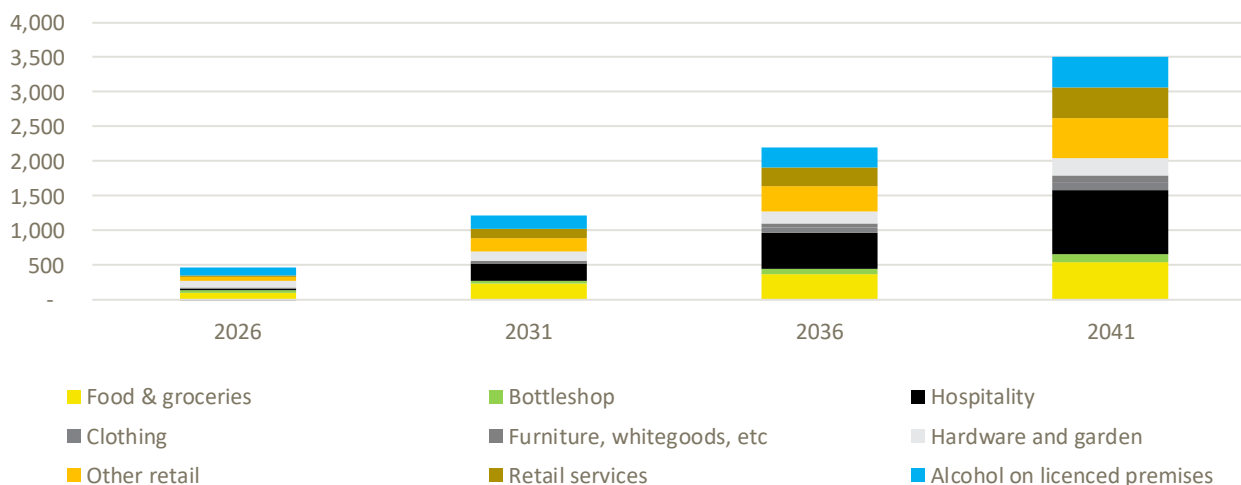


Source: TSA Management

7.3.4 Port Elliot

Port Elliot is expected to require significant additions to its floor space, with a need for an estimated 3,500 sqm across all retail categories by 2041. This growth in demand assumes strong growth in the regional population, tourist visitation and a continuation of its role as a retail centre for residents of (and visitors to) Middleton.

Figure 21. Projected change in demand for town centre floor space by retail subcategory, Port Elliot

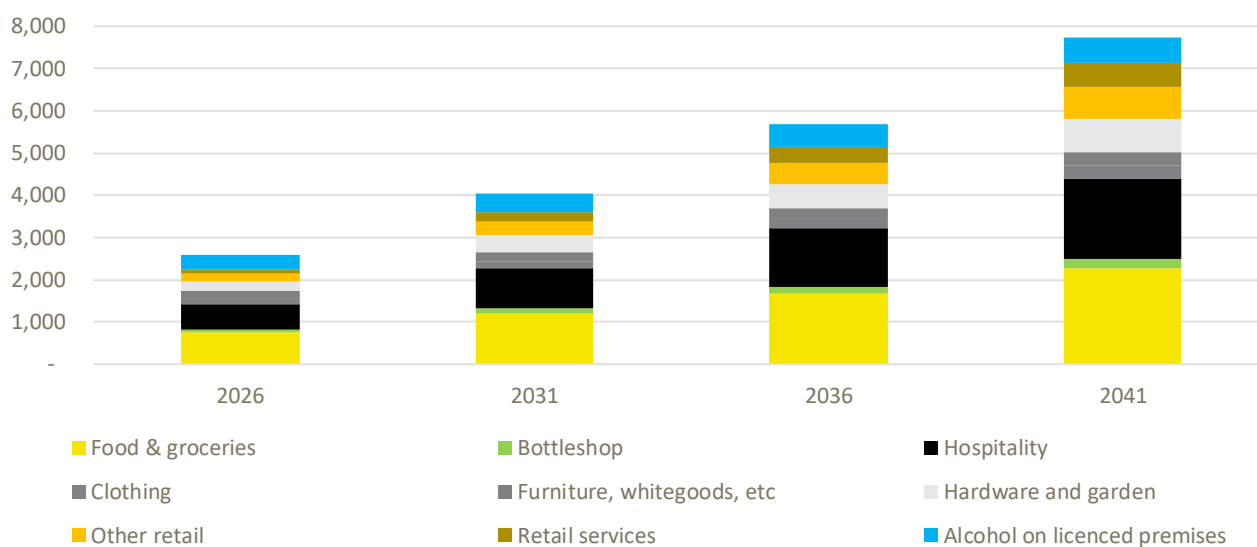


Source: TSA Management

7.3.5 Strathalbyn

It is anticipated that an additional 7,700 sqm of floor space will be required at Strathalbyn, with growth in demand driven primarily by an increasing catchment population. Growth in demand will be highest in the *food and grocery* and *hospitality* categories.

Figure 22. Projected change in demand for town centre floor space by retail subcategory, Strathalbyn



8. Summary and strategic responses

Based on the preceding modelling and analysis, this section sets out and describes the key issues faced in relation to productive economy land (both town centres and employment lands) across the five townships. Associated with these key issues, a set of recommended strategic responses is also compiled for each of the land categories across the five townships.

8.1 Goolwa

8.1.1 Employment lands

Key issues related to Goolwa's employment lands are set out and described below.

Employment lands effectively at capacity

The Goolwa analysis, and the supply and demand alignment for Coastal Alexandrina confirms that employment lands within Goolwa are at, or close to, capacity. Whilst there are some vacancies across Goolwa's two precincts, the share of land that is vacant is at what is generally regarded to be the *natural vacancy rate* for employment precincts. This means that for prospective new entrants to the town's employment lands, limited choice makes it less likely a lot with appropriate size, access, and other characteristics will be found.

With demand projected to grow over the next two decades, it is critical that new employment lands be made available in the vicinity of Goolwa to support regional economic productivity, and to ensure that regional economic development opportunities are captured.

- Existing employment precincts are heavily constrained.
- New precinct to the west of town will alleviate these pressures.

Council has previously identified a candidate area for expansion of the region's employment lands (see inset), though it is understood that land at the eastern end of the identified area (immediately to the west of the Seachange Lifestyle Community is no longer suitable for these types of activities. The remainder of the identified expansion areas is still available for expansion of employment lands, however.



Potential for conflict between employment lands and sensitive uses

The location of Goolwa's employment lands in relation to sensitive uses (such as retail and housing) presents a challenge.

Firstly, in relation to the EZ land, visually unattractive (but economically important) employment land uses adjacent to the Goolwa Shopping Centre adversely impacts the amenity of that precinct, potentially depressing centre land values and inhibiting redevelopment or greater intensity of use. With Hutchinson Street the main entry point to the town from the west, the present mix of auto servicing and other businesses presents a sub-standard gateway. Lastly, given property values, houses in the south of the precinct are unlikely to be turned over to employment uses – particularly given the irregular configuration of lots caused by the rail line which bisects the precinct, and the poor road access to the south. The presence of these dwellings (as well as those to the east of the precinct) realistically limits the range of activities that can occur on this EZ land.

The SEZ land is a highly functional employment precinct, within which there is evidently strong demand for land. That said, there is some risk associated with the future entry of impactful economic activities that are, in general, supported on SEZ land. Rezoning part or all of the precinct to EZ would align with the existing use mix, whilst reducing the potential for future conflict between precinct businesses and residential areas along the precinct's eastern edge.

Lack of variety in employment land offer

The region's employment lands are presently dominated by relatively small lots. Although the *urban service* focus of employment lands in this part of Alexandrina is likely a reflection of the local economy, the lack of larger scale uses (freight and logistics and manufacturing) may also be associated with a lack of appropriate sites.

Strategic options

1. Continue investigations into potential location for new employment lands to the west of the SEZ precinct, ensuring that the precinct is well buffered from sensitive uses, and configured with a mix of lots sizes.
2. Investigate options for internal road links between the new precinct and the existing SEZ land, noting the challenges given the configuration of roads within the latter precinct.
3. Investigate the viability of a change in focus of the EZ land to *bulky goods/ large format retail*. This sort of use would reflect the benefits of a higher amenity precinct in a prominent location surrounded by sensitive uses. This may include development of a precinct brand and prospectus, public realm investment, and proactive approaches to the market.
4. Consider amendments to zoning as identified above.
5. Continue to advocate for investment in a regional heavy vehicle route linking Goolwa's employment lands to the east and north.

8.1.2 Town and activity centres

Key issues related to Goolwa's activity centre lands are set out and described below.

Strong demand for new retail floor space

Modelling indicates that there is a need for more than 11,000 sqm of retail floor space (approximately a doubling of existing floor space) by 2041. There is a challenge in delivering this floor space given the need to retain the prominence of Cadell Street and the Goolwa Shopping Centre as the commercial and social focal points of the township.

There are several options open to Council in addressing this supply challenge, none of which are mutually exclusive. These include:

- Support for a new centre in the area to the north of Goolwa identified within the town boundary for future growth. Any new centre should have a convenience focus and be small enough that it remains subordinate to the existing centre (no more than 2,000sqm, with a small supermarket.)
- Support the transition of the EZ land to bulky goods/ large format retail precinct (as discussed in section 8.1.1). As well as providing new retail opportunities within the town, this would also improve visual amenity at the Goolwa Shopping Centre, potentially supporting more intensive use of centre land.
- As discussed in section 8.2.1, support a significant expansion of floor space in Middleton. This would reduce floor space demand by lessening the reliance of Middleton and Port Elliot residents on Goolwa's centres.
- Consider options for public realm improvements along Cadell Street which has potential to provide substantial opportunities for high quality hospitality spaces. Possibilities include investments in footpath widening, weather protection, and active transport networks (see inset for example – Coogee, NSW).



Strategic options

1. Consider potential locations for a future small northern convenience centre in light of anticipated growth.

2. Carry out investigations regarding the viability of a bulky goods/ large format retail centre at the EZ land to the east of the Goolwa Shopping Centre.
3. Continue to engage with key stakeholders to consider opportunities for public realm improvements along Cadell Street.

8.2 Middleton

8.2.1 Town and activity centres

Key issues related to Middleton's employment lands are set out and described below.

Limited growth in demand for floor space assuming a continuation of present trade patterns

Middleton is the smallest township in the region, so as a result – despite rapid projected population growth – the emerging floor space gap to 2041 is expected to be relatively moderate, with just under 1,000 sqm of additional floor space needed, mostly in the categories of *hospitality* and *other retail*.

In interpreting these projections, it is important to recognise that they assume that existing trade patterns (i.e., Middleton residents traveling to Goolwa and Port Elliot for shopping) endure, and that the scale of supply in Middleton relative to nearby centres remains the same.

At present, land within the town centre is not used intensively, so some new floor space may come about as a result of the reconfiguration of existing centre buildings. There is potential therefore to retain the existing Township Activity Centre Zone (TACZ) and rely on market forces to drive up land values and facilitate greater intensity of use.

Land releases to the west of the existing township

The Middleton Master Plan sets out land to the north and south of Port Elliot Road, presently zoned Deferred Urban (DUZ), as future township extension. With land to the north-west of the corner of Port Elliot and Ocean Roads to be developed, there is an opportunity to extend the existing Middleton centre to the west (see inset, from the Middleton Master Plan). Given the need to accommodate new floor space at Middleton over the next few decades, it will be important to ensure that provision is made for commercial floor space on the north-western corner of Port Elliot and Ocean Roads.

Broadly speaking, Council has two options in regard to commercial land in this location:

- Option 1: to meet projected demand and support an expansion of around 1,000 sqm, maintaining Middleton's subordinate status in relation to large centres at Goolwa and Port Elliot, and
- Option 2: to provide floor space in excess of the projected gap (up to 4,000sqm, including a mid-large supermarket), recognising challenges in delivering new floor space at Port Elliot, and the significant opportunity to increase the share of expenditure captured from local residents.

Potential advantages and disadvantages of each of these options are identified and described in the table below.



Table 55. Option analysis in relation to Middleton town centre

Option	Advantages	Disadvantages
Option 1	- Would uphold the present coastal Alexandrina centre hierarchy. - Would assist in building pressure for new retail floor space in the Port Elliot centre.	- The establishment of new floor space at Port Elliot is far from certain, so could be a missed opportunity to deliver a sustainable supply of floor space to the Middleton/ Port Elliot region.
Option 2	- Likely to reduce the reliance of Middleton residents and visitors on Goolwa other towns, helping to resolve supply challenges at Goolwa by slowing growth in demand for new floor space. - Local provision of floor space likely to mean a reduction in vehicle trips. - Would support the establishment of more sustainable community in Middleton and Port Elliot, potentially supporting the appeal of the towns to permanent residents.	- Would significantly reduce the likelihood of significant new retail development in Port Elliot. - By drawing expenditure away, may have adverse impacts on the Port Elliot centre and retailers. - May ultimately lead to the Port Elliot becoming subordinate to Middleton in the centre hierarchy, despite having a significantly larger population.

In our view, Option 2 represents the best course of action. Although it proposes floor space in excess of projected demand, these projections are based the present supply situation, with an assumption that the bulk of Middleton resident/ visitor expenditures are made in Goolwa or Port Elliot, and that few residents from outside of Middleton spend within the township.

With demand shaped heavily by supply factors, new floor space at Middleton has the potential to reshape the dynamics of the coastal Alexandrina retail system, in the longer term potentially elevating Middleton above Port Elliot in the regional centre hierarchy.

It would also resolve centre floor space supply challenges at Goolwa and Port Elliot (see sections 8.1.2 and 8.4.2)

Whilst it is likely to result in Port Elliot residents driving further for retail and service needs, the towns remain close, with most parts of Port Elliot less than five minutes by car from the Middleton centre.

Strategic responses

1. Ensure that appropriate steps are taken to ensure new centre floor space is incorporated as part of the westward expansion of the Middleton township.
2. Carry out detailed retail impact assessments to determine the impact of a new centre (of various sizes) at Middleton on residents of Port Elliot and Goolwa. Engage with affected communities.

8.3 Mount Compass

8.3.1 Employment lands

Key issues related to Mount Compass's employment lands are set out and described below.

Land use within Mount Compass' employment lands is presently used inefficiently

Land in the Mount Compass precinct is presently used inefficiently, with low building footprint-to-plot ratios. It is possible that this reflects low demand for employment land in the region. The other *Inland Alexandrina* precinct is also used inefficiently – in stark contrast to the densely-occupied employment land precincts in the southern areas of the LGA.

Significant constraints to development in the southern portion of the precinct

Land is theoretically available in the south of the precinct, though for several reasons, use of these 'vacant' lots for traditional employment land uses is unlikely in coming years for a number of reasons, these being:

- the existence of native vegetation, which would be costly to clear, and
- the existence of several dwellings. Significantly 'improved' land means substantial acquisition costs for potential residents, while investing in employment land businesses in close proximity to sensitive uses represents a risk.

Precinct effectively at or near capacity

Ignoring that present usage of many parts of the precinct is inefficient, the precinct is at or close to capacity. Noting that demand for employment land across Inland Alexandrina is expected to grow significantly, it is important to understand the extent to which vacant land at Strathalbyn (or Victor Harbor, Willunga, etc) represents a viable alternative for prospective businesses, and whether additions to the stock of employment land are necessary.

Strategic responses

1. Engage with the local business community on the employment land situation in Mount Compass to understand issues supply and demand issues relating to the use of (and demand for) employment land.

8.3.2 Town centre

Key issues related to Mount Compass's town centre land is set out and described below.

Moderate growth driving demand for new floor space within the Mount Compass Centre

Projections estimate demand for approximately 900 sqm of town centre floor space by 2041. With most of this demand driven by population growth, food and groceries (around 400sqm) is the largest contributor. Given the low density nature of the centre, additional floor spaces are likely to be achievable through more intensive use of existing town centre land.

Strategic responses

1. Work with local landowners and businesses to facilitate greater intensity of land use within the town centre.

8.4 Port Elliot

8.4.1 Employment lands

Key issues related to Port Elliot's employment lands are set out and described below.

Significant land use conflicts emerging

Employment lands at Port Elliot are the most eclectic in Alexandrina, with a mix of retail, services, manufacturing, storage, office and hospitality businesses. It is understood that the community values the existing uses of the Hill Street precinct that would conventionally not be seen in employment lands.

The Port Elliot Master Plan proposes a set of interventions at the northern end of Hill Street that seek to recast it as a de facto activity centre (see inset). Proposed changes include bicycle links and public realm improvements. These changes conflict with the stated purpose of the Strategic Employment Zone, which is to accommodate 'a range of industrial, logistical, warehousing, storage, research and training land uses together with *compatible* (TSA italics) business activities generating wealth and employment for the state'.



In the same way residential and commercial zones seek to protect sensitive forms of land use from the encroachment of *externality-generating* uses, an important function of employment zones (such as the SEZ) is to protect economically important industrial, freight, and urban service businesses from the encroachment of sensitive uses. At present, the growing presence of hospitality, retail, and personal service businesses in the northern part of Hill Street undermines the appeal of the precinct for businesses likely to generate noise, heavy vehicle movements, odours, and dust.

Further, the encroachment of relatively high-value land uses into the precinct drives up land values and dissuades investment from the sorts of businesses that would ordinarily locate in an SEZ.

Council has identified Waterport Road as a future freight route providing a heavy vehicle link between Victor Harbor and Goolwa. The presence of sensitive uses on employment lands along this route represents a risk to the ultimate delivery of the project, as well as a lost opportunity (for businesses that would benefit from direct access to heavy vehicle corridor).

Understanding community perspectives is important. For example, *why* have businesses chosen to locate here rather than in the town centre, and how (or whether) they gained planning approval to do so. From the perspective of other precinct users, what conflicts do they see emerging on Hill Street, and how are these conflicts likely to impact future business activities, investment decisions, etc.

Ultimately, one of the key functions of a land use planning framework is to provide certainty for current and prospective businesses, and the broader community. As it stands, the conflict between the purposes of the zone and current land use is something that needs to be resolved.

Precinct close to capacity

The precinct is close to full capacity, with a small number of vacant lots in the southern part of the precinct. With an estimated 87% of the precinct occupied, the precinct is close to capacity. Given the proximity of employment precincts to the east (less than two kms to the west in Hindmarsh Valley), or to the west in Goolwa, there is potential for future regional employment land needs to be addressed in alternate locations in the near term.

Strategic responses

1. Devise a clear and unambiguous strategic direction for the Hill Street precinct in consultation with key stakeholders and community members. As part of this process, ensure that these groups are exposed to multiple perspectives, and guided by a clear understanding of the issues at play. At the conclusion of this process, ensure that the precinct strategy is adequately supported by policy.
2. Undertake an investigation to understand how the existing situation was allowed to occur and set in place structures and processes to ensure that similar issues don't emerge elsewhere in the LGA.
3. Depending on the outcomes of 1., investigate options for new/ expanded employment land in the vicinity of Port Elliot.

8.4.2 Town centre

Key issues related to Port Elliot's town centre land is set out and described below.

Growth in regional population and visitation to drive demand for centre floor space

Driven by tourism and growing resident population, around 3,500sqm of new centre floor space likely to be needed at Port Elliot. Around 30% of this demand is linked to hospitality. There are special requirements regarding the desired character of new centre spaces, with a need to support a high-quality public realm. There are several options available to Council in delivering new floor space to service the needs of Port Elliot residents and visitors.

Challenges with delivery of new floor space in existing town centre

There is a significant quantity of land in the town centre zoned for Township Main Street Zone (TMSZ), on which new retail floor space would theoretically be permissible. However, with the price of regional housing at record levels it is uncertain whether an economic incentive to turn the land over to commercial uses will emerge in the near term.

Figure 23. Examples of TMSZ land in the Port Elliot centre

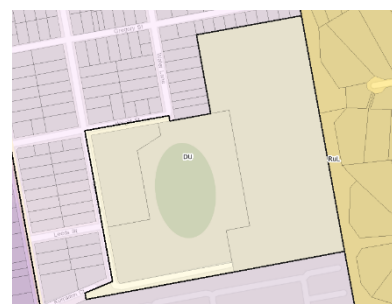


There are several interventions that might be considered by Council in fostering the conversion of dwellings on TMSZ land to commercial buildings. These potentially include the development of multi-storey buildings to drive development feasibilities, local government intervention in the purchase of land on market, and investments in public realm.

At present, 'overflow' from the town centre may be playing a role in the emergence of a 'second centre' at Hill Street. Although it appears the community values this Hill Street 'centre', its emergence on SEZ land is problematic, as discussed above.

There is deferred urban land in the northern part of Port Elliot (see inset) on which there is potential for future urban development. It is possible that this land accommodates some retail floor space in addition to new dwellings, absorbing some of the new demand for floor space in the centre. Critically, any new floor space would need to be highly limited in scale, and subservient to the existing centre.

There are therefore three distinct strategic options available to Council as they seek to accommodate new resident and tourist expenditures and demand for floor space. To summarise, these are:



- Option 1: Maintenance of existing strategy as reflected in TMSZ zoning, with retail/ hospitality discouraged at Hill Street,
- Option 2: Formalisation of the Hill Street 'centre' as a part of the centre network, and
- Option 3: Establishment of a new convenience centre on deferred urban land in the north of the township.

Table 56. Port Elliot - summary of strategic options, including advantages and disadvantages

Option	Advantages	Disadvantages
Option 1	- Would maintain the primacy of the existing town centre within Port Elliot and the broader region. - Would facilitate the eventual establishment of a town centre with a critical mass that appeals to high quality commercial businesses. - Address leakage of expenditures away from the town centre that serve to reduce value of TMSZ land, reducing the potential to town centre expansion. - Frees up employment lands for use by businesses who viability is linked to the availability of unencumbered employment land. - By redirecting uses not aligned with existing strategy, would set a clear precedent in regional strategic planning.	- To be effective would require commitment to a clear strategic approach. Even still, expansion of floor space at Port Elliot is somewhat out of Council's hands. - In the absence of new floor space opportunities, may lead to a situation in which the town is critically underserved by retail floor space (though this situation may be somewhat offset by the addition of new floor space at Middleton). - Potentially politically challenging, with Hill Street popular within the community.
Option 2	- Politically easy, with the centre apparently broadly supported by the community, - Establishment of a unique precinct that represents a point of difference for the region.	- Distorts market for employment land in Port Elliot, pricing out and reducing the economic competitiveness of traditional employment land businesses. - Loss of productive capacity across the balance of employment land., particularly in the context of limited vacancy. - Obvious conflicts between traditional employment land uses, and retail/ hospitality businesses, with businesses and their customers have contrasting amenity requirements. - Potential to undermine the primacy of the town centre. - Reduction of the potential for TMSZ land to transition to commercial uses. - Increased Council and community costs associated with two centres, including traffic, duplication of infrastructure, etc. - In an illogical location for a second centre, at the north-western corner of the town boundary.
Option 3	- Would guarantee delivery of new floor space in a way that doesn't impact the township employment lands.	- Limited potential to address the supply gap, given it would need to be limited in size (<500 sqm) to ensure the town centre remains the principal centre. - Even still, potential to undermine the primacy of the town centre. - Disincentivises the transition of TMSZ land to commercial uses.

- Increased LG and community costs associated with two centres, including traffic, duplication of infrastructure, etc.
- Although better located than Hill Street, its location and road access challenges make it far from ideal as an option for new floor space.
- Increased Council and community costs associated with two centres, including traffic, duplication of infrastructure, etc.

In our view, given the significant impacts of retail and hospitality uses on Hill Street on the wider employment precinct, and given regional constraints in terms of the availability of employment land, Option 1 is optimal. That said, we acknowledge the political challenges associated with the relocation of valued businesses from the northern part of this precinct.

Regardless of the strategic option adopted, it is difficult to picture a scenario in which significant quantities of floor space are delivered within Port Elliot township. As discussed in 8.2.1. there is potential for a relatively large centre in Middleton to absorb a large share of floor space demand from the Port Elliot community.

Strategic responses

1. Develop a clear strategy in relation to future centre policy (see Table 56). This is critical to the future of the existing Port Elliot centre. This process may involve:
 - Formal socioeconomic analysis of different options, including identification of costs and benefits, their distribution across the community, and the trade-offs associated with each option.
 - Engagement with key community and stakeholder groups.
 - Undertaking development feasibility assessments for a range of different development types on TMSZ land at Port Elliot centre, determining the price points, building heights, and development configurations needed to support transition of land use at the town centre. Understanding the degree to which future development is feasible will be important in informing the ultimate centre strategy for Port Elliot and the broader region.
2. As described in section 8.4.1, determine a clear strategic direction in relation to Hill Street to ensure strategic alignment and provide certainty to regional stakeholders. This strategy will influence the first strategic direction.
3. As discussed in 8.2.1, carry out detailed retail impact assessments in relation to the addition of new floor space at Middleton. Ultimately, any new additions should address the floor space gap without undermining the vibrancy of the Port Elliot centre.

8.5 Strathalbyn

8.5.1 Employment lands

Key issues related to Strathalbyn's employment lands are set out and described below.

Significant growth in demand for employment land

Demand projections indicate that by 2041, an additional 190,000 sqm of employment land will be taken up, driven by a mix of urban services, manufacturing and freight and logistics uses. These land use types have very different requirements in terms of access to freight corridors, precinct amenity, separation from sensitive uses, lot size, access to utilities and more. As a result, in planning for the development of employment lands across Strathalbyn, a range of different locational options should be available to different prospective user groups.

Significant vacant supply of employment land

Strathalbyn has by far the greatest quantity of zoned employment land in the LGA, and the largest amount of unoccupied employment land.

There is an estimated 800,000 sqm of leasable employment land across Strathalbyn and Mount Compass (mostly in Strathalbyn) once supporting infrastructure (e.g., roads, footpaths, green space, etc.) has been delivered, with around 315,000 sqm presently occupied, and a further 110,000 sqm constrained from developing in the near term. It is estimated that by 2041, more than 185,000 sqm of unoccupied employment land will remain within the inland Alexandrina precincts, almost all of which is likely to be in Strathalbyn.

Council need to play a key role in planning for, and supporting the growth of Strathalbyn's employment lands

While there is significant availability of employment land in Strathalbyn in particularly investment in supporting infrastructure will be needed to facilitate expansion.

We understand that the future of the harness racing track is presently unresolved, with the owner considering options for its future use.

Other than this, there are no plans in place aimed at managing and coordinating development of Strathalbyn's employment lands or providing infrastructure in a methodical way. A lack of clear planning threatens to 'lock in' suboptimal land use configurations and outcomes. For example, the gradual development of relatively small lots along Forrest Road threatens to detract from the viability of vacant employment lands to the south. A situation like this has already emerged to the west of Milnes Road, where a swathe of employment land is left essentially unusable given lack of road access and proximity to sensitive uses.

Figure 24. Employment land comparison, Strathalbyn and Goolwa



Much of the employment land in Strathalbyn is inefficiently used, with low employment densities, a consequence of low land values. Investment in infrastructure is likely to increase land values and support more efficient use of land.

A significant portion of demand for employment land in inland Alexandrina will be driven by freight and logistics uses. These activities require access to (B-Double compatible) road networks, large lot formats, and isolation from sensitive uses. Ensuring these opportunities are made available in ways that do not detract from efforts to grow other sectors is critical.

Large number of employment land uses presently located in town centre

As discussed in section 8.5.2, a significant number of uses theoretically well-suited to employment lands are presently found in the town centre. Council has rezoned a number of these parcels to the Town Centre Zone to facilitate their transition to retail, service, and hospitality services (see next section).

The relocation of these businesses to the town's employment lands would resolve two problems. Firstly, land would be freed up in the central part of Strathalbyn for commercial uses and an initial demand base for employment lands to the south would be generated.

At present, an employment land location in the town SEZ or EZ land is unlikely to be appealing for many of these businesses which tend to locate in precincts with some amenity. At present, this is not offered within employment lands to the south of Strathalbyn.

Investment required in heavy vehicle road network

Manufacturing and freight and logistics uses will be important sources of demand for employment land demand across the Alexandrina. These uses in general rely upon access to heavy vehicle compliant roads, and efficient access to regional road networks. Current and prospective heavy vehicle users within Strathalbyn's employment lands are presently required to use either Parkers Avenue or Milnes Road, and South Terrace to access producer regions or the national highway network.

As activity within the precinct grows, these routes are likely to become increasingly inefficient, adding to travel times and undermining regional productivity. Increased heavy vehicle movements also represent a poor outcome for residents of the communities these routes pass through. Lastly, the impact of heavy vehicle movements on urban amenity is likely to mitigate against the establishment of retail and commercial activities on TACZ land either side of South Terrace.

Potential for Strathalbyn to serve as local circular economy hub

As noted in section 3.5, facilitating a transition to a circular economy will require long-term land use planning for collection and recycling facilities in employment lands. Strathalbyn's surplus of vacant employment lands that are distant from sensitive land uses, and its connection to local and regional transport networks, makes it the most viable candidate for establishment of a circular economy hub for Alexandrina.

While Strathalbyn presents the most viable option within Alexandrina, there are still barriers to the development of a circular economy hub. Some of these are existing challenges to greater development of the employment precinct, such as improving services and heavy vehicle access for the local lots. The most significant potential challenge will be the establishment of hubs at larger centres nearby. Because of their connections to the national freight network, any hubs established at Mount Barker or Murray Bridge are likely to be more efficient than could be established in Strathalbyn, and may preclude establishment of more than a small local hub.

Strategic responses

1. Given its relative proximity to the town centre, and its unsuitability for externality-generating uses, the former harness racing track should be earmarked for an urban service-focused employment precinct. Council should consider the following:
 - a. Engage with the regional community and key stakeholders,
 - b. Identify pathways to developing the site, including providing minimum standard levels of infrastructure,
 - c. Produce a structure plan to inform future land use.

2. Ensure that future subdevelopment of the precinct is done subject to a precinct spatial plan that ensures the needs of future precinct residents are met.
3. Investigate the viability/ feasibility of alternate road connections in and out of Strathalbyn's employment lands and identify options.
4. Consider amendments to zoning in non-viable parts of the town's employment lands to support higher and better uses, taking pressure off areas better suited to employment uses.
5. Consider the use of employment land at Strathalbyn for a circular economy hub as functions and policies of the circular economy continue to evolve.

8.5.2 Town centre

Key issues related to Strathalbyn's town centre land are set out and described below.

Strong growth in demand for centre floor space in the context of supply constraints

The modelling indicates a gap in floor space of around 7,700 sqm emerging by 2041, with food and groceries and hospitality accounting for 29% and 25% of the total respectively. The centre is unusually configured, with the town centre split by the Angas River into two distinct sub-precincts. Partly as a result of this configuration, but also due to heritage constraints, there are challenges associated with delivering new floor space within existing zoned centre land.

Significant quantities of urban services in the town centre

There is an estimated 12,000 sqm of floor space within the town's TMSZ and TACZ lands, with a significant portion of that floor space linked to urban services. As discussed in section 8.5.1, urban services are activities for which high amenity centre environments are not critical for viability. Usually, these uses gravitate to employment lands, where they are able to capitalise on lower land values. The existence of urban services within town centres also adversely impacts on nearby centre retail and hospitality businesses by reducing visual amenity and mitigating against public space activation. Urban services are also relatively land intensive, so play a role in absorbing important centre land supplies. The impact of urban services is important in the case of Strathalbyn, especially given the shortage of land in the existing centre.

Figure 25. Urban services and other uses within TMSZ and TACZ land potentially better suited to high amenity employment precincts



One of the reasons a large quantity of urban services is found in the Strathalbyn centre (in contrast to Goolwa) is that there are no high-quality employment lands with good amenity in the region. As a result, these economically important businesses must locate on town centre land, where they are forced to compete for land with more productive centre users, undermining the productivity of local businesses and the broader regional economy.

Challenges to the existing centre structure

Some intensification of land use within the town centre is possible, but it is unrealistic to expect the new floor space totalling 7,700 sqm to be developed within the existing town footprint. This presents a dilemma for which there are (broadly speaking) two strategic approaches available to Council. These are identified and discussed below.

Option 1 – Pursuit of existing centre strategy

The existing strategy essentially seeks to harness market forces to address the challenges related to centre floor spaces. By constraining the supply of centre floor space, the underlying land value will rise to the point where the opportunity cost associated with existing urban services and manufacturing uses are too significant to ignore, and the uses shift to less expensive land further south.

This strategy may result in the freeing up of land in the south of the town centre for expansion, or not, depending on a range of factors within and outside of Council's control. As a strategy, it can only be effective if the market has certainty that no alternate town centre land will be made available in other parts of Strathalbyn. At present, with significant pressure to establish a major retail centre in the northern part of Strathalbyn, the extended Town Centre has little value as town centre floor space.

Option 2 - Development of a secondary centre.

There is sufficient demand to accommodate the establishment of a second centre.

That said, there is a danger that – if large enough – a new centre would undermine or even subvert the centre hierarchy, undermining the economic and social role of the town centre. Two competing centres less than 1.5 kilometres apart is likely to lead to challenges with infrastructure provision and traffic congestion. In addition, by spreading the town's floor space across two centres, the critical mass necessary for the attraction of higher order retail, hospitality and services is less likely to be achieved, with a less appealing and diverse retail offer the result. With a newer centre likely to be of high quality and designed to meet the needs of modern consumers, it is likely to outcompete the town centre.

A second centre to the north of Strathalbyn would resolve floor space supply challenges, though at the cost of the historic existing town centre which is likely to be significantly impacted.

Option 3 – Development of a more attractive employment centre

It is possible that the land available between Hampden Way and Adelaide Road could also be used as an alternative employment zone, specifically to attract the urban services businesses currently in the town centre for which the current employment lands are too unappealing. This has the potential to release land in the town centre for conventional retail uses without creating a new competing centre.

Doing so would come at the cost of assigning part of the considerable available land between residential areas of Strathalbyn to relatively low-amenity uses. Its proximity to the town centre also runs the risk of creating a precinct similar to Hill Street in Port Elliot, where unintended users move into the precinct despite its zoning and organically create a competitor to the town centre despite the intentions behind the action.

Table 57. Strathalbyn town centre strategic options incl. advantages and disadvantages

Option	Advantages	Disadvantages
Option 1	- Maintenance of the primacy of the existing town centre and retain its heritage value as the social and economic focal point of the region.	- Success ultimately to some extent outside of Council's hands.
	- Would reduce the need for duplication of Council infrastructure servicing dual centres, and support investment in active and public transport networks.	- Failure to deliver on strategy would result in a growing undersupply of floor space at Strathalbyn, ultimately impacting liveability, and undermining economic growth.
	- By leading to the consolidation of floor space, would support delivery of a large centre capable of appealing to higher order retailers and service providers.	
	- By facilitating the relocation of urban services, would result in a high-quality town centre, and a more productive regional economy.	
	- Complements strategic objectives regarding employment land in that it would be a critical	

element in supporting the establishment of a high-quality employment precinct at Strathalbyn.

Option 2	- Would deliver high-quality, accessible floor space to regional residents. - New floorspace in the north of Strathalbyn likely to support more rapid population growth and associated economic opportunities.	- Potential to severely undermine the role and function of the existing centre, with the new centre potentially becoming the de facto town centre. - Would require duplication of infrastructure. - Would complicate delivery of a new employment precinct to the south of Strathalbyn, potentially lowering land values in the existing centre and making it more attractive to these users.
Option 3	- Would allow maintenance of the single town centre while releasing existing lots to meet projected demand. - Would facilitate the relocation of conflicting urban services from the town centre, reducing their amenity impacts on neighbouring businesses.	- Available land may have higher value uses and creates potential for conflicts with neighbouring residential development. - Relies on the attractiveness of a new employment centre to drive the relocation of urban services currently in town centre. - Undermines the development of the existing employment land into a more attractive precinct that could attract urban services. - Has the potential to attract some town centre retail tenants anyway, resulting in a conflict similar to that seen on Hill Street in Port Elliot.

Given the range of advantages associated with consolidated town centres, and the potential for it to support strategic outcomes in relation to Strathalbyn's employment lands, we believe that option 1 represents the best approach for Council. It is important to make clear that this option would need to be a part of an expansive strategic response that is inextricably associated with strategies relating to Strathalbyn's employment lands (see section 8.5.1).

Strategic responses

1. Reaffirm Council's opposition to the establishment of new floor space to the north of the existing centre.
2. Work to provide a high quality, serviced employment precinct to provide enticing alternate locations for urban service businesses presently occupying town centre land.
3. Support targeted investment in amenity and town centre infrastructure to support increased visitation, land value uplift, and ultimately renewal opportunities.

Appendix

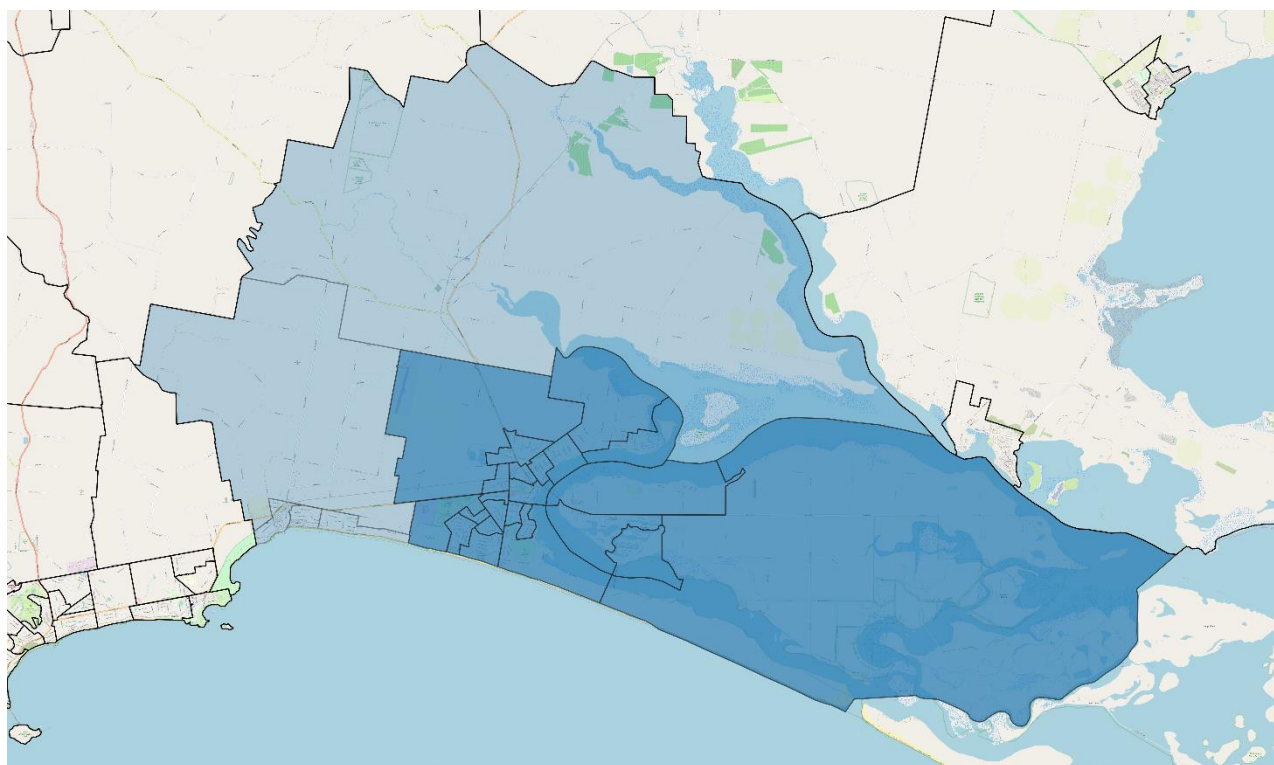
Township trade areas

To carry out the retail analysis, it is necessary to delineate township catchments. These catchments represent the places from which visits to the townships' retailers originate. To assist with setting in place these catchments, we have drawn on anonymised mobile phone data which tracks individuals' movements. Form this dataset, it is possible to develop an understanding of origin-destination patterns relating to visits to each of the towns.

Goolwa

Trade area catchment

Figure 26. Goolwa trade area catchment



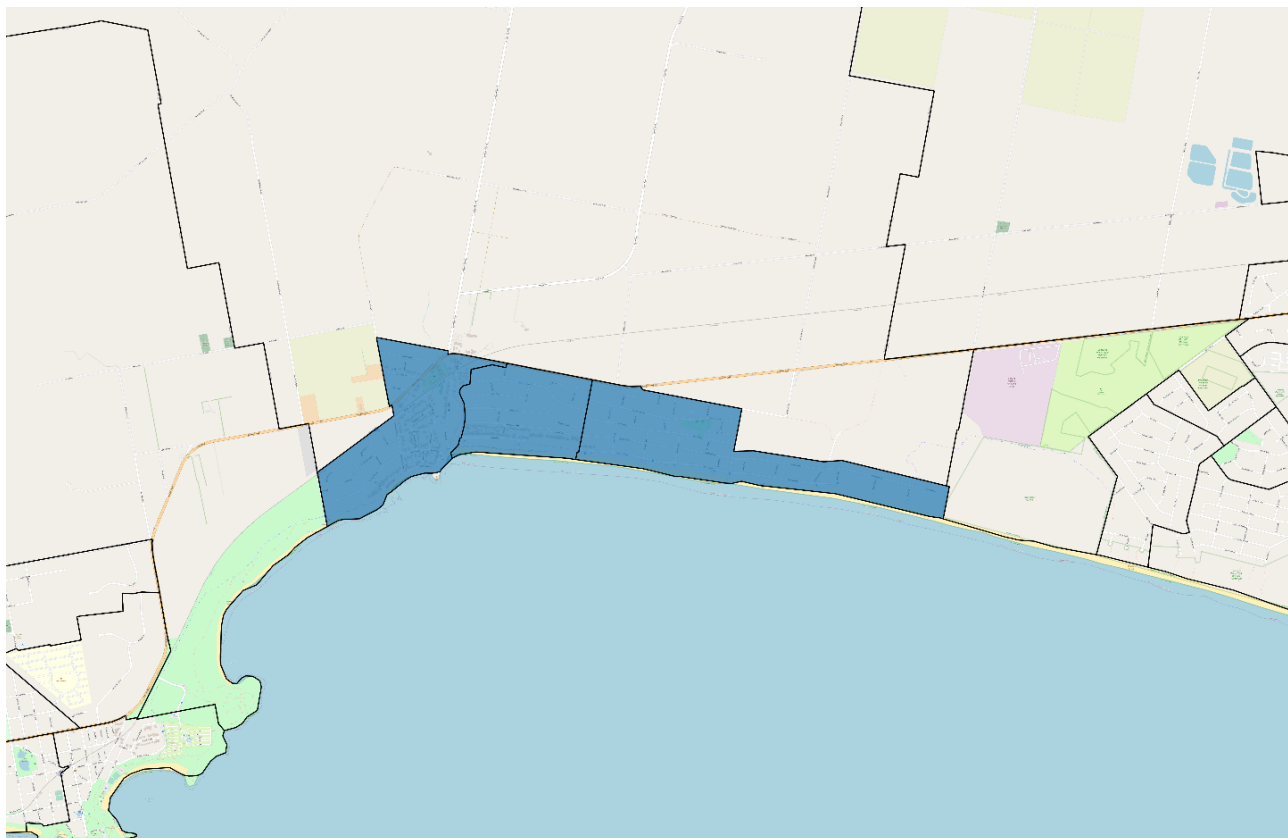
Source: TSA Management

Goolwa is the largest township in the LGA, and, along with Strathalbyn, is the region's most important retail location. People movement data shows that the most significant sources of visitation are the township itself and Hindmarsh Island, while there is limited visitation to the town centre from the north. Nearby Middleton is also a relatively important source of expenditure, with only a limited retail offer in the township. Residents of Port Elliot further to the west are more closely linked to retail centres in Victor Harbor.

For this reason, to model demand for floor space in Goolwa, we adopt a primary catchment which includes Goolwa and Hindmarsh Island, while Middleton makes up a secondary catchment.

Middleton

Figure 27. Middleton trade area catchment



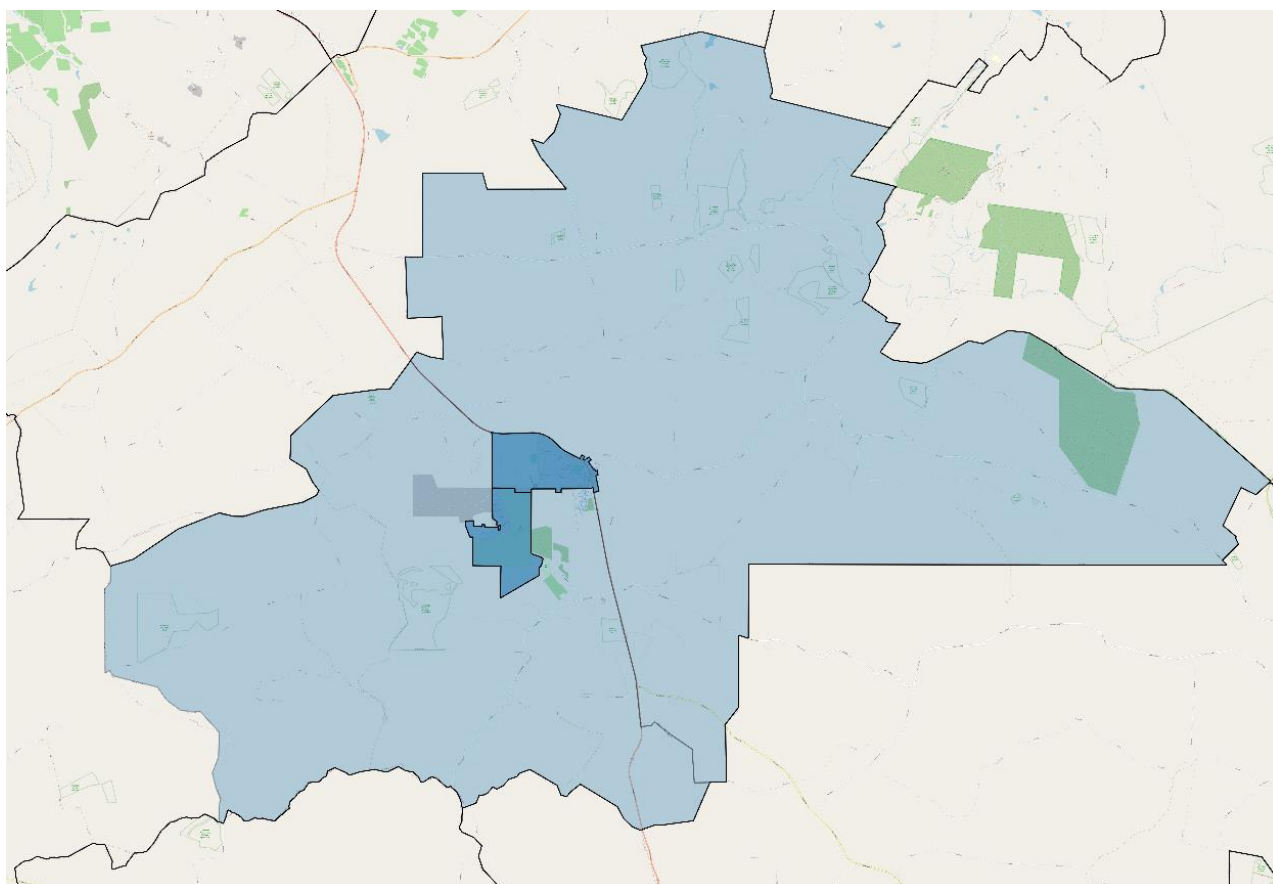
Source: TSA Management

As per its workforce overview, Middleton appears to function largely as a part of the broader coastal economy from Goolwa to Victor Harbor than as its own independent centre. The very limited retail offering available means that some retail categories aren't even available in Middleton, let alone providing an offering that will draw shoppers from beyond the immediate proximity.

For this reason, we have adopted a primary catchment solely of Middleton and no secondary catchment to reflect the immediate proximity and greater breadth of offerings available in Goolwa, Port Elliot, and Victor Harbor.

Mount Compass

Figure 28. Mount Compass trade area catchment



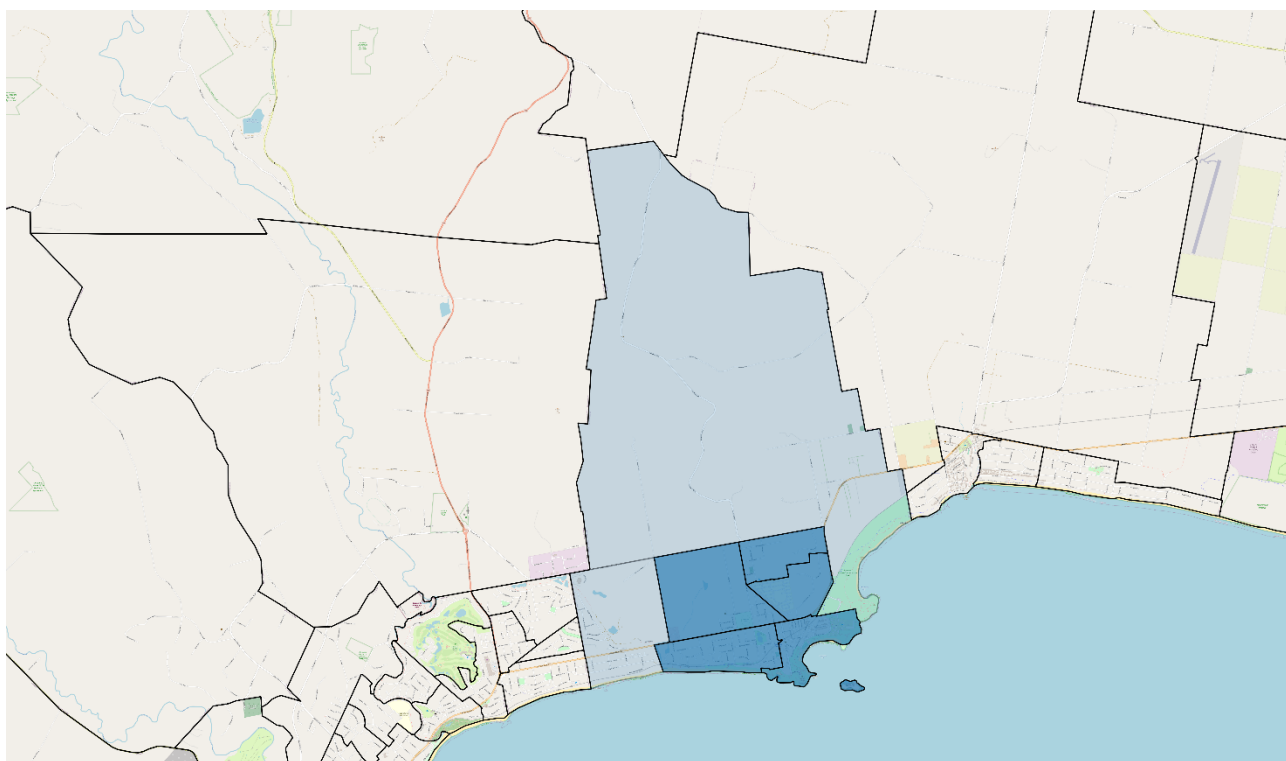
Source: TSA Management

Because of Mount Compass' size, it has a limited retail offering to attract shoppers beyond the immediate township. Despite this, Mount Compass' relative remoteness allows it to draw in some shoppers from where it does not have competition from larger centres in the immediately adjacent rural areas.

Because of this, we have adopted a primary catchment of Mount Compass itself, and a secondary catchment covering the immediately surrounding countryside. Beyond this, competition with Willunga, Victor Harbor and Goolwa makes those services that Mount Compass provides less competitive against the more developed towns.

Port Elliot

Figure 29. Port Elliot trade area catchment



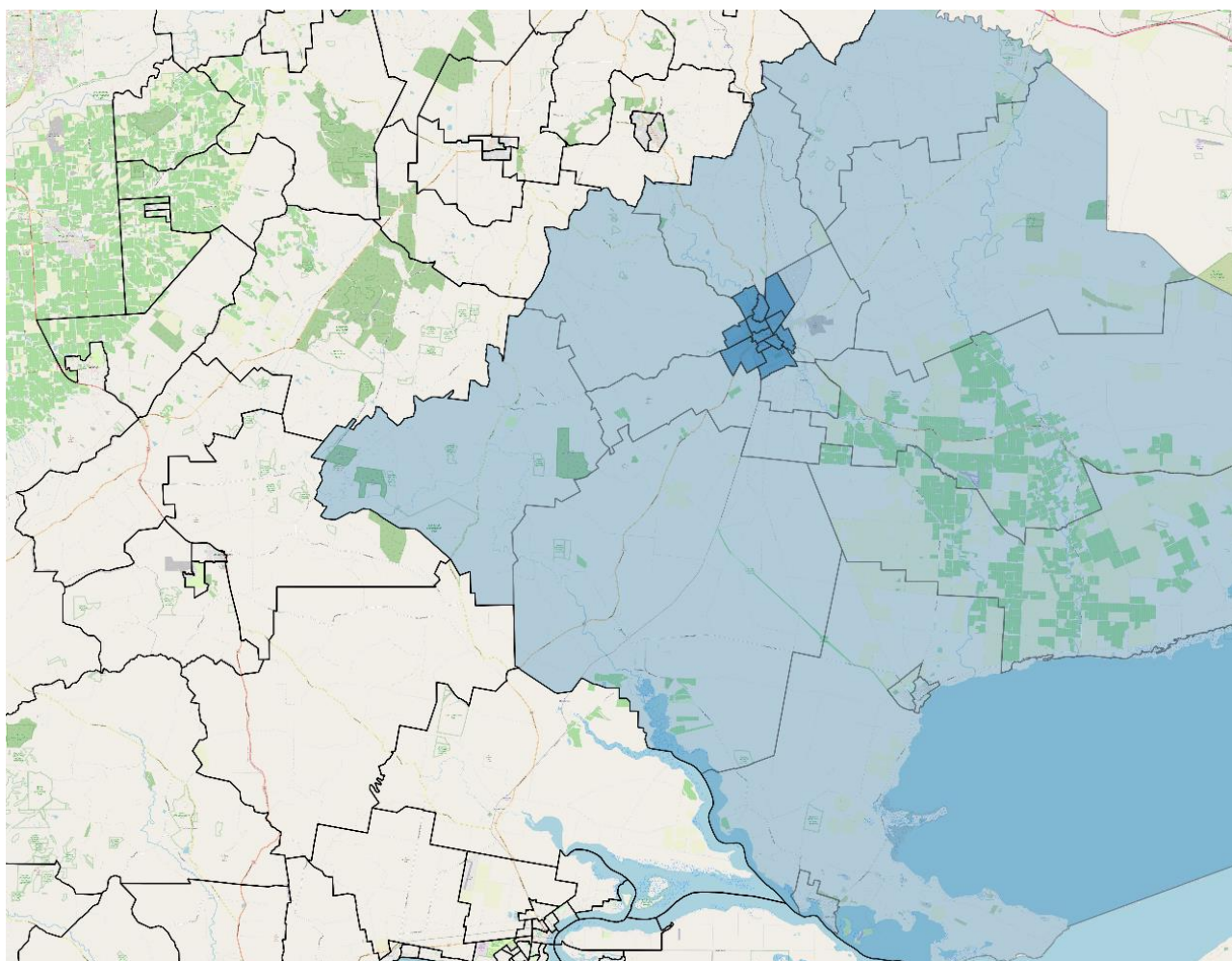
Source: TSA Management

As a smaller settlement near larger centres, Port Elliot's catchment covers a smaller area than that of Goolwa or Strathalbyn. Trip data shows a close relationship between Port Elliot and the neighbouring suburbs both within Alexandrina and Victor Harbor. Because of the limited retail offering in Port Elliot and the ease of travelling to larger centres, there is a limited capacity for retail offerings in Port Elliot to compete to attract shoppers who live outside of the town boundaries.

Based on this, we have adopted a primary catchment for Port Elliot that is limited to the immediate township and a small secondary catchment that extends inland and into neighbouring Hayborough.

Strathalbyn

Figure 30. Strathalbyn trade area catchment



Source: TSA Management

Strathalbyn's central location and distance from other significant centres results in a catchment that extends over much of Alexandrina's south-eastern growing regions. People movement data indicates that Strathalbyn is an important centre for townships such as Willyaroo and Milang, with its central position in the road network making it the most accessible centre for a broad area before it begins to compete with Goolwa in the south. Competition from the significantly larger centre of Mount Barker makes Strathalbyn less attractive to regions to the north than those to the south.

For this reason, we have adopted a primary catchment for Strathalbyn to cover the township itself and a secondary catchment that covers the surrounding rural areas and extending to Lake Alexandrina in the southeast.

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