



CITY OF PORT LINCOLN

STRATEGIC DIRECTIONS PLAN 2021-2030



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Prepared by **City of Port Lincoln**

Adopted by Council

14 December 2020

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City of Port Lincoln images taken by Robert Lang Photography

FOREWORD

“On behalf of the City of Port Lincoln I am pleased to present the City's Strategic Directions Plan 2021-2030 which embodies the future aspirations of our City.”

This Plan focuses on and shares the vision and aspirations for the future of the City of Port Lincoln. The Plan outlines how, over the next ten years, we will work towards achieving the best possible outcomes for the City, community and our stakeholders.

Through strong leadership and good governance the Council will maintain a focus on achieving the Vision and Goals identified in this Plan. The Plan defines opportunities for involvement of the Port Lincoln community, whether young or old, business people, community groups and stakeholders.

Our Strategic Plan acknowledges the natural beauty of our environment and recognises the importance of our natural resources, not only for our community well-being and identity, but also the economic benefits derived through our clean and green qualities. We will continue to be the 'Seafood Capital of Australia' and continue to grow as a tourist destination.

As we look to the future, the Strategic Directions Plan will guide Council's priority setting and decision making. The Plan will also be the primary driver for other planning decisions that will shape our beautiful City. It will assist in prioritising key community projects, ensure the well-aligned provision of essential community services and infrastructure, and support the significant partnerships necessary to continue to allow the City of Port Lincoln to thrive and develop.

Our plans for the future are bold, and we will need significant financial support from both state and federal governments to help realise our aspirations, particularly the major infrastructure focused projects.

We look forward to working in partnership with the community and other key stakeholders to achieve the Vision using the Key Focus areas and Strategic Actions outlined in this Plan.

Brad Flaherty

MAYOR



CITY PROFILE

Port Lincoln is the 'Seafood Capital of Australia', an iconic South Australian regional coastal city. We are the major service centre for the southern Eyre Peninsula communities.

The city is located at the base of Eyre Peninsula some 650km west of Adelaide by road, on one of the world's largest protected harbours. The natural setting of Boston Bay is a defining feature of Port Lincoln, with the foreshore open space a highly valued recreation space and visitor experience.

Regional primary production including 50% of South Australia's wheat, barley and oil seed, together with our deep natural harbour and commercial fishing fleet, makes Port Lincoln a major agricultural export and

fishing centre. The economy continues to diversify through the innovation and growth of production and industry, bringing new investment, workforce and population growth.

Port Lincoln is also a popular visitor destination, now enhanced by a growing program of cruise ships visits. Numerous festivals and events contribute to the city's vitality and attraction, including Tunarama, Adelaide to Port Lincoln Yacht Race, SALT Festival, Teakle Autosprint and Mortlock Shield Football Carnival.

**8 August
1921**

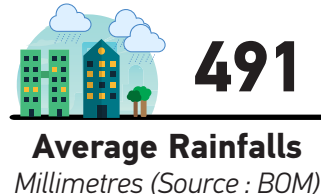
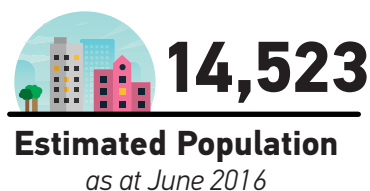
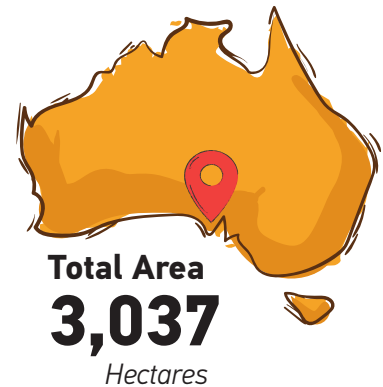
*Town Corporation
Claimed*

**30 January
1971**

*Proclaimed
City*

**26 March
1981**

*Boundaries
Extended*





Site Value Rateable Properties

as at June 2020

\$1,051 Billion

8,763 Assessments
(8,488 Rateable)



193 Applications
2019/2020

\$17,223,061

Value of Development Approvals



\$84m **224,000** Visitors to Port Lincoln in 2018

11,847

Tonnes of rubbish goes to landfill per year



1,792

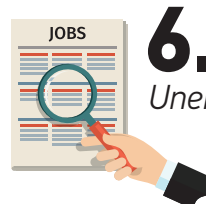
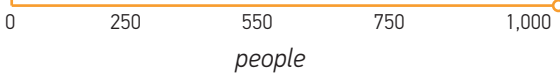
Tonnes recycled per year

3 Most Common Employment Sector

Retail Trade **869**
14.2%

Health Care & Social Assistance **762**
12.5%

Agriculture, Forestry & Fishing **533**
9%



6.4%
Unemployment Rate



25.9%
2,939 People Volunteer

2016

5.1% of the population are Aboriginal and/or Torres Strait islander people

40 years median age (Regional SA is 45)

40.7% of people have an education qualification

29.6% young people are disengaged or partially disengaged 15 - 24 years

6.1% people needing assistance (857)

Household Income
11.2% earn >\$2,500 p/w
24.2% earn <\$650 p/w




71.5% of Households have Internet



2,780
People own dogs

Source:
https://profile.id.com.au/s_port-lincoln-lga
<https://www.tra.gov.au/Regional/local-government-area-profiles>

ACKNOWLEDGEMENT OF COUNTRY

A photograph of a dirt path leading through coastal trees and shrubs towards the ocean. The path is in the foreground, leading into a dense thicket of trees and bushes. The trees have light-colored bark and some green foliage. In the background, the ocean is visible with a few sailboats on the water under a clear blue sky. The overall scene is bright and sunny.

We acknowledge the Barngarla People, the Traditional Owners of the land on which the City of Port Lincoln rests and their continuing connection to land, sea, culture and community. We pay our respects to Elders past, present and emerging, and we extend that respect to other Aboriginal and Torres Strait Islander people in our community.

COMMUNITY ASPIRATIONS

The Strategic Directions Plan has been developed based on feedback from the business sector, government agencies, service providers, youth, community groups and the broader community.

To build on the strong foundation and achievements of Council's Strategic Directions Plan 2016-2026, the community's views, aspirations and priorities were sought in 2019 through a variety of engagement activities. This engagement process identified a range of themes and ideas that were common

across the various stakeholder groups, reflecting a vision for the City of Port Lincoln that is shared by most. This feedback was used to review and refine the Goals, Key Focus areas and Strategic Actions that form the Strategic Directions Plan 2021- 2030.

- Port Lincoln as a regional city hub, tourism hub, with a central Council hub
- Interpretive centre/tourism hub either in the CBD or at marina
- Promote our seafood industry, history, culture, heritage, arts
- Port Lincoln as a tourism destination
- Grow our population for jobs, better schools, tertiary education options
- Support new ideas and sustainable industries, with faster and more efficient decision making
- Vibrant CBD, more bars, cafes and restaurants, wide range of retail shopping
- Attract events
- Improve liveability, keep young people engaged and active, retain families, create employment opportunities for youth
- Aged friendly spaces
- Accessible health care and services
- Sporting facilities that cater for all sports and can attract major sporting events
- Balance economic growth with lifestyle
- A safe environment for our community
- Connectivity within Port Lincoln through pathways and trails, as well as to other destinations
- A city connected worldwide with affordable transport options
- Environmentally responsible and sustainable City
- Better management of waste and recycling
- Water sensitive/water wise
- Use less plastic
- Green waste bins
- A liveable city, smart, using renewables
- Energy efficient and self-sustaining



VISION

"An inclusive and connected community committed to excellence in lifestyle, culture, industry and innovation"

The Strategic Directions Plan Vision is a long term aspiration describing the future place and community of Port Lincoln. The Vision has been developed and confirmed through community engagement. The implementation of the Strategic Directions Plan will lead the city towards our Vision.



MISSION

Council will work for and with the community to achieve the Vision by:

- Engaging and empowering the community
- Providing best value and timely services and infrastructure
- Creating a safe and inclusive place to live, work and visit
- Improving environmental sustainability.





VALUES

Council Members and staff are committed to applying the following principles and values to guide the decision-making and conduct of Council business and operations:

Unity & Collaboration

Actively communicate, collaborate and partner with the community and external stakeholders. Support and empower our community to achieve outstanding outcomes.

Responsibility & Integrity

Fairness, honesty and transparency in all things we do. Fiscal and social responsibility. Providing leadership for our community.

Inclusivity & Respect

Being open and aware and genuinely listening to our community's needs. Respecting diversity.

Responsiveness & Progressiveness

Being aware and responsive to emerging issues, trends, ideas and innovation. Embracing change and cultivating an environment of continuous improvement.

Safety

Providing community spaces and facilities which meet Risk Management requirements. Providing safe work spaces for employees and contractors.





GOAL 1

ECONOMIC GROWTH AND OPPORTUNITY

We will be an innovative, diverse and growing local economy

Our Key Focus Areas

- Southern Eyre Peninsula's commercial, health, education and community regional hub
- Productive agriculture, fishing and aquaculture sectors
- Quality tourism and visitor experiences
- Long term job creation, investment growth and partnership opportunities
- Infrastructure supporting growth and import and export viability
- New, sustainable industries based on a clean environment and quality natural resources
- Innovative, entrepreneurial, globally connected businesses

Measuring Our Success

- Tourism activity
- Progress of Strategic Actions that support Economic Growth and Opportunity
- Progress of Annual Business Plan projects supporting Economic Growth and Opportunity
- Development Application Trend Data - number, type and dollar value of applications

Our Strategic Actions

- 1.1 Advocate for greater education pathways and linkages between schools, educational institutions and local industry and investigate regional university and study hub options
- 1.2 Investigate and implement policies to facilitate and enable diversity of economic development and investment activities
- 1.3 Confirm Port Lincoln's strategic economic priorities and advocate and partner in actions to promote the city's economic vitality through the EPLGA's Eyre Peninsula Strategic Plan
- 1.4 Work with RDA EP and other economic facilitators to advocate for economic growth initiatives in the region for existing and emerging industries, technology and production
- 1.5 Resolve sustainable long-term arrangements for infrastructure and activities at the Port Lincoln Marina Precinct to meet future commercial, tourism and recreational needs
- 1.6 Enable and streamline business development, innovation and growth
- 1.7 Advocate for and facilitate improvements to communication and information technology infrastructure





GOAL 2

LIVEABLE AND ACTIVE COMMUNITIES

We will be a healthy, safe, inclusive and empowered community

Our Key Focus Areas

- Community and individual physical and mental health and well-being
- Community safety and liveability
- Empowered, inclusive, connected, diverse and resilient community
- Opportunity for children and young people to reach their potential, older people to be valued and all people to participate fully
- A regional centre for arts, culture and local heritage

Measuring Our Success

- Community safety
- Use and management of public and open spaces
- Library, Nautilus Arts Centre and Port Lincoln Leisure Centre activity
- Progress of the Strategic Actions that support Liveable and Active Communities
- Progress of Annual Business Plan projects supporting Liveable and Active Communities

Our Strategic Actions

- 2.1 Advocate for continued investment and expansion of Health and Aged Care Services including regional offerings
- 2.2 Develop and implement a Sports and Recreation Strategy
- 2.3 Support and collaborate in programs that benefit all diversity groups in our community
- 2.4 Develop and implement a Disability Access and Inclusion Plan
- 2.5 Investigate and implement improvements to community safety
- 2.6 Advocate for and support affordable low cost accommodation and housing diversity
- 2.7 Complete and implement a Reconciliation Action Plan with the Barngarla Native Title holders and wider Aboriginal community
- 2.8 Develop a Youth Action Plan
- 2.9 Develop and implement a Volunteer Management Plan
- 2.10 Develop and implement a Community Events Strategy
- 2.11 Develop and implement an Arts and Culture Strategy

CITY OF PORT LINCOLN





GOAL 3

GOVERNANCE AND LEADERSHIP

We will be strategically driven, community aware and accountable

Our Key Focus Areas

- Customer-centric service delivery
- Local and regional community leadership
- Strategic focus, effective and accountable decisions, responsive to significant events
- Open, effective and productive community and stakeholder engagement
- Sustainable long term financial position

Measuring Our Success

- Completion of Annual Business Plan projects
- Long Term Financial Plan and Budget performance
- Grant and partnership funding
- Community engagement with Council
- Progress of the Strategic Actions that support Governance and Leadership
- Progress of Annual Business Plan projects supporting Governance and Leadership
- Progress of Council's strategies and plans

Our Strategic Actions

- 3.1 Implement workforce strategies to attract, develop and retain qualified and experienced staff
- 3.2 Lead regional discussion on local government reform to effectively and efficiently meet community needs in Southern Eyre Peninsula
- 3.3 Advocate for regional co-operation and promote the voice of the community in regional, state and national forums
- 3.4 Develop and implement an Emergency Management Plan, business continuity and related capabilities
- 3.5 Implement Business Excellence and continuous improvement, including service reviews for relevance, efficiency and effectiveness
- 3.6 Develop a strategic response to population growth and service demand from the communities of interest in District Council of Lower Eyre Peninsula adjacent City of Port Lincoln
- 3.7 Monitor and respond to policy directions in Commonwealth/State funding programs relating to the COVID-19 virus
- 3.8 Maximise Council and community grant funding and partnership opportunities to achieve outcomes for the Port Lincoln community to strengthen our financial capacity
- 3.9 Investigate and implement collaborative and resource sharing opportunities with adjoining councils and government agencies





GOAL 4

SUSTAINABLE ENVIRONMENT

We will be clean, green, renewable and resilient

Our Key Focus Areas

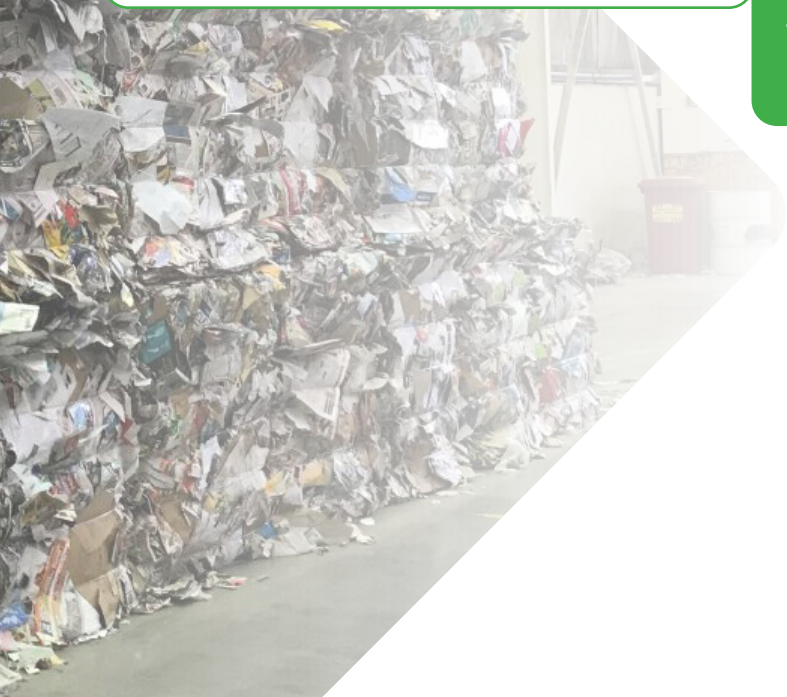
- Healthy natural environment, waterways, land biodiversity and coast
- Pristine protected coastal environment
- Environmental responsibility and sustainability
- Climate change resilience and adaptation

Measuring Our Success

- Recyclable waste ratio
- Environmental sustainability actions in the community
- Investment in stormwater infrastructure and management
- Recycled Water Scheme performance
- Progress of the Strategic Actions that support Sustainable Environment
- Progress of Annual Business Plan projects supporting Sustainable Environment

Our Strategic Actions

- 4.1 Improve stormwater management for safety, business, property protection and environmental outcomes, including water sensitive urban design
- 4.2 Integrate environmental impacts into consideration of service provision and project planning
- 4.3 Work in partnership with local business, Eyre Peninsula Landscape Board, the community and other partners to promote and implement environmental sustainability initiatives
- 4.4 Support and implement renewable energy, energy efficiency, emissions reduction and community sustainability initiatives
- 4.5 Develop and implement a Waste Management Strategy, including community empowerment and education on resource management
- 4.6 Support initiatives through the Regional Climate Change Adaptation Plan for Eyre Peninsula and other coastal and environmental alliances
- 4.7 Develop and implement a Carbon Management Plan







GOAL 5

COMMUNITY ASSETS AND PLACEMAKING

We will be a welcoming, liveable and accessible City

Our Key Focus Areas

- Public places and infrastructure meeting economic and community needs
- Community facilities and open spaces for recreation, leisure and health and well-being
- Foreshore, CBD and Marina Precincts public realm activation
- Safe, inclusive and sustainable public places and Council facilities
- Local and regional accessibility and connectivity

Measuring Our Success

- Community assets satisfaction
- Asset renewal ratio
- Total length of paths and trails
- Placemaking capital investment
- Progress of the Strategic Actions that support Community Assets and Placemaking
- Progress of Annual Business Plan projects supporting Community Assets and Placemaking

Our Strategic Actions

- 5.1 Develop and implement a Footpaths and Trails Strategy
- 5.2 Develop and implement a Trails and Wayfinding Strategy including future development options for the Parnkalla Trail
- 5.3 Complete and implement the Open Space Strategy
- 5.4 Deliver key elements of CBD, Foreshore and Marina Precincts Master Plan
- 5.5 Progress development of a civic and community hub
- 5.6 Investigate options for neighbourhood renewal projects in appropriate precincts of the city
- 5.7 Develop a Road Traffic Management Plan including shared and future alternative uses of rail and road corridors

MEASURING OUR SUCCESS

Progress in implementing the Strategic Directions Plan will be regularly monitored and reported, and the Plan updated at least every four years.

Council will measure and report on the outcomes and progress of the Strategic Directions Plan's Key Focus areas and Strategic Actions annually through Council's Annual Report and Annual Business Plan.

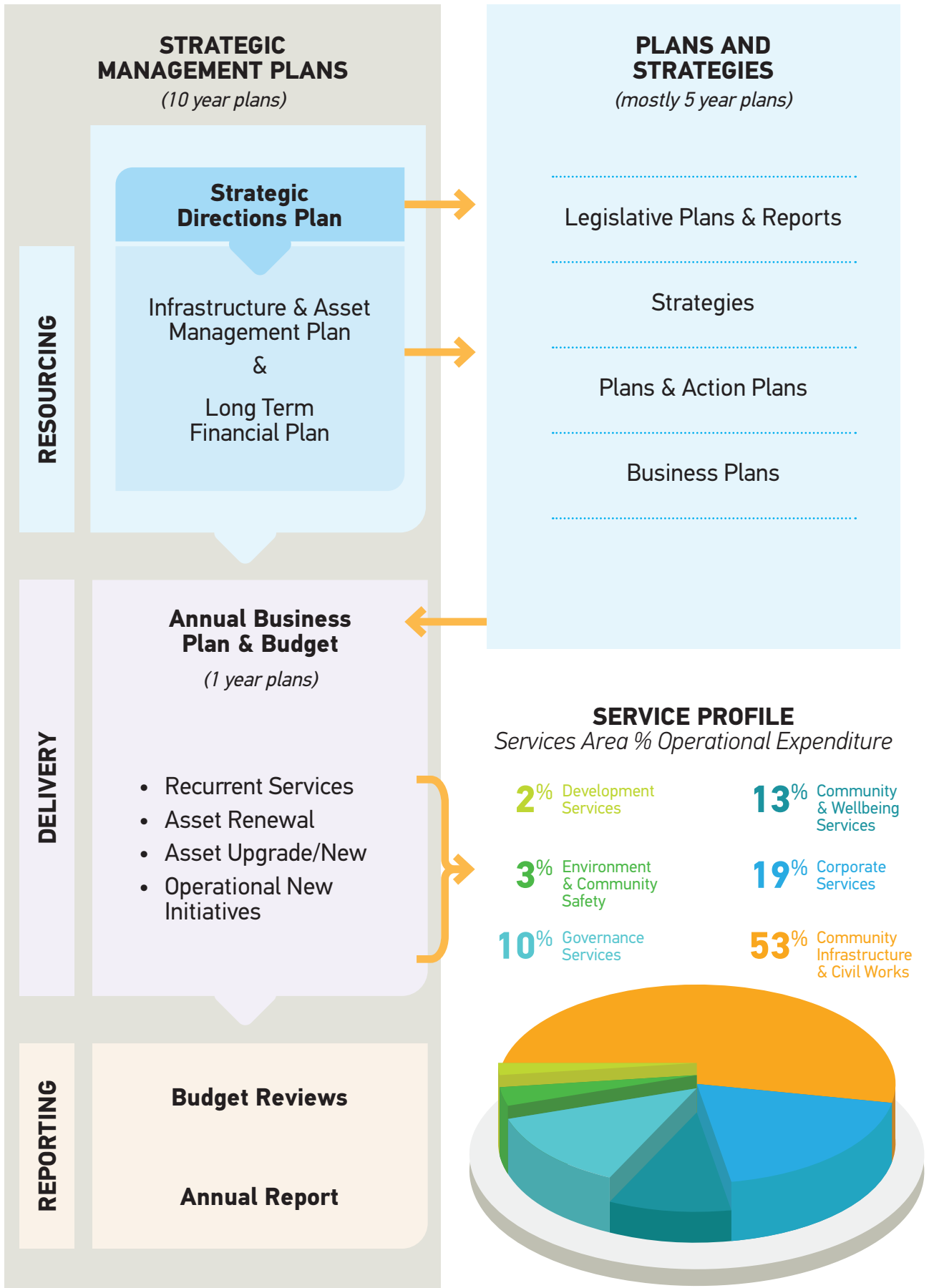
Reported measures will be communicated through various engagement activities to ensure that we connect with as many people as possible. Council continues to use:

- Council website
- Media releases
- Facebook
- Council page in the Port Lincoln Times
- Radio advertising
- Port Lincoln Community Events weekly radio segment
- Cash classifieds
- Annual Business Plan consultation activities
- Rates notice inserts
- Budget review reporting
- Other council plans and strategies reporting
- Community stalls and stakeholder forums
- Direct contact with Elected Members.





PLANNING FRAMEWORK



COUNCIL PLANS

The table below shows the hierarchy of Councils Strategic Management Plans, Annual Business Plans and other supporting documents and how they align with supporting the five major goal areas contained in the Strategic Directions Plan 2021 - 2030.



STRATEGIC MANAGEMENT PLANS		Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	
10 yr Plans	Strategic Directions Plan	✓	✓	✓	✓	✓	
	Infrastructure & Asset Management Plan	✓	✓	✓	✓	✓	
	Long Term Financial Plan	✓	✓	✓	✓	✓	
Legislative Plans & Reports							
1 yr Plans	Annual Business Plan	✓	✓	✓	✓	✓	
	Annual Budget	✓	✓	✓	✓	✓	
	Annual Report	✓	✓	✓	✓	✓	
Mostly 5 yr Plans	Animal Management Plan		✓				
	Community Land Management Plan 1 – Recreation, Sports Grounds and Community Facilities					✓	
	Community Land Management Plan 2 – Parks, Garden & Reserves					✓	
	Port Lincoln Council Development Plan /Planning & Design Code					✓	
	Southern Eyre Peninsula Regional Public Health Plan		✓				
	Strategies						
	CBD Parking Plan Strategy					✓	
	City of Port Lincoln Footpath Strategy					✓	
	Parnkalla Trail 10 Year Strategy					✓	
	Port Lincoln & Southern Eyre Peninsula Tourism Strategy	✓					
	Public Art Strategy		✓				
	Plans & Action Plans						
	City Image (Urban Design) Action Plan					✓	
	Community Engagement Action Plan			✓			
	Mortlock Terrace Catchment Study				✓		
	Port Lincoln Parnkalla Trail Wharf Precinct Concept Plan					✓	
	Port Lincoln Stormwater Management Plan				✓		
	Port Lincoln Flood Mapping Study				✓		
	Precincts Master Plan					✓	
	Tourism Implementation Plan of City of Port Lincoln	✓					
	Business Plans						
	Nautilus Arts Centre Business Plan			✓			
	Port Lincoln Library Business Plan			✓			
Port Lincoln Visitor Information Centre Business Plan			✓				

CONTACT

For further information on Council's Strategic Directions Plan contact the Council Administration Office:

Council Administration

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