

**12.8. ADOPTION OF REPRESENTATION REVIEW REPORT****REPORT PURPOSE**

The purpose of this report is for Council to consider the report outlining the results of public consultation on the Representation Report prepared by CL Rowe & Associates Pty Ltd and endorse the Representation Review Report for submission to the Electoral Commissioner.

**RECOMMENDATION**

That Council:

1. Receive and note the Elector Representation Review Public Consultation Report as prepared by CL Rowe and Associates Pty Ltd and contained within Attachment 1 to this report, including one (1) submission received.
2. Having regard to the Public Consultation Report and background information available, endorse the future composition and structure of the Council as set out in the Representation Report contained within Attachment 2 to this report:
  - a. The Principal Member of Council continue to be a Mayor, elected by the community as required by section 51 of the Local Government Act 1999.
  - b. The Council area not be divided into wards (i.e. the existing "no ward" structure be retained)
  - c. The future elected body of Council comprise a total of nine (9) area councillors (excluding the Mayor).
3. Authorise the Chief Executive Officer to prepare all relevant documentation and refer the Representation Report to the Electoral Commissioner pursuant to section 12(12) of the Local Government Act 1999.

**12.9. STRATEGIC DIRECTIONS PLAN 2025-2034 CONSULTATION REPORT****REPORT PURPOSE**

The purpose of this report is to provide Council with the results of the engagement activities undertaken to gain community feedback on the Strategic Directions Plan review and present the Draft Strategic Directions Plan 2025-2034 for endorsement for further public consultation.

**RECOMMENDATION**

That Council:

1. Note the public consultation summary reports contained within Attachments 1 to 5 to this report;
2. Having considered the Draft Strategic Directions Plan 2025-2034 as presented in Attachment 6 to this report, endorse the Draft Strategic Directions Plan 2025-2034 for the purposes of public consultation; and
3. Authorise the consultation period to commence on Thursday 19 September 2024 for the receipt of submissions until the close of the consultation period at 10am Monday 21 October 2024.

**12.9 STRATEGIC DIRECTIONS PLAN 2025-2034 CONSULTATION REPORT**

REPORT INFORMATION								
<b>Report Title</b>	Strategic Directions Plan 2025-2034 Consultation Report							
<b>Document ID</b>	43226							
<b>Organisational Unit</b>	Executive							
<b>Responsible Officer</b>	Chief Executive Officer - Eric Brown							
<b>Report Attachment/s</b>	Yes Attachment 1 42771 Elected Member Feedback – Workshop 2024.08.08 Attachment 2 42773 Staff Feedback – Workshops – 2024.08.09 Attachment 3 42774 Key Stakeholder Feedback – Workshops – 2024.08.20 Attachment 4 42770 Consultation submissions received – 2024.08.30 Attachment 5 42769 Consultation Survey Responses received – 2024.08.30 Attachment 6 43796 Draft Strategic Directions Plan							
REPORT PURPOSE								
The purpose of this report is to provide Council with the results of the engagement activities undertaken to gain community feedback on the Strategic Directions Plan review and present the Draft Strategic Directions Plan 2025-2034 for endorsement for further public consultation.								
REPORT DECISION MAKING CONSIDERATIONS								
<b>Council Role</b>	Facilitate / Connect - Bringing together stakeholders, initiate or join with other parties to collectively pursue a shared interest or service or resolve an issue							
<b>Strategic Alignment</b>	SDP GOAL: Goal 3: Governance and Leadership SDP ACTION: Not Applicable							
<b>Annual Business Plan 2023/24</b>	ABP INITIATIVE: Not Applicable ABP PROJECT: Not Applicable							
<b>Annual Business Plan 2024/25</b>	ABP INITIATIVE: Strategic Directions Plan Review ABP PROJECT: Not Applicable							
<b>Legislation</b>	Local Government Act 1999							
<b>Policy</b>	Public Consultation & Community Engagement 2.63.1							
<b>Budget Implications</b>	As per approved budget <table border="1" data-bbox="624 1912 1386 2024"> <thead> <tr> <th>DESCRIPTION</th> <th>BUDGET AMOUNT \$</th> <th>YTD \$</th> </tr> </thead> <tbody> <tr> <td>Strategic Directions Plan Review</td> <td>10,000</td> <td>924.17</td> </tr> </tbody> </table> Budget assessment comments: Awaiting consultant invoices.		DESCRIPTION	BUDGET AMOUNT \$	YTD \$	Strategic Directions Plan Review	10,000	924.17
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Strategic Directions Plan Review	10,000	924.17						

<b>Risk Implications</b>	Low Risk
<b>Resource Implications</b>	This is a planned resource allocation
<b>Public Consultation</b>	Yes - Mandatory
<b>IAP2 Commitment</b>	INVOLVE - We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
<b>OFFICER'S RECOMMENDATION</b>	
<p><b>That Council:</b></p> <ol style="list-style-type: none"> <li><b>Note the public consultation summary reports contained within Attachments 1 to 5 to this report;</b></li> <li><b>Having considered the Draft Strategic Directions Plan 2025-2034 as presented in Attachment 6 to this report, endorse the Draft Strategic Directions Plan 2025-2034 for the purposes of public consultation; and</b></li> <li><b>Authorise the consultation period to commence on Thursday 19 September 2024 for the receipt of submissions until the close of the consultation period at 10am Monday 21 October 2024.</b></li> </ol>	

## **REPORT DETAIL**

Section 122 of the *Local Government Act 1999* requires Council to develop and adopt plans for the management of its area, collectively called strategic management plans. The Strategic Directions Plan is one of Council's three (3) strategic management plans, the other two (2) being the Strategic Asset Management Plan and the Long-Term Financial Plan. In formulating its strategic management plans Council must have regard to:

- the council's roles and responsibilities under this or any other Act; and
- the council's objectives for its area.

Council may review its strategic management plans at any time but must undertake comprehensive review of Council's strategic management plans within two (2) years after a general election of the Council (i.e. November 2024).

Pursuant to Section 122 (6) of the *Local Government Act 1999*, Council must ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans.

The current Strategic Directions Plan 2021-2030 was adopted in December 2020, following an extensive review process. The review of the Strategic Directions Plan 2021-2030, must be completed by November 2024. At its meeting on 18 March 2024, Council endorsed the following staged approach to ensure that the review is completed within the required timeframes and meets legislative requirements:

<b>Stages</b>	<b>Stage Summary</b>	<b>Timeframe</b>
1 - Internal Review	Undertake an internal review of the existing Strategic Directions Plan including future opportunities, issues and drivers for the region and hold Elected Members and leadership workshops	April -May
2 - Focussed Stakeholder Engagement	Stakeholder engagement to inform key policy directions and objectives	May-June

3 - Preparing Draft Strategic Plan	Prepare a draft Strategic Directions Plan for to be discussed at Council workshop and seek Council endorsement of proposed engagement & communication plan	May-July
4 - Consultation on the Draft Strategic Plan	Consult on the draft Strategic Directions Plan through Council's engagement Hub and other strategies as per the approved engagement & communication plan	August
5 - Finalising the Draft Strategic Plan	Council to review and consider the consultation responses, identify any amendments to the Draft Strategic Directions Plan before final plan is presented to Council for adoption.	Sept - Oct

Council engaged external consultant, Wendy Campana Consulting, to lead the engagement activities conducted during August and September 2024. These activities were designed to obtain Elected Member, staff, and community views as to the efficacy of the current Strategic Directions Plan and identify any areas which required amendment.

The engagement activities conducted resulted in Council receiving feedback from 145 individuals (excluding Elected Members). The activities consisted of the following:

- Three (3) staff workshops (70 attendees)
- Eight (8) key stakeholder workshops (56 attendees);
- Two (2) general community workshops (6 attendees);
- YourSay survey (11 responses)
- YourSay submissions (2 responses)

The reports of each of these engagement activities are contained within Attachments 1 to 5 of this report and have identified several areas for change. The Draft Strategic Directions Plan 2025-2034 (Attachment 6) has been prepared incorporating the feedback from the engagement activities and is presented to Council for endorsement to conduct further public consultation from 19 September 2024 to 10 am 21 October 2024.

Following the closure of the public consultation period, it is proposed that a Council workshop be held to consider any submissions made and incorporate any relevant changes to the Strategic Directions Plan 2025-2034, with the final document to be presented to Council for adoption at its meeting on 18 November 2024.





# What We Heard

On 7 August Council Members held a workshop to commence consideration of the contents of the Strategic Directions Plan as part of the review. 7 Council Members, including the Mayor were in attendance. Two members participated online.

The focus for the workshop was on the Vision, Mission, Values and Goals included in the Plan.

This paper outlines the feedback received at this workshop.

## **Vision**

Members identified that some of the words used in the current Vision were unclear and often they were asking the question “how would this be implemented”. Some general comments were:

- Delete the word “and”
- How do we demonstrate “committed to excellence”

Given the number and nature of issues raised, it was determined that a few options be provided to members for general feedback.

## **Mission**

Members also identified some language issues in relation to “empowering”, “inclusive place”, “environmental sustainability” as perhaps being broad and not “community speak”.

This would be reviewed in the context of feedback received from staff, stakeholders and the community survey.

## **Values**

General discussion regarding the values were that they were generally heading in the right direction, but some adjustments could be made:

- Renamed to “Unify & Collaborate”; “Responsible with Integrity”; “Inclusive and Respectful”; “Responsive”; “Community Safety”
- Specific comments in relation to the current “Safety” value revealed a desire for a rewrite to focus on “safety and well being” for the community and staff
- Whether a new Value be included that focussed on “shaping services in response to community needs”
- Being “proactive”

## Goals

The current five Goals were discussed with the suggestion that a further new Goal may be required and perhaps entitled “Community Consultation”.

In relation to the current Goals the following feedback was provided:

General: the statements for each current Goal commences with “We will” could this be “We are”

### Goal 1: Economic Growth and Opportunity:

*We will be innovative diverse and growing local economy.*

The goal statement was generally supported with the word “growing” to be further described.

In relation to Key Focus Areas, feedback on some inclusions/amendments were:

- Water security to be included as a key issue that supports growth
- The Bay Precinct could be a focus
- Supporting sustainable small businesses
- Procurement by Council – a potential key to growth
- Indigenous enterprises to be acknowledged and support growth
- Local culture business growth

### Goal 2: Liveable and Active Communities:

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

There was some discussion about the use of the word “empowered” and what it meant and would look like. Some suggestions were:

- Ensuring the community has a voice
- Engaging with the community
- Accessible
- Community ownership

In relation to Key Focus Areas, the following feedback was given:

- Being an advocate for the vulnerable
- Children and young people to reach their “full” potential

### Goal 3: Governance and Leadership

*We will be strategically driven, community aware and accountable.*

Feedback suggested that this could be rewritten, and one suggestion was “We will be strategic, aware, transparent and accountable”.

In relation to Key Focus Areas, the following feedback was given:

- Resilient and responsive
- Leadership – challenging, responding to unpredictability
- Responsive to threats and opportunities

#### Goal 4: Sustainable Development

*We will be clean, green, renewable and resilient.*

Feedback was generally supportive of this goal statement with “water security” being considered a possible inclusion.

In relation to Key Focus Areas the following suggestions were made:

- Embracing new technologies – PV, Solar, Desal Plants,
- Water Security – innovative solutions
- Net Zero – support towards achieving this
- Monitor and encourage community take up of new technologies

#### Goal 5: Community Assets and Placemaking

*We will be welcoming, liveable and accessible City.*

This was generally supported, with a comment made about including the word “assets”.

In relation to Key Focus Areas the following suggestions were made:

- Should Master Planning be included
- Assets – well utilised and meeting needs

#### General Comments:

The Plan was considered quite long, and it was felt that some adjustments could be made to shorten it. It was noted that there were a number of plans that dealt with specific issues and perhaps a shortened Plan could be adopted, and the detailed plans and strategies could take up some of the actions and measures.

The Measures were generally considered to be too broad, and some were not measurable and in other instances there were gaps.

In relation to the Actions, it was noted that many references were made to plans or strategies being developed and some of these have been completed, some were quite old and may need to be reviewed.

There was also some discussion that the Plan could be presented in such a way as to highlight areas where the community can assist in the achievement of the Vision, Mission, Values, Goals and Actions included in the Plan.

#### **NEXT STEPS:**

These initial comments by Council Members will be considered alongside feedback from the Staff workshops and the various stakeholder groups. The Community Survey will also be a source of information and feedback.

The Council Members will hold a further workshop on 4 September where the proposed structure of the Plan and broad content will also be considered.

Council will then develop its draft Plan for consultation to be distributed to the community for feedback in mid-September. This consultation process will then be considered as Council proceeds to finalise the Strategic/Community Plan by November.



# What We Heard

On 8 and 9 August Council held three workshops with the Staff of Council. 70 Staff from across the organisation were in attendance.

Attachment 1 includes feedback related on what the Staff liked about working and living in Port Lincoln and future opportunities. Attachment 2 includes feedback on the specific elements of the Plan ie the Vision, Mission, Values, Goals and related Measures and Actions.

## Structure of the Plan

The Plan was considered to be quite long and it was felt that some adjustments could be made to shorten it.

It was noted that there were a number of plans that dealt with specific issues and perhaps a shortened Strategic Directions Plan could be adopted and the detailed plans and strategies could take up the actions and measures.

When considering the language used throughout the Plan there was some feedback about key words that were either considered vague or able to be interpreted in different ways.

The Measures were generally considered to be too broad and some were not measurable and in other instances there were gaps.

The current five Goals were supported with no suggestions for additional goals to be inserted.

In relation to the Actions, many references were made to plans or strategies being developed and some of these have been completed and that some were quite old and may need to be reviewed.

## **NEXT STEPS:**

This information will be fed back to the Council Members at their workshop scheduled for 4 September where they will consider this feedback along with that coming from the various stakeholder workshops, submissions and the survey. The proposed structure of the Plan and broad content will also be considered at this Council workshop.

Council will then develop its draft plan for consultation to be distributed to the community in mid-September for feedback. This consultation process will then be considered as Council proceeds to finalise the Strategic/Community Plan in October.

### Attachment 1: Staff Feedback

When considering what participants liked about living and working in the area, participants identified the following benefits:

- Good retail shopping
- Lifestyle- beaches, outdoors, country vibe, quiet, welcoming, inclusive, friendly
- Community – helpful, close knit
- National parks, coastal living, great foreshore
- Wineries and breweries
- Tigerland
- Food: local produce, seafood (world class)
- Uncongested – ease of getting around
- Swimming enclosures and heated pool
- Town jetty
- Camping
- Real estate – affordability, size of blocks, acreage
- Sporting clubs
- Recreational activities – fishing surfing, boating, walking trails, 4 w driving, adventuring,
- Lots of open spaces – playgrounds, reserves, trails
- Safety, privacy, family friendly
- Low cost living
- Aboriginal culture
- Schools (public and private) and completing life learning through access to TAFE and UniHub in the town
- Clean, tidy, community pride
- Great infrastructure
- Vibrant community – socially inclusive, supportive in times of need, peaceful
- Easy – access to services, close to home, play
- Clean, green
- Major regional hub
- All or most government services available
- Regional airport – 2 airlines and multiple flights per day, quick trip to Adelaide
- Open space and views
- 45 degree parking
- Cinema, library, arts and visitor centre, events
- Varied career opportunities
- Library and associated services
- Public Health – Red Cross

When considering opportunities and areas for further growth/development, participants identified the following:

- Infrastructure upgrades – supporting a growing population and attracting new industries, examples were: stormwater, roads, centenary oval (mower, lights, grandstand), Proper Bay boat ramp, drainage system, sporting grounds, lighting, safe footpaths, parks and gardens

- Sustainability – environmental, encouraging supplier sustainability and educating community
- Community safety – surveillance, regulatory services, litter, cats/dogs
- Council community relations – assistance, emails, documents
- New industry – seaweed, renewable energy, export practices – silo end of life
- Develop the CBD
- Attract major sporting events
- Animal management – too many dogs, and dog poos
- Wash down bay depot
- Jobs for everyone
- Childcare – increase spaces available
- Less playgrounds – better quality
- Foreshore markets
- Move silos – no trucks in town
- Move fishing industry to Murray's Point
- Shift council boundary, including back of Winters Hill
- Bring rockets to town
- Mountain bike trail and have a normal bike trail, BMX track
- Remove Date Palms from EP – maybe all woody weeds
- Driving range
- Botanic Garden in Flinders Park
- Street appeal – foreshore appeal
- Tree planting replacements – right trees for right areas
- Water security – and associated infrastructure, sustainable potable water
- Retail shopping complex
- Carpark – multi storey
- Water park
- Youth employment/support – traineeships
- Remove red tape for local businesses – let the market decide without barriers
- Winters Hill lookout upgrade -restaurant, café – potential to be a great tourism spot
- Pornkalla trail upgrade – Liani – welcome wall walkway down along beach off of highway
- Arcade – indoor kids activities
- Increase accessibility to health services - physical and mental health support/programs, rehabilitation programs (drugs and alcohol)
- Airport – prices more affordable, extend runway to take larger flights from Melbourne
- Accessibility for aged/physically impaired
- Emergency and respite services
- Review the Marina – Lagunna Beach
- New commercial wharf
- Retain and recruit skilled staff – business, local government, health, education
- Expand university footprint/operations
- Increased aged care – mix of independent living and supported care
- Improved support for arts, Aboriginal arts and cultural centre
- Reinstate grain rail lines to Viterra
- Improved industry support – aquaculture, value adding, vertical integration, sector development

- Bring back seafood processing
- Increased local businesses – create a “farm to plate”
- Local farmers market
- Activation of unused areas – shopping centres, supermarkets, playgrounds, delis, road networks, activity centres
- Youth engagement hubs – keep them in town (younger than 30)
- Aged care facilities
- Housing – long term, short term, affordable – rental and ownership
- Forward planning for development – accessible, sewer, stormwater footpaths, road networks, residential/commercial/industrial
- Health – Redcross, hoarding, squalor, access to specialists, mental health
- Public transport – as the town spreads and population gets older
- Waste management – reuse, repurpose, recycle, green bins
- Energy resources – supply, sustainability – other sources
- Water supply/security – flooding, desal plant, rainwater tanks, reuse schemes, catchment and filtration
- Tourism – attractions, infrastructure (parks, gardens, activity centre), natural attractions, toilets, waste removal, campsites, water quality
- Safe houses – domestic violence, resources, services, abuse support
- Public printing services
- Inclusivity – race, age, religion life choices
- Innovation – different opportunities, work with RDA to promote/support businesses
- Stoplights – traffic flow – safety
- Advocacy – voice being heard at the state level, clear role of council and framework
- Update signage
- Re-route freight trucks
- More community involvement in projects
- Disability access/inclusion

## Attachment 2: Feedback on Plan Content

General Feedback: The Plan is possibly too long and the various other issue specific plans and strategies include detailed actions and readers could be directed to those. Some of the references to plans and strategies require updating as some are complete, require review and possibly new Plans/Strategies exist now. Measures require more work as some of them are not clear or measurable.

Suggested to review Plans like that adopted by Port Adelaide Enfield and Mitcham as examples of shorter plans that are underpinned by detailed plans.

<b>VISION</b> "An inclusive and connected community committed to excellence in lifestyle, culture, industry and innovation"	<p>Staff sought a Council area that is:</p> <ul style="list-style-type: none"><li>• Sustainable in the long term (housing, schooling, social, health care)</li><li>• Progressive thinking</li><li>• Providing community transport</li><li>• Maintaining infrastructure</li><li>• A thriving community</li></ul> <p>Words like “connected” and “excellence” might be better described as “inter or intra connected” or “supportive”.</p>
<b>MISSION</b> Council will work for and with the community to achieve the Vision by:	<p>Staff suggested some additional or different words to be used such as:</p> <ul style="list-style-type: none"><li>• A Council that would work together with the community</li><li>• Engaging with a community of all ages</li><li>• Connecting with the community</li><li>• Be an attractive place to live, work and visit</li></ul> <p>Words like “inclusive” and “empowering” were highlighted as needing explanation of rework.</p>



<p><b>VALUES</b> 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:</p> <p><b>Unity &amp; Collaboration</b> Actively communicate, collaborate and partner with the community and external stakeholders. Support and empower our community to achieve outstanding outcomes.</p> <p><b>Responsibility &amp; Integrity</b> Fairness, honesty and transparency in all things we do. Fiscal and social responsibility. Providing leadership for our community.</p> <p><b>Inclusivity &amp; Respect</b> Being open and aware and genuinely listening to our community's needs. Respecting diversity.</p> <p><b>Responsiveness &amp; Progressiveness</b> Being aware and responsive to emerging issues, trends, ideas and innovation. Embracing change and cultivating an environment of continuous improvement.</p> <p><b>Safety</b> Providing community spaces and facilities which meet Risk Management requirements. Providing safe work spaces for employees and contractors</p>	<p>Values of the Council were generally supported with some suggested changes:</p> <ul style="list-style-type: none"> <li>• Commencing each area with the words “we will ....”</li> <li>• Using the words “dedicated, compassionate, merciful, provident”</li> </ul> <p><u>Unity and Collaboration</u>: perceived as “corporate speak” rather than “community speak” albeit the intent was clear  <u>Responsibility and Integrity</u>: use the word “financial” rather than “fiscal”; providing “advocacy” and “leadership” for the community to other levels of government/external stakeholders;  <u>Inclusivity and Respect</u> – the word “genuine” could be perceived in different ways; some suggested that this area could move under the heading of Unity &amp; Collaboration  <u>Responsive and Progressive</u> - the reference to “embracing change” might be better described as “reactive” or “proactive”  <u>Safety</u> – there were various views about this area:</p> <ul style="list-style-type: none"> <li>• more internally focussed and didn’t belong in this area as currently written</li> <li>• fitted more within the area of Responsibility &amp; Integrity;</li> <li>• could be renamed “Safe and Fit for Purpose”</li> <li>• statement could read “providing an accessible environment for a safe community”</li> </ul> <p>When considering language – some questioned the use of the word “empower”.</p>
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<p><b>GOAL 1: ECONOMIC GROWTH AND OPPORTUNITY</b> We will be an innovative, diverse and growing local economy</p> <p><b>Our Key Focus Areas</b></p> <ul style="list-style-type: none"> <li>• Southern Eyre Peninsula's commercial, health, education and community regional hub</li> <li>• Productive agriculture, fishing and aquaculture sectors • Quality tourism and visitor experiences</li> <li>• Long term job creation, investment growth and partnership opportunities</li> <li>• Infrastructure supporting growth and import and export viability</li> <li>• New, sustainable industries based on a clean environment and quality natural resources</li> <li>• Innovative, entrepreneurial, globally connected businesses</li> </ul>	<p><b>Statement:</b> supported</p> <p><b>Key Focus Areas:</b></p> <ul style="list-style-type: none"> <li>• be clear on what responsibilities are the Council's – first matter is a Federal and State responsibility – so is our involvement “advocacy”</li> <li>• town was built on fishing industry, need to expand into other industries</li> <li>• support local – not just global</li> <li>• grow our role in housing</li> </ul> <p>Should we be saying:</p> <ul style="list-style-type: none"> <li>• supporting and facilitating the agriculture, fishing and aquaculture industries</li> <li>• supporting diverse businesses to achieve local investment and partnerships</li> <li>• providing infrastructure to support business growth, including import and export business viability</li> <li>• encouraging new environmentally sustainable industries ....</li> <li>• encourage a culture of innovation, entrepreneurial and global connections</li> </ul>
<p><b>GOAL 1: Measuring Our Success</b></p> <ul style="list-style-type: none"> <li>• Tourism activity</li> <li>• Progress of Strategic Actions that support Economic Growth and Opportunity</li> <li>• Progress of Annual Business Plan projects supporting Economic Growth and Opportunity</li> <li>• Development Application Trend Data - number, type and dollar value of applications</li> </ul>	<ul style="list-style-type: none"> <li>• No strategic action linked to the Tourism Activity measure - could the number of tourists and length of stay be an option.</li> <li>• Progress with restaurants, prime locations, kids/teens activities</li> <li>• Development applications – could link to Housing DAs.</li> <li>• Quantity and success of regional events</li> <li>• Action 1.6. – no measure</li> <li>• Maybe call these areas “milestones”</li> </ul>

<p><b>GOAL 1: Our Strategic Actions</b></p> <p>1.1 Advocate for greater education pathways and linkages between schools, educational institutions and local industry and investigate regional university and study hub options</p> <p>1.2 Investigate and implement policies to facilitate and enable diversity of economic development and investment activities</p> <p>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</p> <p>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</p> <p>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</p> <p>1.6 Enable and streamline business development, innovation and growth</p> <p>1.7 Advocate for and facilitate improvements to communication and information technology infrastructure</p>	<p>Uni Hub complete – remove Say “continue to advocate” Retain skilled people in the region</p> <p>What does this mean? Needs to be clear or removed, not measurable. New words: Reducing red tape and being an attractive place for investment. Do we need this one</p> <p>Economic Development Strategy is complete – draw from that Advocacy role could be stated. Community engagement needs to be included Is plan still current</p> <p>Can this be combined with 1.3 EPLGA/RDAEP</p> <p>Only Marina – what about other areas. In progress need to maintain. Is this resolved? More housing, investment in tourism within the Marina Precinct Does the desal plant have a negative effect on this action</p> <p>Should be covered in the Economic Development Strategy. Include population change – welcoming new immigrants. Remove red tape and being an attractive place to do business Is this Council’s responsibility Work with the EPRDA</p> <p>Is this still required</p> <p><u>Other Issues:</u> tourism; make it less complicated/cheaper to start a business</p>
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<p><b>GOAL 2: LIVEABLE AND ACTIVE COMMUNITIES</b> We will be a healthy, safe, inclusive and empowered community</p> <p><b>Our Key Focus Areas</b></p> <ul style="list-style-type: none"> <li>• Community and individual physical and mental health and well-being</li> <li>• Community safety and liveability</li> <li>• Empowered, inclusive, connected, diverse and resilient community</li> <li>• Opportunity for children and young people to reach their potential, older people to be valued and all people to participate fully</li> <li>• A regional centre for arts, culture and local heritage</li> </ul>	<p><b>Statement:</b></p> <ul style="list-style-type: none"> <li>• How do we achieve “inclusive”</li> <li>• Remove “empower” – change to “community responsible for its own wellbeing”</li> <li>• Not sure what this means in practice</li> <li>• Add in “happy”</li> </ul> <p><b>Key Focus Areas:</b></p> <ul style="list-style-type: none"> <li>• Our community will be “empowered to define and enjoy their best life in Port Lincoln”</li> <li>• Our community will be inclusive - what does this look like</li> <li>• Should we just be advocates in some areas</li> <li>• Remove “empower”</li> <li>• Are the children and young people not already “valued”</li> <li>• Delete “mental health”</li> <li>• More obvious surveillance, lights at night</li> <li>• Paths, bike lanes, roller blading path, no loose gravel and more than 1km long</li> <li>• Reduce the crime rate</li> <li>• 3<sup>rd</sup> dot point – too many words</li> <li>• More courses at TAFE for school kids to choose a pathway</li> <li>• History and sports to be included</li> </ul>
<p><b>Measuring Our Success</b></p> <ul style="list-style-type: none"> <li>• Community safety</li> <li>• Use and management of public and open spaces</li> <li>• Library, Nautilus Arts Centre and Port Lincoln Leisure Centre activity</li> <li>• Progress of the Strategic Actions that support Liveable and Active Communities</li> </ul> <p>Progress of Annual Business Plan projects supporting Liveable and Active Communities</p>	<ul style="list-style-type: none"> <li>• These need work – not clear and measurable enough</li> <li>• Community safety – this is not a measurement, don’t Police have some measures – is this our job</li> <li>• Add parks and gardens, ovals to the list</li> <li>• Consider calling them milestones – not “progress”</li> </ul>

<p><b>Our Strategic Actions</b></p> <p>2.1 Advocate for continued investment and expansion of Health and Aged Care Services including regional offerings</p> <p>2.2 Develop and implement a Sports and Recreation Strategy</p> <p>2.3 Support and collaborate in programs that benefit all diversity groups in our community</p> <p>2.4 Develop and implement a Disability Access and Inclusion Plan</p> <p>2.5 Investigate and implement improvements to community safety</p> <p>2.6 Advocate for and support affordable low cost accommodation and housing diversity</p> <p>2.7 Complete and implement a Reconciliation Action Plan with the Barngarla Native Title holders and wider Aboriginal community</p> <p>2.8 Develop a Youth Action Plan</p>	<p>Delete “including regional offerings” Not council responsibility</p> <p>Completed in 2023 – include actions for implementation</p> <p>What programs – should we be a bit more specific Help for everyone</p> <p>Implement and track progress Not yet actioned Encourage accessibility and inclusion in our community e.g. via implementation of the DAIP Separate development and implementation Already in place</p> <p>Not sure what this means – do we need more detail Police responsibility</p> <p>Is this part of the Housing Strategy Up to the market/SA Housing Trust</p> <p>Continue to implement We do have a RAP Need to check progress with this Already doing this</p> <p>Have we not already developed this Implement</p>
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2.9 Develop and implement a Volunteer Management Plan	Separate development and implement Isn't this being done
2.10 Develop and implement a Community Events Strategy	Separate development and implement Need a framework to incorporate arts and culture into projects Isn't this done
2.11 Develop and implement an Arts and Culture Strategy	No feedback  <u>Possible Additional Actions:</u> <ul style="list-style-type: none"> <li>• Empowering our Elders Strategy – Complete – now needs to be implemented</li> <li>• Develop and implement road/footpath maintenance and cleaning strategy</li> <li>• Activate foreshore plaza and seasonal night markets</li> </ul>

<p><b>GOAL 3: GOVERNANCE AND LEADERSHIP</b> We will be strategically driven, community aware and accountable</p> <p><b>Our Key Focus Areas</b></p> <ul style="list-style-type: none"> <li>• Customer-centric service delivery</li> <li>• Local and regional community leadership</li> <li>• Strategic focus, effective and accountable decisions, responsive to significant events <ul style="list-style-type: none"> <li>• Open, effective and productive community and stakeholder engagement</li> </ul> </li> <li>• Sustainable long term financial position</li> </ul>	<p><b>Statement:</b> Include the word “purposeful” Delete “aware” and put in “responsive” Instead of “accountable” say “informed decision making”, “inclusive communication” What does “strategically” mean to the ratepayer We will be “strategic”</p> <p><b>Key Focus Areas:</b></p> <ul style="list-style-type: none"> <li>• Customer centric – across all levels of the organisation</li> <li>• Customer – sounds individual – should this be “community”</li> <li>• How do we measure “effective”</li> <li>• What is a “significant event” - perhaps say what it is</li> <li>• Decisions “which are responsive ....”</li> <li>• Transparent, open, effective ....</li> </ul>
<p><b>Measuring Our Success</b></p> <ul style="list-style-type: none"> <li>• Completion of Annual Business Plan projects</li> <li>• Long Term Financial Plan and Budget performance</li> <li>• Grant and partnership funding</li> <li>• Community engagement with Council</li> <li>• Progress of the Strategic Actions that support Governance and Leadership</li> <li>• Progress of Annual Business Plan projects supporting Governance and Leadership</li> <li>• Progress of Council’s strategies and plans</li> </ul>	<ul style="list-style-type: none"> <li>• The three dot points starting “progress” aren’t they similar/the same</li> <li>• Provide updates/feedback to the community – rather than just saying “community engagement”</li> <li>• Alternative options to grant and partnership funding as well</li> <li>• How many business plan projects have been completed</li> <li>• Criteria/threshold – relevant to grant and partnership funding</li> <li>• How are the “progress” matters measured</li> </ul>

<p><b>Our Strategic Actions</b></p> <p>3.1 Implement workforce strategies to attract, develop and retain qualified and experienced staff</p> <p>3.2 Lead regional discussion on local government reform to effectively and efficiently meet community needs in Southern Eyre Peninsula</p> <p>3.3 Advocate for regional co-operation and promote the voice of the community in regional, state and national forums</p> <p>3.4 Develop and implement an Emergency Management Plan, business continuity and related capabilities</p> <p>3.5 Implement Business Excellence and continuous improvement, including service reviews for relevance, efficiency and effectiveness</p> <p>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</p> <p>3.7 Monitor and respond to policy directions in Commonwealth/State funding programs relating to the COVID-19 virus</p>	<p>Retain, reward and recognise staff</p> <p>Involvement only – not lead Should this be “engage”</p> <p>No feedback</p> <p>Business Continuity – 2024 – 2020 WHS Actions Ongoing implementation of Emergency Management Plan Delete “business continuity and related capabilities”</p> <p>Review as well as implement Service level and systems review Replace with “Ensure Council operations are cost effective and efficient” What is “business excellence”</p> <p>Housing Strategy – rezoning should be focus Local government reform – boundaries between adjoining councils Reword to: <i>Ensure a strategic approach to population growth and service demand including from the communities adjacent to the City of Port Lincoln</i> Reference “cultural diversity” More collaboration with the two adjoining councils</p> <p>Delete “COVID” and insert “pandemics” Refer to 3.4. – emergency management plan covers this Delete</p>
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<p>3.8 Maximise Council and community grant funding and partnership opportunities to achieve outcomes for the Port Lincoln community to strengthen our financial capacity</p> <p>3.9 Investigate and implement collaborative and resource sharing opportunities with adjoining councils and government agencies</p>	<p>Not only financial but services also Add in achieving “prudential outcomes” and delete “to strengthen our financial capacity” Can costs us more in the long run</p> <p>No feedback</p> <p><u>Potential new inclusion:</u></p> <p>3.10 Ensure workplace systems and procedures are fit for purpose so staff have efficient tools.</p>
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<p><b>GOAL 4: SUSTAINABLE ENVIRONMENT</b> We will be clean, green, renewable and resilient</p> <p><b>Our Key Focus Areas</b></p> <ul style="list-style-type: none"> <li>• Healthy natural environment, waterways, land biodiversity and coast</li> <li>• Pristine protected coastal environment</li> <li>• Environmental responsibility and sustainability</li> <li>• Climate change resilience and adaptation</li> </ul>	<p><b>Statement:</b> Include the word “innovation”</p> <p><b>Key Focus Areas:</b></p> <ul style="list-style-type: none"> <li>• Desal plant may affect environment</li> <li>• Reactive to climate change</li> <li>• Boundaries coastal and industrial</li> </ul>
<p><b>Measuring Our Success</b></p> <ul style="list-style-type: none"> <li>• Recyclable waste ratio</li> <li>• Environmental sustainability actions in the community</li> <li>• Investment in stormwater infrastructure and management</li> <li>• Recycled Water Scheme performance</li> <li>• Progress of the Strategic Actions that support Sustainable Environment <ul style="list-style-type: none"> <li>• Progress of Annual Business Plan projects supporting Sustainable Environment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Define “recyclable waste ratio”</li> <li>• Simplify some of these e.g. progress with strategic actions and annual business plan projects</li> </ul> <p><u>Additional new options:</u></p> <ul style="list-style-type: none"> <li>• Build greenwaste recycling plant</li> <li>• Recycling and processing all waste locally</li> <li>• Increase in percentage of tree canopy cover</li> </ul>

<p><b>Our Strategic Actions:</b></p> <p>4.1 Improve stormwater management for safety, business, property protection and environmental outcomes, including water sensitive urban design</p> <p>4.2 Integrate environmental impacts into consideration of service provision and project planning</p> <p>4.3 Work in partnership with local business, Eyre Peninsula Landscape Board, the community and other partners to promote and implement environmental sustainability initiatives</p> <p>4.4 Support and implement renewable energy, energy efficiency, emissions reduction and community sustainability initiatives</p> <p>4.5 Develop and implement a Waste Management Strategy, including community empowerment and education on resource management</p> <p>4.6 Support initiatives through the Regional Climate Change Adaptation Plan for Eyre Peninsula and other coastal and environmental alliances</p> <p>4.7 Develop and implement a Carbon Management Plan</p>	<p>Use more rainwater Catchment and wetlands Mena Reserve Recently upgraded roads (Eyre Park) Bin trial needs to be looked at – red bins are pretty empty each week</p> <p>Affordable approach</p> <p>If community want it</p> <p>Encourage and support Green waste bins introduced Affordable approach</p> <p>Use the word “involvement” rather than “empowerment” Did waste management strategy have an end goal for Fogo Project?</p> <p>Need to ensure community support</p> <p>No Feedback</p> <p><u>Potential new action:</u> 4.8. Increase number and diversity of street trees (native) that don’t damage impact on infrastructure.</p>
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<p><b>GOAL 5: COMMUNITY ASSETS AND PLACEMAKING</b> We will be a welcoming, liveable and accessible City</p> <p><b>Our Key Focus Areas</b></p> <ul style="list-style-type: none"> <li>• Public places and infrastructure meeting economic and community needs</li> <li>• Community facilities and open spaces for recreation, leisure and health and well-being</li> <li>• Foreshore, CBD and Marina Precincts public realm activation</li> <li>• Safe, inclusive and sustainable public places and Council facilities</li> <li>• Local and regional accessibility and connectivity</li> </ul>	<p><b>Statement:</b> Include the words “inviting” and “inclusive”</p> <p><b>Key Focus Areas:</b></p> <ul style="list-style-type: none"> <li>• Start these with “we will provide”</li> <li>• Economic and community needs don’t always match up</li> <li>• Attractive, accessible and inviting – community facilities ....</li> <li>• Find out what people want – E-bike, scooter services</li> <li>• “develop” foreshore, CBD and Marina Precincts</li> <li>• Delete “local and regional accessibility and connectivity” – what does this mean</li> <li>• Include a new one “quality local roads and regional connectors”</li> <li>• What does “public realm” actually mean</li> </ul>
<p><b>Measuring Our Success</b></p> <ul style="list-style-type: none"> <li>• Community assets satisfaction</li> <li>• Asset renewal ratio</li> <li>• Total length of paths and trails</li> <li>• Placemaking capital investment</li> <li>• Progress of the Strategic Actions that support Community Assets and Placemaking</li> <li>• Progress of Annual Business Plan projects supporting Community Assets and Placemaking</li> </ul>	<ul style="list-style-type: none"> <li>• Level of secured grant funding</li> <li>• Lots of “keep focus” in strategic directions, not much “doing” or “completed actions”</li> </ul>

<p><b>Our Strategic Actions</b></p> <p>5.1 Develop and implement a Footpaths and Trails Strategy</p> <p>5.2 Develop and implement a Trails and Wayfinding Strategy including future development options for the Parnkalla Trail</p> <p>5.3 Complete and implement the Open Space Strategy</p> <p>5.4 Deliver key elements of CBD, Foreshore and Marina Precincts Master Plan</p> <p>5.5 Progress development of a civic and community hub</p> <p>5.6 Investigate options for neighbourhood renewal projects in appropriate precincts of the city</p> <p>5.7 Develop a Road Traffic Management Plan including shared and future alternative uses of rail and road corridors</p>	<p>Is 5.1. and 5.2. similar- Council they be amalgamated/combined Recreational Trails Strategy</p> <p>Implement the strategy Review and implement</p> <p>Utilise current civic centre Parking available Implement – it is complete Review the strategy</p> <p>How much has been delivered – review this</p> <p>No comments</p> <p>What does this mean What is an “appropriate precinct”</p> <p>Traffic Plan needs to be calibrated with invested parties</p> <p><u>Potential new actions:</u> More legislation around building maintenance and safety for private landlords (especially in the CBD) – does this warrant an action Summer night market Food vans Spaces for business incorporated into planning Advocate for improved crossings, black spot intersections Spaces for outdoor entertainment More say for Council in DIT roads Recognise the commitment to EPLGA study into reinstatement of rail and funding commitment</p>
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# What We Heard

On 19 and 20 August Council held a series of consultation workshops with various key stakeholders – all sessions were attended:

1. Community, Social and Health Services;
2. First Nations – 2 sessions;
3. Environmental;
4. Youth Services;
5. Planning, Economic Development and Industry;
6. Sport and Recreation, Arts and Culture;
7. Business and Tourism;
8. 2 General Community – (one advertised and the other a “drop in”)

49 persons attended these sessions.

The consultations were generally flexible in nature to accommodate the size of the groups and the key interest areas or issues that participants were keen to raise.

In the majority of cases, feedback was sought on:

- What the participants liked about living and working in Port Lincoln and their expectations for continuance of these with a line of sight on the next 5 - 10 years and changes that were likely to occur.
- Consideration of the Vision, Mission, Values, Goals and associated Key Focus Areas. However, it should be noted that not all groups considered these all of these matters.

Included as attachments are the key issues raised by participants at each of the workshops.

It should be noted that the workshops did not delve into the “actions” and the “measures” in the Plan. A lot of the feedback from participants did get into areas where actions could be adopted in the review and/or actions that exist or are consistent with various individual Plans.

A summary of the key issues/reactions are noted below.

## **Vision for the Council**

When considering the vision for the Council area over the next 5- 10 years, the participants discussed what was important to the future of the Council area and its community, workers, businesses etc. Responses from each group are included as Attachments.

Some of the groups struggled with words currently used in the Vision as being appropriate or clear or up to various interpretations.

- words such as “committed”, “inclusive”, “connected”, “excellence”, “empowered” were often raised that these words were too broad and different expectations would exist as to what they meant to people. They were looking for words that would describe ‘what does this look like on the ground’
- there were also some useful suggested changes/inclusions

### **Mission for the Council**

Generally, the Mission was acceptable but again some suggested word changes, similar to those identified in the Vision.

### **Values of the Council**

As with the Mission and Vision, there was debate about word usage and interpretations.

### **Goals 1 – 5**

All consultation groups supported the 5 Goal Areas and were not of a view that any key area was missing. There was however discussion about language (similar to above) and also some areas for inclusion.

In relation to each Goal Area – suggested changes to wording again along similar lines as above in terms of use of language.

### **NEXT STEPS:**

This information will be fed back to the Council Members at their workshop scheduled for 4 September where they will consider this feedback along with that coming from the Staff workshops, submissions and the survey. The proposed structure of the Plan and broad content will also be considered at this Council workshop.

Council will then develop its draft plan for consultation to be distributed to the community in mid-September for feedback. This consultation process will then be considered as Council proceeds to finalise the Strategic/Community Plan in October.

### **Attachment 1: Community, Social and Health Services**

When considering what participants liked about living and working in the area and wanted to see continued, participants identified the following benefits:

- access to key services
- social opportunities through sport, varied social groups, churches
- variety of work opportunities, across industries
- tourism experiences through National Parks
- a friendly, close knit community – considerate of the elderly
- culturally diverse and embraced by the community
- great facilities – community spaces (parks, playgrounds etc)
- dining experiences and wineries
- free boat ramps
- diverse training and education (private/public) opportunities and through the Uni Hub and the nursing/allied health training centre
- businesses can easily access services, materials, products relevant to their industries/business type
- accessible to beaches
- close proximity to other towns in the region

When considering opportunities for further growth/development, participants identified the following:

- Cape Hardy precinct – will create growth/development
- Desalination project – addressing water security issues
- Impact of growth in Tumby Bay – spins offs to Port Lincoln
- Space industry developments and associated opportunities for research, manufacturing, improved 5 star hotel accommodation, university training will be required
- Social support for homeless, encouraging stronger connections with the local churches
- Animal husbandry
- Rejuvenation of TAFE
- Breakthrough the “metro centric” views of government and get them out in the region
- Infrastructure upgrades to support growth – maintaining parks, playgrounds, public toilets
- Improved access to childcare
- More houses to accommodate a changing demographic
- Improved rubbish collection – environmentally sustainable, free hard waste collection
- Assistance to sporting clubs/complexes to upgrade
- Remove red tape for local businesses
- Improved transport and introduction of “dial a ride”
- Greater integration of health services – crisis care, aged care, mental health, private practices, hoarding programs, palliative care
- Improved medical equipment e.g. MRI so people don’t have to travel to Whyalla or Adelaide at a cost for their appointments
- Reduced wait times for health services/appointments
- Increased employment of locally health qualified persons



- Securing flights – less cancellations and lower cost
- Addressing youth crime and providing programs/support for young people to break the cycle
- Increase funding to support students coming to the region on country placements

When considering areas for Council to continue to provide services/support the following areas were identified:

- Maintaining sporting facilities – ovals etc
- Working with stakeholders to provide more school holiday activities
- Supporting/running the library
- Promoting community events, develop a community calendar, information on webpage
- Continue upgrade of infrastructure – footpaths, jetty etc
- Offering community grants
- Keep public toilets and facilities clean
- Listening to the community
- Usage of mylocal app

When considering areas for Council to “stop” some of its activities, the following were identified:

- Costs associated to dumping bigger items
- Charging ratepayers – not appearing to be upgrading/developing the town
- Making the rules hard – keep it simple
- Permits – hard to understand what is needed and make it easy

When considering the Vision, Mission, Values and Goals in the current Plan the following feedback was provided:

### **Vision**

Include the word “supported” after “inclusive” and not sure about the use of the word “excellence” as it means different things to different people. Cater for all demographics especially 19 – 20 age group.

### **Mission:**

Include a reference to:

Coping with a changing demographic profile – ensure that infrastructure and services align.

### **Values:**

Unity & Collaboration – could be done better, especially for community members

Responsibility & Integrity – “transparency” – say how this will be done

Inclusivity & Respect – community may be listened to but are they “heard” – show this is happening

Responsiveness & Progressiveness – seen in some areas but not in others, community struggles with “embracing change”

Safety – need to emphasise safety “after 5 pm”. Safe is not always safe to some!

**Goals:**

Goal 1: Economic Growth and Opportunity

Key Focus Areas

- Include the space industry in the second, fourth, fifth and sixth dot points
- Include rail, transport, air and shipping in the fourth dot point

Goal 2: Liveable and Active Communities

Use instead: *We will be empowered, inclusive, connected, diverse and resilient community* (ie the third dot point in key focus areas) or *“We will be a healthy, safe, inclusive, empowered and self-motivated community”*.

Key Focus Areas:

- Re-write the third dot point to *“Opportunity for all people to reach their potential, be valued and participate fully”*

Goal Area: 3 – not addressed

Goal 4: Sustainable Environment

The statement to include reference to “cost of living” and “promotion of renewable/green energy”.

Key Focus Areas:

Include more emphasis on “recycling and environmental responsibility”

Goal 5: Community Assets and Placemaking

Tripple bottom line approach considered for all planning and decisions.

Focus Areas:

Rewording/inclusions proposed:

- first dot point to *“well sustained public places and infrastructure meeting community needs”*
- Parks and gardens and foreshore
- Sporting and recreation facilities – accessible to public
- Dog parks
- In the point related to “safe.....” delete the word “sustainable” and include the word “accessible”
- Spaces that encourage social engagement and well being
- Design that encourages community hubs
- Focus on changing/accessible to the demographics
- Intergenerational parks located near aged care facilities
- Have an all-weather outdoor focus
- Footpaths designed for wheelchairs, prams, pushbikes etc

## **Attachment 2: First Nations**

2 workshops were conducted by the Consultant and information was also provided outside of these workshops. Key points are provided below for all these sources:

General discussion took place on integration of First Nations peoples in the community and within the Council's decision-making processes. The following issues were identified/discussed:

- Identify and promote what the Council does and how they do it to engage with First Nations people – lead by example
- Consider the Council being a first point of contact to find out about who to contact for information/services
- Are the Traditional owners recognised alongside other Aboriginal and Torrens Strait Islanders?
- Identify opportunities for better partnerships, communications
- Is the RDA engaging in key areas such as Aboriginal enterprises?
- Leadership to demonstrate engagement and collaboration
- Set targets in projects and activities for positions for Aboriginal persons
- Lower Eyre Leadership Group – recognised members are key decision makers
- Encourage and support more Aboriginal candidates as elected members
- Adoption of various strategies for engagement – youth, elders, families
- Establish examples of how to achieve engagement
- Adopt visual ways of conveying information
- Utilise “brokers” between community and council
- Undertake social impact assessments to check on progress, approach etc
- Partner with Aboriginal organisations
- Monitor the work of The Voice committee

When considering the Vision for the Council the following alternative words were proposed:

*“Celebrating an inclusive and connected community lifestyle, immersed in culture and innovation”*

This Group did not go into the individual elements of the Plan; however the following key issues were raised from one of the workshops and external information provided as key areas of support required:

- Housing – fit for purpose, managed by Aboriginal organisations perhaps with initial assistance from a community housing authority, affordability, overcrowding and poverty addressed, upgrades of SAHT houses, encourage access to first buyer schemes
- job security, better employment pathways & general upskilling, development of cultural awareness/safety across the community to support and ensure success/long term outcomes
- Range of services accessible in Port Lincoln, people don't know what is available and some are falling through the gaps
- Aged care/ageing population – more spaces, programs, opportunities and outings for elders
- Opportunities and programs for young people.

- Council and service providers develop relationships with young people
- Environment – protect what is there.
- Consult and communicate with BDAC and First Nations Peoples re significant sites. ‘Consult early and often’.
- Grant funding for First Nations peoples. - support innovation/economic development – eg funding for start ups
- First Nations enterprises truly accessing state government contracts
- Access to council contracts – perhaps targets, partnering between local businesses and First Nations businesses
- Rehabilitation and health services, support for individuals and families
- Camping grounds and tourism activities promoting Aboriginal cultures
- Support for volunteering – education, training, opportunities
- Continue implementation of the conciliation plan
- Street lighting
- Improvements to playgrounds
- Advocacy alongside the agenda for First Nations groups
- Liaison with Voice representatives
- Encourage and support participation in Council decision making

### **Attachment 3: Environmental**

When considering what participants liked about living and working in the area and wanted to see continue, participants identified the following benefits:

- Clean, green, unchanged, natural environment
- Distance is an attraction not a deterrent
- Benefits of both land and sea
- Surrounded by ocean/sea, beaches, nature – not built
- Open spaces
- Can drive west and south to develop/extend experiences
- Council boundaries are not environmental boundaries – redraw the boundaries
- Best 2x NPs in SA and so close to each other
- It's difficult to have our “voice” heard
- Sense of community, neighbours, networking, history, connections – let's not lose these
- Keep what we have got as is
- Accessibility to open spaces/parks
- Diversity of people, able to fund special interest groups
- Climate is very amenable
- Diversity of biodiversity
- Great scope for future sustainable enterprises and sustainable tourism
- Good facilities and services in general
- Reputation as a stunning coastal city
- Attractive to people that don't want to live in a capital city
- Reasonable affordable housing
- Many sports and recreation options
- Range of schooling options for families
- Wineries and eateries
- Trails – and we can have more

When considering future opportunities, participants raised the following issues:

- Amalgamate the 3 councils – environment has no boundaries – consider communities of interest
- Collaboration of many environmentally focussed groups/department ie NP, Landscape Board, EPA, Permaculture, education, First Nations, Food Swap
- First Nations history, signage, records, story telling
- Redevelop railway line and rail yards – all over EP but in Port Lincoln convert to walking/biking trail – town – Lincoln South. Not to be allocated for grain transport.
- Foreshore – balance between natural and built
- More sport
- Establish local significant tree register and promote for tourism
- Review connections between policies – ensure environmental connections
- Need central space for environmentally focussed groups to base themselves/network from – schools could visit – First Nations could teach from and shared resources and ideas and the voice
- Re-green open spaces – crown land, wide verges, pockets of land
- Establish Southern Eyre Environment Centre

- Sustainable enterprise (industry) assistance
- Re-zone the land in Murray Point locality to align to State and Federal Government statements on biodiversity
- Following a bushfire event, assist landowners to re-design the landscape for bushfire resilience
- Repurpose railway south yard for constructed wetland systems, re-purpose existing buildings for community use

When considering the current Plan the following feedback was received:

**Vision:**

- Do we want to include “excellence” – over-used word
- “Sustainability” or “environment” to be included

**Mission:**

- Can the opening sentence be reversed to say Council will work “with and for” the community .....
- Infrastructure should have its own “dot point” and should be “fit for purpose” and “innovative”
- Delete “improving environmental sustainability’ and substitute it with something like “achieving a health environment”

**Values:**

- Include the word “elected” when referring to Council Members
- Under “Unity and Collaboration” delete the word “outstanding” and put in “desired”
- Rename “Safety” to be “Safety and Well Being”

Include a new value called “Environmental Sustainability” and insert the following:

- Ensuring decision making is seeking to improve the environment and reduce impacts
- Reducing the city’s carbon footprint and adapting to climate change impacts

**Goals:**

This group only focussed on Goal 4: Sustainable Environment and offered the following feedback:

Statement supporting the Goal:

- Delete the word “resilient” and insert “sustainable”
- Questioned if there was alternative language to “clean, green” and suggested:
  - “Improve the natural environment”
  - “Look at opportunities to improve the natural environment and reduce impacts and embrace a circular economy”

#### **Attachment 4: Youth Services**

When considering what participants liked about living and working in the area and wanted to see continued, participants identified the following benefits:

- Great facilities for – education, health, industry and Uni Hub
- Broad range of careers available
- Beautiful natural environment
- Balance of play spaces – playgrounds, skate park and natural places
- Sport – facilities, clubs
- Housing options
- Care for children
- Distance away from Adelaide – creates community
- Events ie SALT

When considering future opportunities, participants raised the following issues:

- Support for parents
- Parenting groups/programs
- Middle childhood programs – risks/challenges faced by 10 – 14 year olds to be focus
- Play spaces for 10 – 14 year olds
- Extended role for council in childhood development – facilities, information, events and advocating for other services
- Impact of social media – understanding it, promoting impact on kids using devices regularly

**Vision:** Generally supported, however concerns with the meaning of words such as “committed”

**Mission:** Generally supported

**Values:** Generally supported, however the “safety” reference to “risk management” was queried with the preference for the deletion of the word “management”.

#### **Goals:**

Goals 1 and 4 were not dealt with. In relation to the other goals, they were generally supported with the following comments:

#### **Goal 2: Liveable and Active Communities**

Key Focus Areas to reflect:

- “respectful” community
- “Come back and stay” when referencing the opportunities for young people

**Goal 3: Governance and Leadership** – generally supported with a desire to make sure that there was clarity on “who is the customer” and that they have an “equitable voice”.

**Goal 5: Community Assets and Placemaking** – generally supported however some clarity sought on the term “placemaking” and in the Key Focus Areas: “public realm activation” was not well understood and keen to see an emphasis on “indigenous perspectives”.

## **Attachment 5: Planning, Economic Development, Industry**

When considering what participants liked about living and working in the area and sought to retain or create for the future, participants identified:

- Boundaries between the 2 or 3 councils should be addressed
- Encourage investors to come into the community for key targeted projects e.g. new hotel
- Population growth – targeted and linked to needs of the community
- Real estate trends – affordable place for locals to live
- Development Plan for the area – needs to be more localised – can variations be considered
- Employment gaps – planning skills
- Code amendment needed to free up land – Council is looking at this
- Multi-cultural society – encouraged
- Key projects to produce growth/development opportunities – Southern Launch; Desal; Flighting Training Skills; Northern Water; Hydrogren
- Migration required to fill skill gaps
- Energy efficiency – locally available products
- Equal access to views of the seafront – retained where possible
- Address stormwater and waste management
- Create a business centre
- Reduction in playing sport – due to affordability
- Traffic management – tourists, busses, heavy traffic, by-laws
- Stormwater infrastructure costs – filtration
- Try and get the margin of cost of building in the town down (estimated to be a 30% increase on a metro build)
- Encourage vibrancy and security in the house builds
- Town centre – main street upgrades, location of businesses a bit “hap hazard”, parking availability becoming a challenge
- Net zero – no rush, raise awareness, provide assistance to privately owned businesses, grants to fund upgrades
- Water re-use – a strategy to achieve this
- Building code changes – will introduce additional costs to a build

This group didn’t go into detail on the elements of the plan, favouring a general discussion about expectations, constraints and key issues for the future of Port Lincoln.



## **Attachment 6: Sport, Recreation, Arts, Culture**

When considering what participants liked and sought to retain or create for the future, participants identified:

- Cost of sport – competing for volunteers and cost for families, insurance is a huge cost
- State Government sports vouchers – split between different sports – expand the age range
- Employment opportunities – encourage people to move here, especially young professionals
- Baptist Church corner as a cultural precinct
- Activate unused/underutilised spaces – know where those places are
- Encourage young youth to be involved – need examples from parents/adults so youth feel that they are safe to get involved and their skills are useful, youth encouraged in the arts to find their ‘way in’
- Encourage more volunteers to be involved
- Create a completely inclusive sporting precinct and cultural centre
- Active community lead arts and culture
- Physical access barriers removed for those with disabilities
- Football/netball – connected events playing in same place similar to small country football
- Housing accessibility/affordability
- Vibrancy in our community
- Community engagement/involvement linked and collaborating, communication F2F
- Maintaining the city and surrounds – the natural beauty/ambiance
- Cut through red tape to get volunteers – offer group sessions to educate/accredit all requirements for volunteers
- Liveability: maintain the modern play spaces
- Sport facilities for the future – remove barriers and undertake upgrades
- Make spaces available and usable for all ages, abilities for the next 10, 20 years
- Managing existing sporting hub to maximise benefits of facility “Ravendale”
- Invest in educating stakeholders on the importance of sharing/co-habiting sports
- Increase carparking in the CBD
- Access for aged/disability (Flinders Park)
- Reduction in crime
- City beautification and maintenance of existing projects
- Retain and restore historical buildings
- Consider area aesthetics before allowing development
- Council to tell the community why decisions are made especially where community petitions are put forward in the lead up to these decisions
- Tourism information nights - bring people together to share information and forward planning for events/activities
- Regional competitions – sailing, Mortlock Shield, facilities to host events
- Prepare a calendar of events and maintain as information source – sports, arts, entertainment

- Events – manage resources locally, share information, recognise accommodation needs, advertise total available beds during events
- Recognise the contribution of key business/community stakeholders
- Health: expanding facilities, PATS access, scans available locally
- Accommodation – what about another Port Lincoln Hotel type facility
- Childcare facilities
- Housing – for workers (short and long term), housing type to match demographic relevant to population growth or projects, stamp duty cost removed, Trust houses vacant due to need for upgrades
- Aged care facilities – increase availability
- Assess the impact of loss of key industries
- Space and defence industry projects – where are they at and what’s the likely impacts
- Airlines/airport – management, cancellation of flights (impact of), constant flights should be available
- Rail network – will this come back and if not – repurpose the rail
- Look at where we sit on MM scale for grants/funding ie 6 or 7
- Water accessibility and security
- Consider inclusion of a glossary of terms – unfamiliar to the community in the final plan

When considering the Council’s current Plan the following feedback was provided:

**Vision:**

Include the “environment” and “arts” and participants questioned the use of the word “committed”.

Where is the evidence of “inclusion” and “excellence” is a subjective word.

**Mission:**

- The word “empowering” – needs to be genuine – if this means consultation will assist with this – then include this specifically. Use the word “collaborating” rather than “engaging and empowering”.
- Maintenance of infrastructure to be included also
- Suggested including in the third point referring to a “safe and inclusive” place, that the word “welcoming” could be included
- Provide information in “layman’s” terms and undertake meaningful research
- Consider “assist or encourage the community”
- Consider “engaging and advocating for all stakeholders, community, young and old”

**Values:**

Unity/Collaboration – communication could be better so consider including words that reflect finding and using the “right means” of communication. What is an “outstanding” contribution? Can grant processes be included. Computer literacy is an issue in some areas and can cause confusion or distrust as people don’t feel they have been informed

Responsibility/Integrity – include a reference to “communicating and reporting on progress”; include “environmental responsibilities”; in relationship provision of leadership, recognise that the “community has leaders” also – so this might be more better described as the Council’s role as an “advocate and representer of community views”. Introduction of “wards” make councillors more accountable.

Inclusivity/Respect – this is a broad statement – can it be more specific

Responsiveness/Progressiveness – add in “responsive to new generations”; “working towards the future and addressing issues in advance”. Be “proactive” not “responsive”.

Safety – is this related to “safety audits”; operational guidelines and training required for community groups; more information about community insurance options for these groups – this is getting expensive.

In relation to the Goals in the Plan, the following feedback was received:

#### Goal 1: Economic Growth & Opportunity

In the statement consider deleting “diverse” and use “varied”. Include “sustainability”.

Key focus areas:

- In the second dot point on tourism also include “tourism packages and community events”
- In relation to the third dot point on job creation etc – include “local workers where possible ie infrastructure work, projects; and also a “lifestyle to keep people here”
- Use the word “promoting” in the sixth dot point related to innovation etc.

#### Goal 2: Liveable an Active Communities

Key Focus Areas – consider the following:

- including more mechanisms for activities in the first dot point e.g. support for community groups (e.g. dragon boats, group training for volunteers), reducing the costs of volunteers, preserving volunteer workforce
- Make reference to “affordability of access”
- In the third point “empowered, inclusive” etc – lots of words here – consider is it socially inclusive; who is at the heart of the different groups and where are the others and how they can be found
- Respect for all age groups
- The need to separate out the regional centres – they are all part of the whole picture and “sport” not included

#### Goal 3: Governance and Leadership

In the statement what does “strategically driven” mean – why not “community driven” or “outcome focussed”

Key Focus Areas:

- “customer” – vague
- Raise the profile of contacts – where are they are, who are they

Add in:

- Council and RDA to promote, communicate, co-ordinate efforts
- Calendar of event/register/directory – managed by council and available to all

#### Goal 4: Sustainable Environment

Consider including the word “innovation” in the statement and “support from Council to promote to community and groups to be “clean/green”

##### Key Focus Areas:

- Include “resources – water”
- Stormwater and rubbish collection to be included
- Investing in infrastructure
- Not sure what “climate change resilience and adaption” looks like or means
- Promote/assist community to be environmentally friendly and there are grants/contact lists for resources
- Planting the right vegetation to be promoted
- Adaptive and innovative industries
- Listening to First Nations knowledge of good environmental practices and learning from them

#### Goal 5: Community Assets and Placemaking

##### Key Focus Areas:

- “maintenance” of public places
- Access to community meeting places at reasonable rates
- Available archival storage for community groups
- Parking addressed around foreshore, CBD etc
- Consider new areas such as:
  - Community notice boards/shared, managed through the Council
  - Activate unused community spaces, encourage shared spaces/facilities, community lead, support for this (financially) through Council
  - Co-ordinated collaboration for funding, support, communication
  - Support for small business to remain in the community
  - Public art and visible artists – have “artists in residence” (local and visiting)

## **Attachment 7: Business & Tourism**

Participants generally discussed the living and working in Port Lincoln and raised concerns opportunities for the City being in:

- Attracting and developing new industries
- Removing red tape for businesses
- The impact of the Northern Water Project
- The need for innovation and encouraging a “can do” attitude
- Impact of other projects – Space Industry – unclear at this stage
- Population growth was desirable
- Great opportunities for entrepreneurial activities in the area/region
- Being in the region was a key to being able to get on with it and be innovative
- The city services surrounding towns and needs to continue to do so – but could their be efficiencies and better collaboration
- Address the long term water security issues – its fundamental to the future

When considering the current Plan’s Vision & Mission the participants sought the following:

### **Vision:**

More language to reflect a “can do attitude” and “encouraging/supporting entrepreneurial approaches” and that we should seek to be “exemplary”

### **Mission:**

- The word “empowering” not really supported – what does it mean – describe what we will do instead
- Consider including:
  - Attracting investment
  - Business Growth
  - Industry development

### **Values:**

Consider just dot pointing the current bold headings rather than trying to explain them further perhaps they could just say:

- Unity
- Collaboration
- Integrity
- Responsibility
- Leadership
- Inclusivity
- Respect
- Responsive
- Progressive
- Safe

## **Attachment 8: General Community**

This feedback reflects two sessions – one advertised as a session and the other as a “drop in”.

When considering what participants liked and sought to retain or create for the future, participants identified:

- Natural environment retained
- Clean, green energy
- Invasive species management (water and land)
- Catering for all demographics and particularly our ageing population
- Growing industries
- Encouraging entrepreneurs
- Innovate our agriculture/aquaculture industries
- Easy and accessible and cheap and reliable transportation
- Safe harmonious community – everyone valued and encouraged to contribute
- Health care facilities, doctors, health workers
- Retain green spaces for recreation, play, sports etc
- Address water issues – need to have water resources
- Footpaths in all neighbourhoods
- Permanently sort out flooding in the town
- Youth crime and justice system – more responsive to crime prevention/support for offenders
- Ferry from Adelaide to Port Lincoln and back be considered
- Vibrant city with numerous cultural, arts and crafts events
- Sports and exercise (state of the art) facilities to give our locals better opportunities
- Celebration of multi-cultural backgrounds in the city
- Transformed seafront which we become known for like Venice Beach and Bondi
- No desalination plant
- Health - not advocated for enough at the moment
- Fishing industry and aquaculture
- Environmental sound management and energy efficient self-sustaining
- Inclusive community events – bring back Tunarama
- Better multi-cultural cohesiveness
- Better interpretive signage and liaison between PLC and committees etc involved in trails
- Local transport ie bus and catering for older people
- Respect for heritage type buildings to maintain character
- Facilities to attract top entertainers (but preserve cinema) e.g. Australian Ballet, Australian Opera
- Animal Management:
  - RSPCA – concerns about the cessation of this relationship with Council
  - make sure there is appropriate services put in place for abandoned/lost animals
- Address cat problem in Lincoln South and Brook Tce
- Transport costs of Adelaide – unaffordable
- Access to health specialists and PATS allowance not sufficient
- Integrate health services – combine alternative services with traditional

- Ensure sufficient mental health services available – on-line services not always appropriate and wait times not conducive to good mental health management/response
- Royal flying doctor services are critical
- Climate change
  - not always really “green” approaches adopted
  - is there really a problem – misinformation
  - the environment works in phases – cooling/heating – undertake more research and listen to other views
- Basketball Court – in place of the playground but not being utilised
- New playground abuts the road – need better safety measures to protect children running onto the road
- Council to listen to the community – especially in areas where petitions reflect lots of resident reaction to a decision/proposal – more information needed to explain a decision that is inconsistent with community views expressed via petitions, surveys etc
- We have many cultures in our town – ensure they are acknowledged
- Stay away from the “15 minute smart cities” proposals – or view with caution

When considering the specific elements of the Plan the following feedback was provided.

#### **Vision:**

Generally supported albeit issues raised with some of the words and how they are measured “commitment”, “empowerment”.

#### **Values**

Unity & Collaboration- perception of a lack of “active” engagement in some areas, need KPIs and measurements that are real

Responsibility & Integrity- planning efficiency and red tape to be included along with accessibility to council members

Inclusivity & Respect- how and when should this occur

Safety– crime and justice needs to be included, support for youth, safe in all parts of the community, control of feral cats

#### **Goal 1: Economic Growth and Opportunity**

Diversity in international markets should also be included

#### **Key Focus Areas:**

The participants were seeking to have the following areas identified:

- Focus to be on “priority” health issues
- Awareness and adaptability to climate change to be reflected
- Value adding to be obvious
- Rebates to health and lifestyle as a region
- Attract investors
- Address water resources issues
- Get unemployed youth involved in community projects and developing their skills
- Bring in international students e.g. studying as a PHDs

- Understanding Global Nations
- Developing empathy and cultural awareness
- Funding research opportunities unique to the City

## Goal 2: Liveable and Active Communities

Active in what way – fitness or participation

“empowered” – what does this mean, what does it look like

### Key Focus Areas

- Lobbying for more doctors and health professionals, partner with the health system and advocate for local common health care issues
- Safety – programs for young offenders, support for police, lobby for changes to the justice system
- “empowered” what does this mean and look like
- State how the opportunities will be provided for young people and older people and how that will lead to “full participation”

## Goal 3: Governance and Leadership

Statement – generally supported

### Key Focus Area

- Sustainable financial position – ensure people with financial management skills and experience on the budgeting finance committee

## Goal 4: Sustainable Environment

Include the words: affordable, explain “green”

Lots of words here – be good to have some definitions of them e.g. resilient, clean, green

### Key Focus Areas:

- Include waste management – relocation of the site; support home composting
- Better sewerage and systems
- Environmental responsibility – for 20 – 30 years (long term) consider electric cars, solar panels, wind farms, future waste recycling, look for cheaper/sustainable options

## Goal 5: Community Assets and Placemaking

What is “placemaking” and what does “accessible” look like.

### Key focus Areas:

- Including maintenance of native vegetation
- What does “public realm” mean and look like
- What does “inclusive” mean and look like
- Trails – include

Measures in the Plan were considered to be vague or unrelated to the statements in the Plan.





# What We Heard

As part of the consultation process on the Strategic Directions Plan, stakeholders were invited to provide written submissions. 2 submissions were received. Copies of these submissions are attached as they provide further background to the matters raised.

## THE SUBMISSIONS

A summary of the key points raised follow:

### Submission 1

- Land directly opposite the current soccer grounds, previously occupied by the BMX club be repurposed for use by the Port Lincoln Soccer Club Association and other sporting clubs requiring additional lawn areas
- The land currently underutilized could be transformed into valuable training and playing fields for soccer and other sports

### Submission 2

Bicycle parking areas:

- Provision of more bicycle parking areas
- The areas be secured so riders can lock their bikes to a rack or similar infrastructure

Pedestrian Crossings:

- For the entire 1km length of Tasman Terrace where there is currently only 1 pedestrian crossing with the suggestion that 4 crossings be created
- For the 750m of Liverpool Street there is only 1 dedicated pedestrian crossing albeit with traffic lights, no “wombat crossing”

Speed Limits

- 40 km/h speed limit be introduced on Tasman Terrace is too high given activity around the foreshore and 30 km/h seems more appropriate

## **NEXT STEPS:**

This information will be fed back to the Council Members at their workshop scheduled for 4 September where they will consider this feedback along with that coming from the various

stakeholder workshops, submissions and the survey. The proposed structure of the Plan and broad content will also be considered at this Council workshop.

Council will then develop its draft plan for consultation to be distributed to the community in mid-September for feedback. This consultation process will then be considered as Council proceeds to finalise the Strategic/Community Plan in November.

## City of Port Lincoln Strategic Directions Plan 2024-2030 Written Submission Summary

Number of Submissions : 2

Respondent	Subject	Description	Attachments
1	Proposal for Repurposing BMX Club Land for Sports Facilities Expansion in Port Lincoln  (Email Doc 41755)	<p>Dear Port Lincoln City Council,</p> <p>My name is [REDACTED], and I have been a proud citizen of Port Lincoln for the past 40 years. I am writing to you today not only as a resident but also as an active member of our community, particularly in my involvement with the Port Lincoln Soccer Association over the last four to five years as a [REDACTED] [REDACTED], as well as during my early teens when I participated as a junior player.</p> <p>I am reaching out to propose an idea that I believe would greatly benefit our local sports community and the city at large. As you are aware, the Port Lincoln Soccer Association has experienced significant growth in recent years, a testament to the dedication and hard work of its members. This growth has been further bolstered by the recent excitement surrounding the funding that the association, along with other local clubs, has secured for the development of new changing rooms and additional site improvements.</p> <p>Given the association's continued expansion and the inclusive, welcoming environment it fosters, I believe there is an opportunity to further support this growth. Specifically, I would like to suggest that the land directly opposite the current soccer grounds, previously occupied by the BMX club, be repurposed for use by the Port Lincoln Soccer Association, as well as the other sporting clubs that require additional lawned areas.</p> <p>This land, which is currently underutilized, could be transformed into valuable training and playing fields for soccer and other sports. Such a repurposing would not only enhance the facilities available to our local sports teams but also promote the development of a more vibrant and active community space.</p>	

Respondent	Subject	Description	Attachments
		<p>I would greatly appreciate your consideration of this proposal and would welcome the opportunity to discuss it further. Your feedback would be invaluable, and I hope that you will consider bringing this idea before the Port Lincoln City Council for further exploration.</p> <p>Thank you for your time and attention to this matter. I look forward to your response.</p>	
2	Review of Strategic Directions Plan	Refer attached letter.	Letter Doc 40435

19 AUG 2024

City of Port Lincoln  
Level One, Civic Centre  
60 Tasman Terrace  
PORT LINCOLN, 5606  
South Australia

Sunday, 18 August 2024

Eric Brown

Chief Executive Officer

Dear Sir,

My correspondence to the City of Port Lincoln, in regards to the Review of Strategic Directions Plan, considers three different areas; bicycle parking, pedestrian crossings and speed limits.

**Bicycle parking areas.** There are more people cycling around the City now for either pleasure and/or for shopping. However, there are no dedicated secure bicycle parking areas at any of our three supermarkets, the hardware stores and other large shops or indeed at the new playground or updated town jetty facility! A secure bicycle parking area is one where the cyclist can safely lock their bicycle to a rack or some similar structure.

The **Austroads Research Report Bicycle Parking Facilities: Guidelines for Design and Installation (Austroads 2016)** is a very good guide to assessing and developing a plan for bicycle parking in a city. I trust the Council may look at these guidelines.

**Pedestrian crossings.** For the entire 1 kilometre length of Tasman Terrace, there is 1 dedicated pedestrian crossing. For a city as beautiful as ours with a wonderful sea front, this is not convenient for pedestrians at all. In my opinion there should be at least four “wombat crossings (raised section of road)” along the length of Tasman Terrace.

Similarly for the 750 metres of Liverpool street, there is only one dedicated pedestrian crossing albeit with traffic lights, no “wombat crossings” at all!

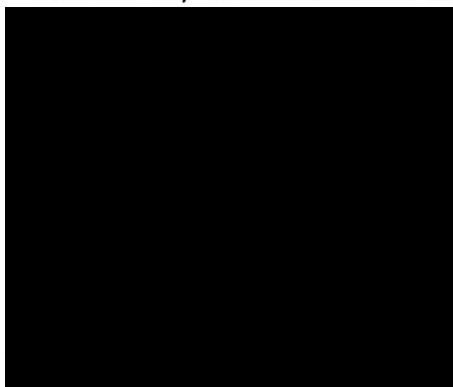
**Speed limits.** With the upgrading of the foreshore e.g. toilet block, town jetty and new playground, it appears to me that the current 40km/h speed limit on Tasman Terrace is too high. 40km/h to many motorists means 45-50km/h, a 30km/h speed limit for this section of the foreshore in Port Lincoln would seem more appropriate.

**Under Section 5.7.1 (30km/h and 40km/h speed limits) of the Speed Limit Guideline for S.A. October 2023**, it mentions that “a 30km/h speed limit may be adopted for high

pedestrian activity centres where pedestrian volumes are very high and retail, dining, entertainment, recreation or tourism facilities generates frequent pedestrian movements across the road, at numerous locations along the road. I trust the Council may look at these guidelines.

I think this statement adequately applies to Tasman Terrace here in Port Lincoln and having spoken to numerous fellow residents, they all agree that 1. There are not enough pedestrian crossings on Tasman Terrace and 2. That the current speed limit of 40km/h on Tasman Terrace is too high!

Trusting that the Mayor and Councillors of the City of Port Lincoln will give consideration to these three different suggestions for improvement in our City. I am also available to speak with the City Council on these three matters.





# Strategic Directions Plan Review

*Community Consultation Survey Responses*

*08 August 2024 - 30 August 2024*

## Project Overview

The City of Port Lincoln is undertaking a review of its Strategic Directions Plan 2021-2030 and invites the community to give feedback and share their ideas on the future direction of Port Lincoln. This review aims to gather valuable input from the community to help shape the future 10-year plan.

Under the Local Government Act, council's are required to review their strategic management plans within two years of a general election. Following the most recent election in November 2022, this review is timely and essential. The existing Strategic Directions Plan, adopted in December 2020, will be revisited and revised, with the new plan scheduled for adoption in November 2024.

The review process will be led by an external consultant in five stages:

**Stage 1: July-August** - Elected Member workshops and Leadership and Staff Workshops

**Stage 2: August** – Key Stakeholder and Community Workshops and survey

**Stage 3: August-September** – Preparation of the Draft Strategic Directions Plan

**Stage 4: September-October** - Community consultation on the Draft Strategic Directions Plan

**Stage 5: November** - Adoption of the revised Strategic Directions Plan 2025-2034

Key stakeholder and community workshops were held at the Nautilus Arts Centre on Monday 19 August and Tuesday 20 August 2024, and alternatively, the community were able to provide feedback via a survey, open from Monday 12 August to Friday 30 August 2024, 12pm.

Hardcopies of the Strategic Directions Plan Review Survey were made available at the Council Administration Office and Port Lincoln Library from Monday 12 August to Friday 30 August 2024, 12pm.



## Survey summary results:

There were 11 respondents to the survey, the majority of which were:

- residents having lived in the area for 20 years plus (28%) and 10 – 20 years (18%) and with 2 (18%) of respondents living outside of the Council area;
- primarily in the age group of 45 – 65 years (37%), 65 years plus (27%), 5 – 45 year (27%)

When asked what statements best reflected what they wanted from their Council, respondents indicated that they wanted:

- local roads that were well maintained (82%)
- affordable rates (64%)
- good financial management (64%)
- access to health services (55%)
- regulations and by-laws that support a health community (45%)
- management of heavy vehicles throughout the towns and regions (45%)
- a tidy and attractive town (45%)
- adoption of consultation and engagement strategies that made sure our voices were heard before decisions are taken (45%)
- affordable housing (36%)
- formalised or organised consultation and engagement with the community (36%)
- development and planning decisions that improve the amenity and growth of the area (36%)

The survey indicates that the majority of respondents are generally comfortable with the Mission, Vision, Values and Goals included in the current Strategic Plan.

When considering priorities within the Key Focus Areas for each current goal statement, respondents were generally supportive of them. Respondents were asked to rank the importance of these key value statements and there were some different ratings overall.

When asked to suggest other areas of activity in the goals and statements, projects that respondents sought, or services to continue, the recurring themes related to areas such as:

- water infrastructure (stormwater)
- waste management services
- roads

In considering the above, some of the respondents reflected, as individuals, these issues in a recurring way, so these should be viewed as such.

The following information included in this Survey Report provides further details and graphs reflecting the nature of responses received.

## City of Port Lincoln Strategic Directions Plan 2021-2030 Review Survey

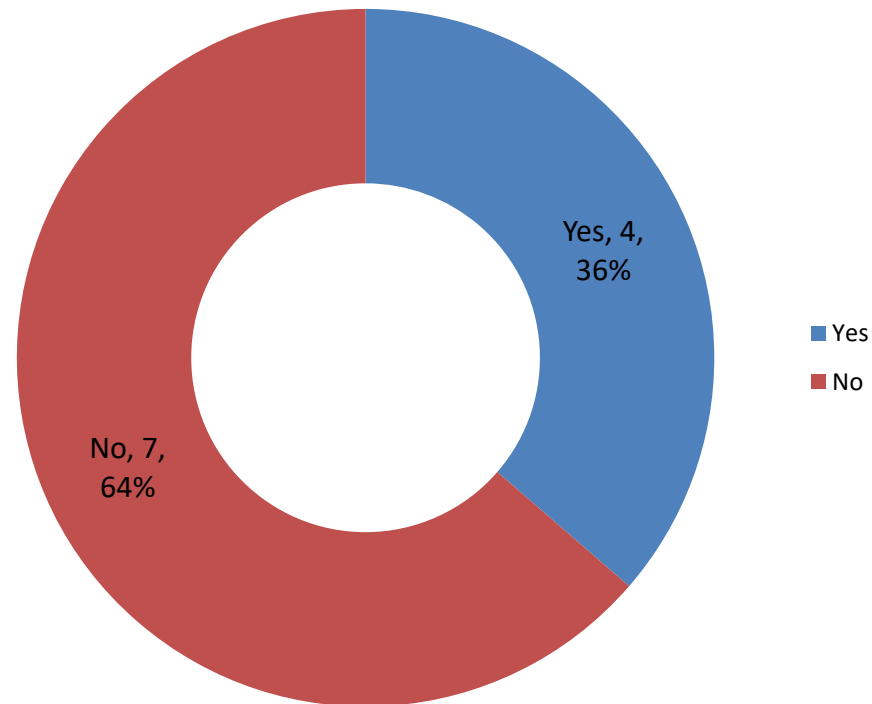
Q.1 : Name of person completing the survey:

Answered : 9 Skipped : 2

Respondent	Email	Submitted On	Response
1	*	2024-08-15 16:04:12	*
2	*	2024-08-15 18:57:53	*
3	*	2024-08-16 10:16:42	*
4	*	2024-08-25 11:57:22	*
5		2024-08-25 16:28:17	*
6		2024-08-25 19:23:54	*
7		2024-08-26 09:00:20	
8	*	2024-08-27 19:11:03	*
9	*	2024-08-28 14:37:39	*
10		2024-08-29 19:59:09	*
11		2024-08-30 00:47:00	

Q.2 : Are you happy to be contacted regarding your survey responses,  
should Council's Consultant wish to seek further information from you? Yes / No

Answered : 11      Skipped : 0



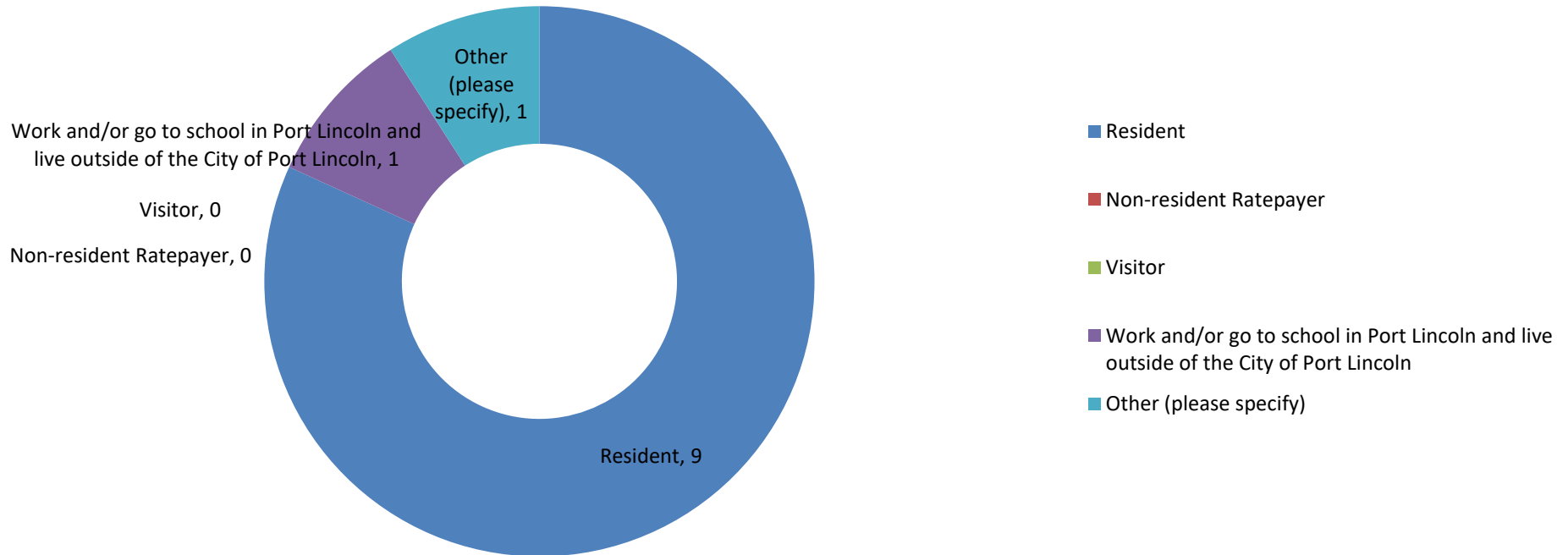
Q.3 : If Yes, please provide your email address and contact number

Answered : 3      Skipped : 0

IF YES, PLEASE PROVIDE YOUR EMAIL ADDRESS AND CONTACT NUMBER	
*	*
*	*
*	*

Q.4 : Are you a:

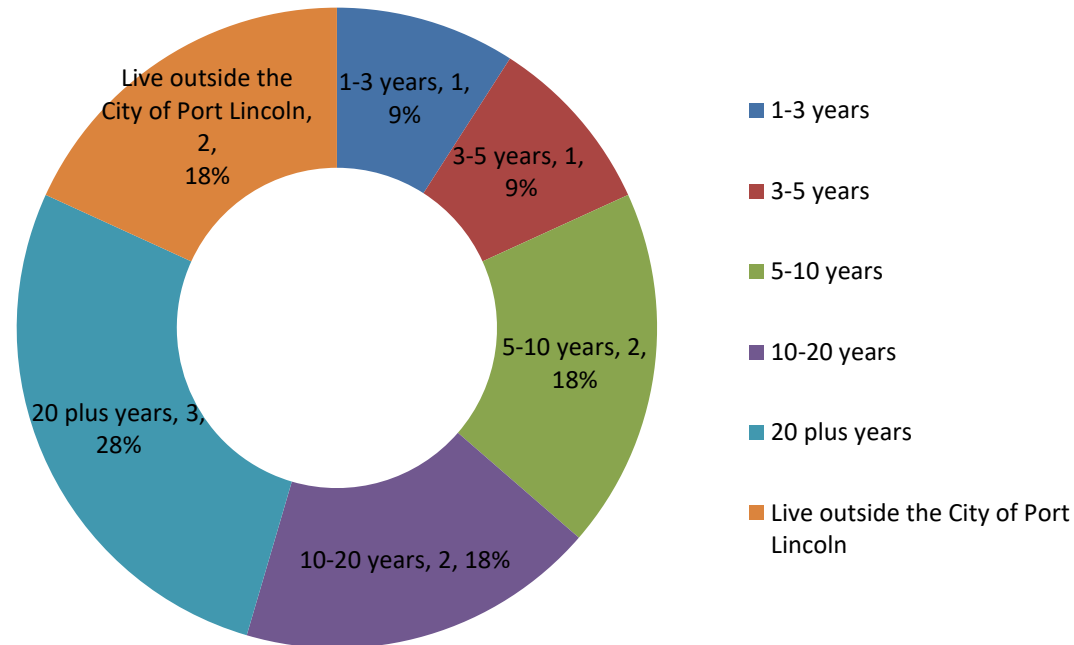
Answered : 11      Skipped : 0



OTHER (PLEASE SPECIFY)	
Answered : 1	Skipped : 0
Business	

Q.5 How long have you lived/owned property in the Council area?

Answered : 11      Skipped : 0



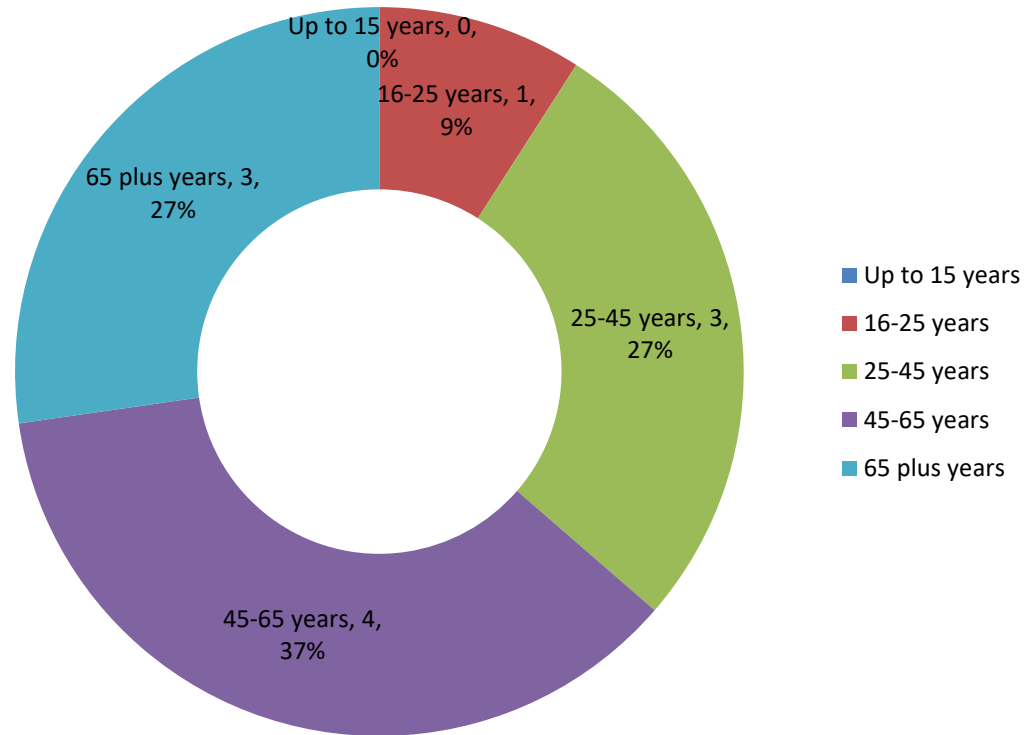
Q.6. IF YOU LIVE OUTSIDE OF THE CITY OF PORT LINCOLN, WHAT COUNCIL ARE DO YOU LIVE?

Answered : 1      Skipped : 0

Lower Eyre

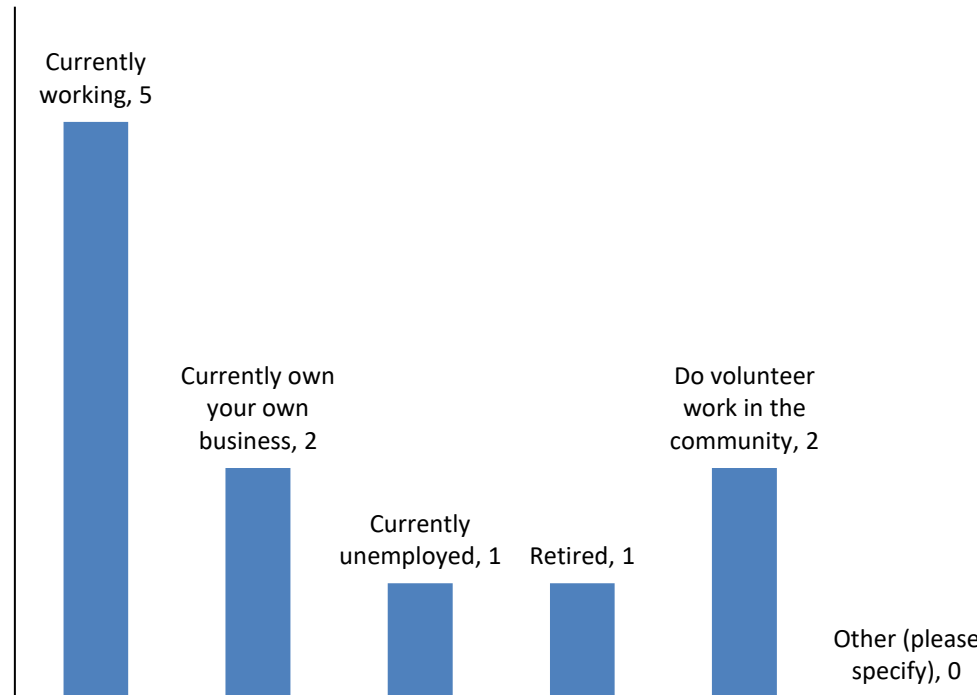
Q.7: What is your age group?

Answered : 11      Skipped : 0



### Q.8 : Your work

Answered : 11      Skipped : 0



### Q.9 IF YOU ARE CURRENTLY WORKING, TICK THE SECTOR THAT BEST MATCHES YOU:

Retail, Business Services, Construction/Engineering, Health, Education (including Higher Education), Government

Answered : 2      Skipped : 0

Retail

Health

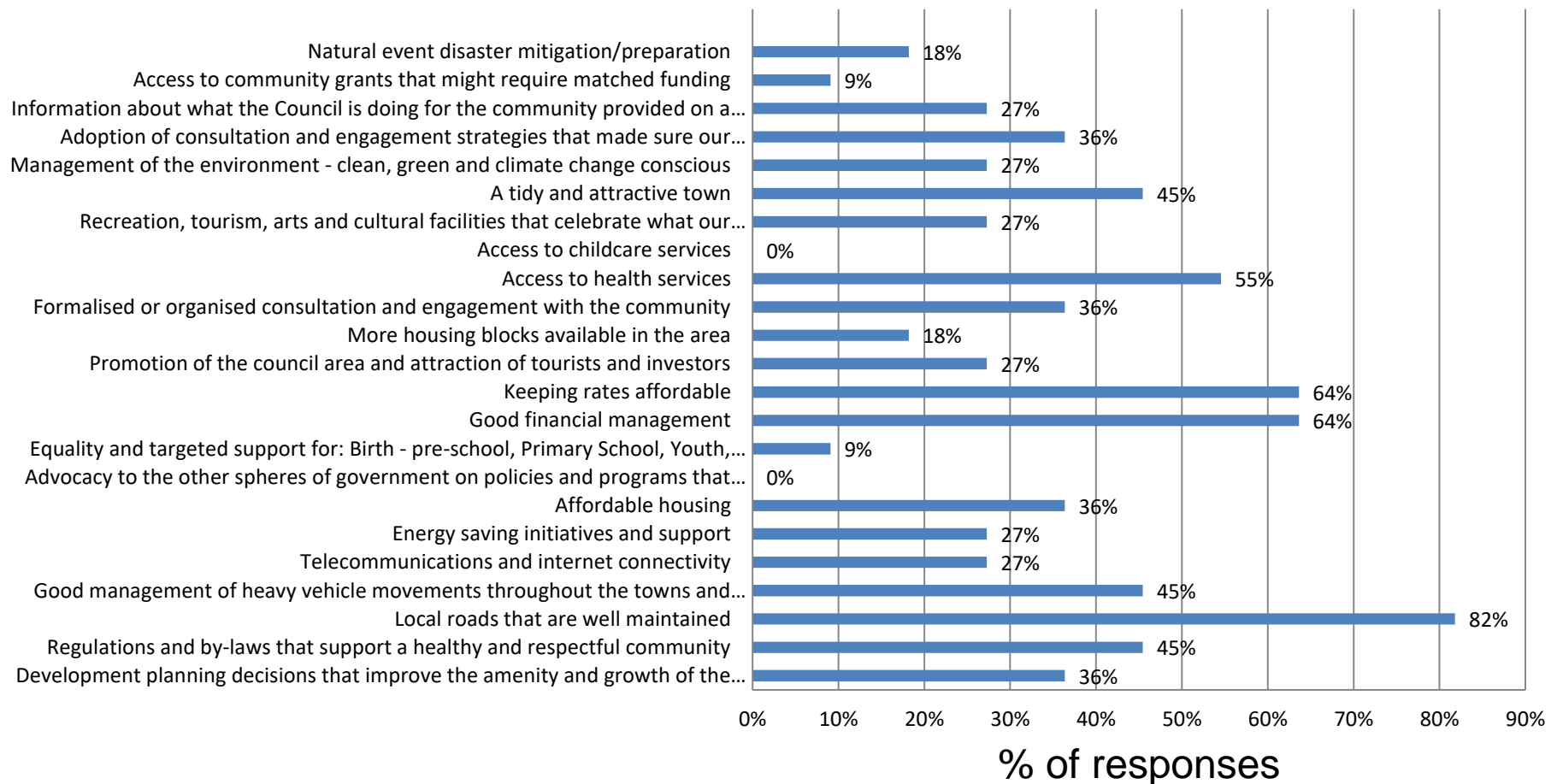


Q.10 : Which of the following statements best reflect what you want from your Council? Please select (tick) your top ten.

Answered : 11      Skipped : 0

## Which of the following statements best reflect what you want from your Council?

Please select (tick) your top ten.



Q.11 : In relation to the above question, what other statements would you include, if any? Let us know below.

Answered : 6      Skipped : 5

IN RELATION TO THE ABOVE QUESTION, WHAT OTHER STATEMENTS WOULD YOU INCLUDE, IF ANY? LET US KNOW BELOW.
make port lincoln a safer city
There should be a shopping centre built, which would include food places, shops, fast food places ect. Maybe have an area around the beach to be designated for food specifically that accessible to people on the beach.
Better budget management so that rates stop being ever increasing.
I think we need a rehab facility here, there are way too many junkies, it's not a good look
More local paved footpaths that are well maintained.
Stick to the basics and looking after what we have got

### Q.12 : YOUR SUGGESTED PROJECTS/ACTIVITIES

What key projects/activities do you specifically seek from your Council? Let us know below.

Answered : 11      Skipped : 0

YOUR SUGGESTED PROJECTS/ACTIVITIES – WHAT KEY PROJECTS/ACTIVITIES DO YOU SPECIFICIALLY SEEK FROM YOUR COUNCIL? LET US KNOW BELOW.
safer roads, no drains across roads, better vision at all corners, -less spending on tourism, aboriginal and youth inputs-
Mountain bike trails at murrays point, stamford hill etc, rebuild and modernisation of the bmx track facility.
More shopping centres/supermakets and fast food.
Better maintenance of local roads and improved provision for cyclists, a cycle city plan would help.
I would like to see a hard waste collection for residents annually & a green waste collection (not everyone has a car with a towbar/trailer/ute to be able to take their rubbish to the tip). I would like to see the council monitor business leases in the CBD areas to ensure a good retail mix of shops to benefit the shopping experience of locals and tourists. I would like to see the council offer more support for small businesses to make sure they succeed. I would like to see the council working with the police to make sure our streets are safe, both from cars & people. I would like to see the council decide on what port Lincoln will be - if it is tourism - then concentrate on supporting tourism based operators, taking cues from other successful tourism towns around australia and the world.
I love the SALT festival, events like that are awesome
N/a

**YOUR SUGGESTED PROJECTS/ACTIVITIES – WHAT KEY PROJECTS/ACTIVITIES DO YOU SPECIFICALLY SEEK FROM YOUR COUNCIL? LET US KNOW BELOW.**

Ensure that residents of the city are provided with public transport services equivalent to those provided in the Adelaide metropolitan area, including free travel for Seniors Card holders like in Adelaide.

cost efficient council  
More inclusive creative events for young people  
Creative and nurturing indoor and outdoor events  
Properly setup and maintained downhill mountain bike trails

More inclusive creative events for young people  
Creative and nurturing indoor and outdoor events  
Properly setup and maintained downhill mountain bike trails

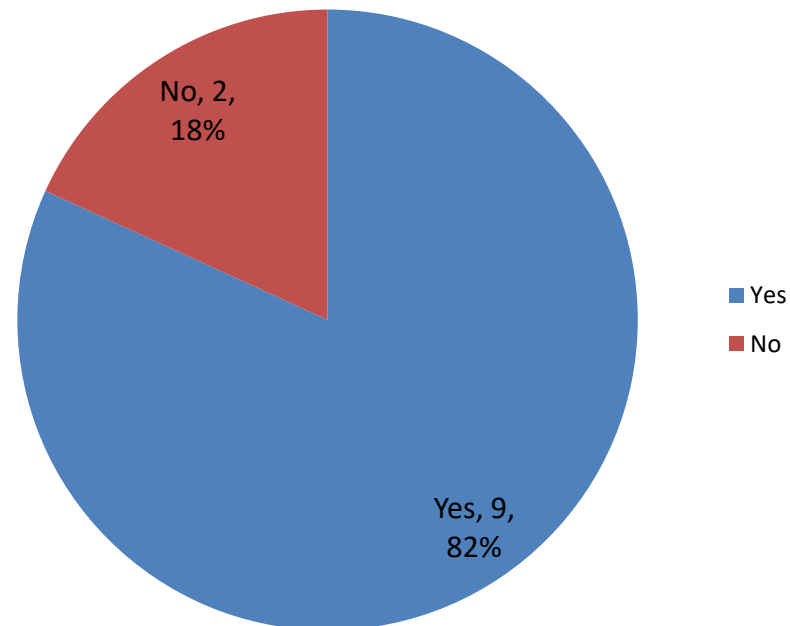
Roads, playgrounds, sporting venues maintained without increasing rates and cost of living

## Vision, Mission & Values of Council

Q.13 : YOUR VISION FOR YOUR COUNCIL AREA The current vision statement for your Council is:  
“An inclusive and connected community committed to excellence in lifestyle, culture, industry and innovation”

Is this Vision statement still appropriate in your view? Yes / No

Answered : 11      Skipped : 0



**Q.14 IF NO, PLEASE PROVIDE REASON(S) WHY.**

Answered : 2      Skipped : 0

industry is minor and innovation seems to mean spend money

- What is inclusive and connected? Connected to the internet? Connected to each other? Inclusive of who? Inclusive of all, families, individuals at all stages of life?
- Lifestyle means different things to different people e.g. fishing, surfing, 4WDing, work life balance
- Not all new industries and innovation are good

#### Q.15 : THE MISSION STATEMENT FOR YOUR COUNCIL

Your Council's current Mission Statement is:

- 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.

Below, click and drag each statement into the order (top being the highest priority) you would like Council to prioritise in order to achieve the city's vision.

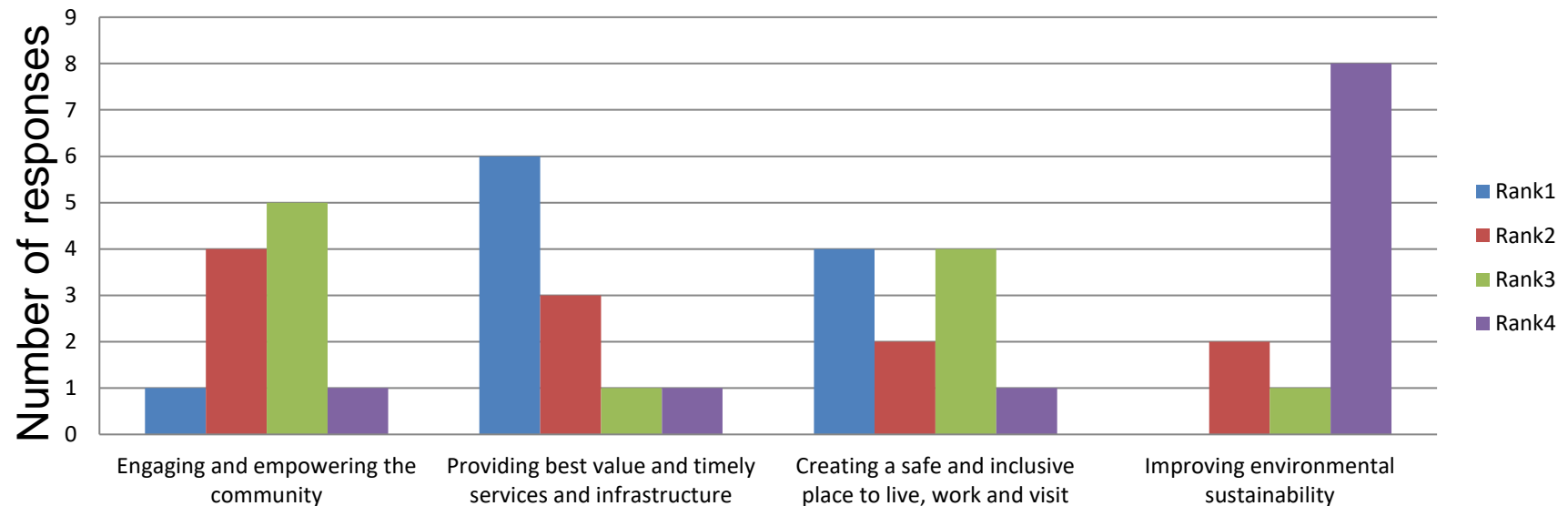
Answered : 11      Skipped : 0



## THE MISSION STATEMENT FOR YOUR COUNCIL

Your Council's current Mission Statement is:

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



Q.16 : In relation to the above question, are there any other areas you would include or change? Let us know below.

Answered : 3      Skipped : 8

IN RELATION TO THE ABOVE QUESTION, ARE THERE ANY OTHER AREAS YOU WOULD INCLUDE OR CHANGE? LET US KNOW BELOW.
Just have more infrastructure attractions that will encourage people to move to Port Lincoln.
Include a commitment to improve the beauty of the city by planting and maintaining many more Street trees.
Lobby for the rail to run again to stop our roads being trashed

### Q.17 : THE VALUES STATEMENT FOR YOUR COUNCIL

Your Council's current Values statement is:

Council Members and staff are committed to applying the principles and values (listed below) to guide the decision-making and conduct of Council business and operations.

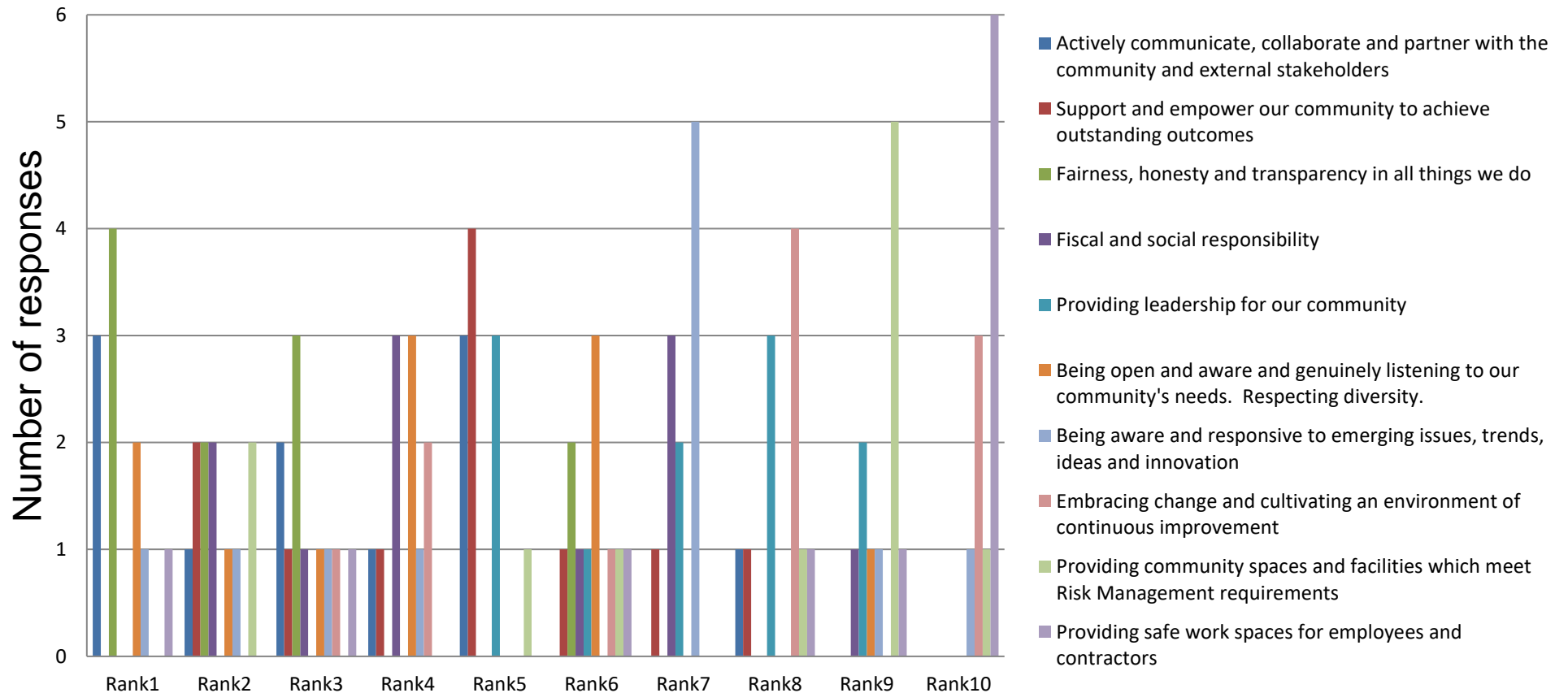
Below, click and drag each of these statements in priority order by ordering them from 1 being the highest priority through to 10 being the lowest priority.

Answered : 11      Skipped : 0

## THE VALUES STATEMENT FOR YOUR COUNCIL

Your Council's current Values statement is:

Council Members and staff are committed to applying the principles and values (listed below) to guide the decision-making and conduct of Council business and operations



Q.18 : In relation to the above question, are there any other principles or values you would include or change?  
Let us know below.

Answered : 1      Skipped : 10

<b>IN RELATION TO THE ABOVE QUESTION, ARE THERE ANY OTHER PRINCIPLES OR VALUES YOU WOULD INCLUDE OR CHANGE? LET US KNOW BELOW.</b>
No

## Goals for the Council Area

Q.19 : The current Strategic Directions Plan includes five (5) Goal Statements for the area. To assist with the implementation of each Goal, the Plan includes:

- Key focus areas
- How success will be measured
- Strategic actions that will be implemented

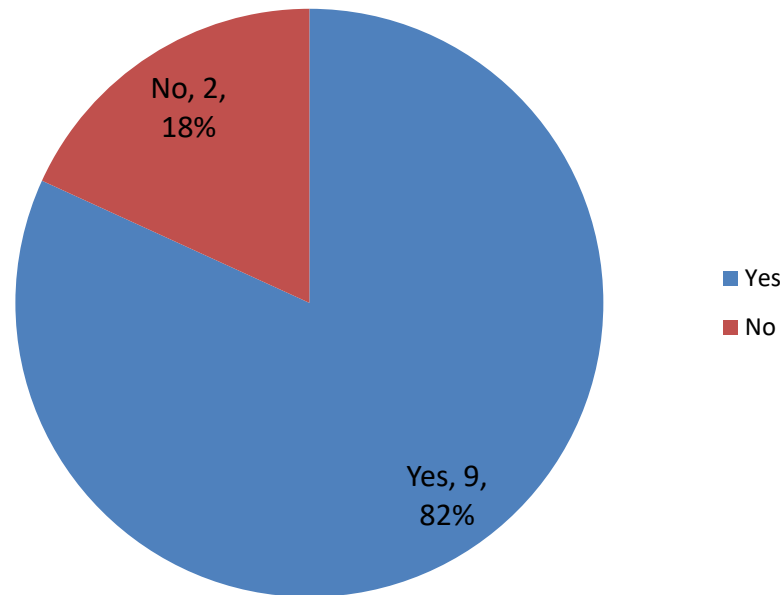
The following outlines what is in the current Strategic Directions Plan 2021-2030. Council is keen to make sure that these Goals and associated information remain relevant and is seeking your feedback on them:

Goal 1: ECONOMIC GROWTH AND OPPORTUNITY

Goal Statement: We will be an innovative, diverse and growing local economy

Do you agree with this Goal Statement? Yes / No

Answered : 11      Skipped : 0



**Q.20 IF NO, PLEASE PROVIDE REASON(S) WHY.**

Answered : 2      Skipped : 0

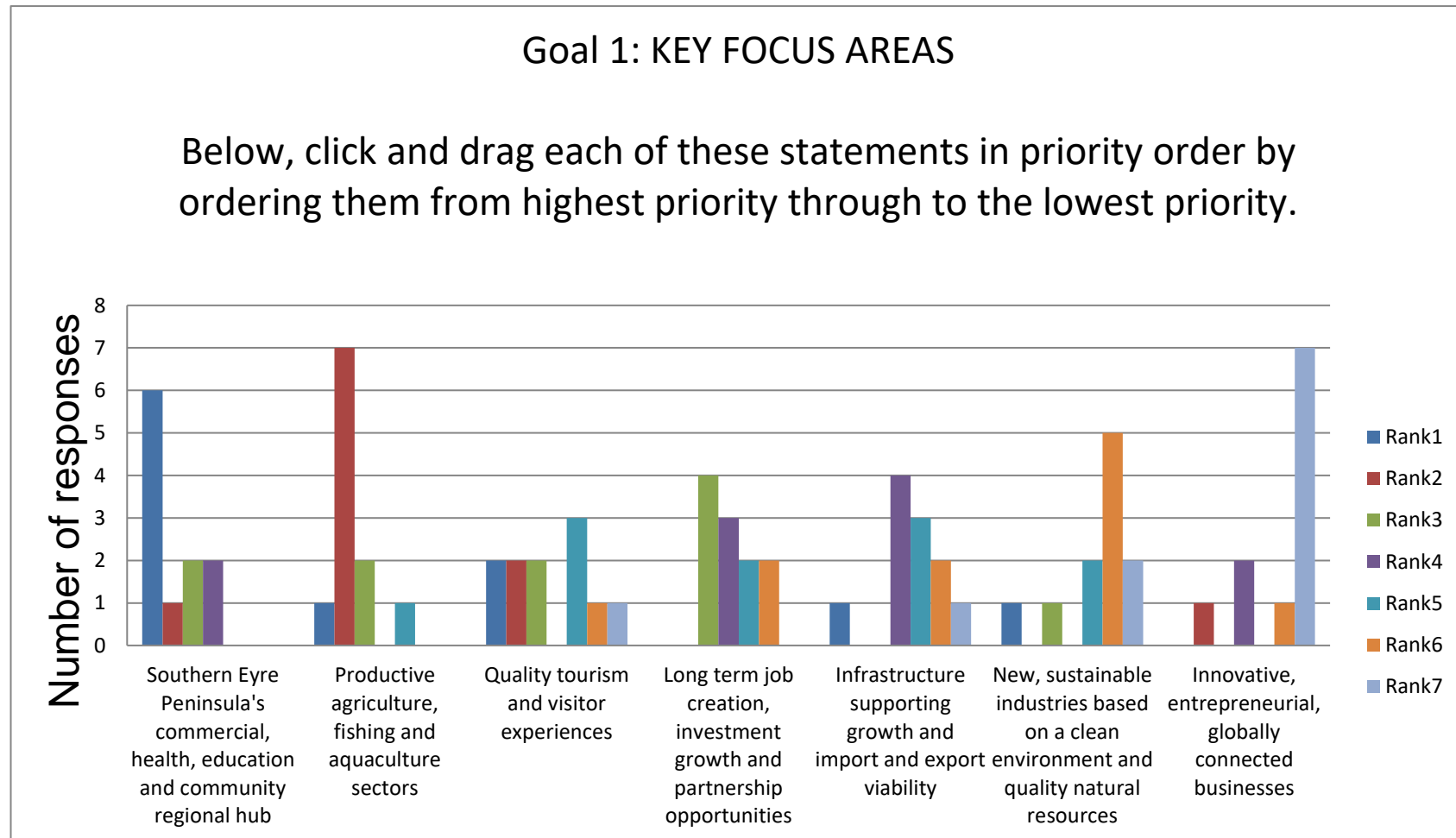
Being innovative and diverse doesn't mean the local economy has to grow continuously, particularly at the expense of character and liveability.

Leave that up to business and their customers to decide based on demand of what local people actually want

### Q.21 : Goal 1: KEY FOCUS AREAS

Below, click and drag each of these statements in priority order by ordering them from 1 being the highest priority through to 7 being the lowest priority.

Answered : 11      Skipped : 0





Q.22: Goal 1: Are there any areas you would include or change? Let us know below.

Answered : 2      Skipped : 9

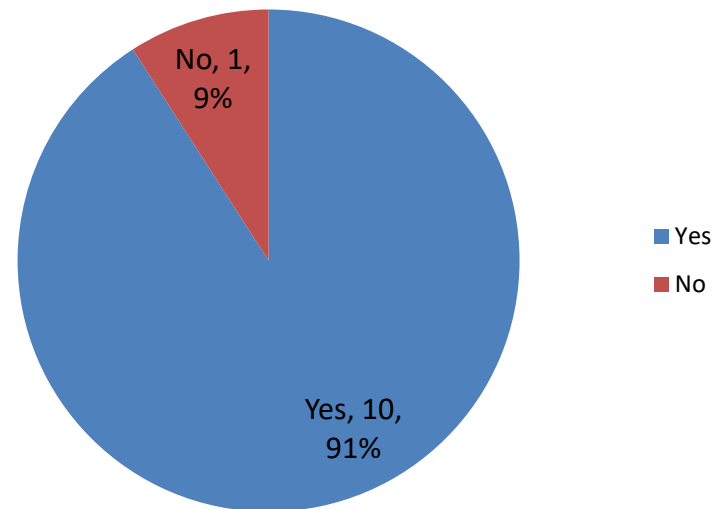
GOAL 1: ARE THERE ANY AREAS YOU WOULD INCLUDE OR CHANGE? LET US KNOW BELOW.
No
What have most of these things got to do with council? Leave that up to industry and local residents/ businesses/ workers.

Q.23 : GOAL 2: LIVEABLE AND ACTIVE COMMUNITIES

Goal Statement: We will be a healthy, safe, inclusive and empowered community

Do you agree with this Goal Statement? Yes / No

Answered : 11      Skipped : 0



Q.24 IF NO, PLEASE PROVIDE REASON(S) WHY.

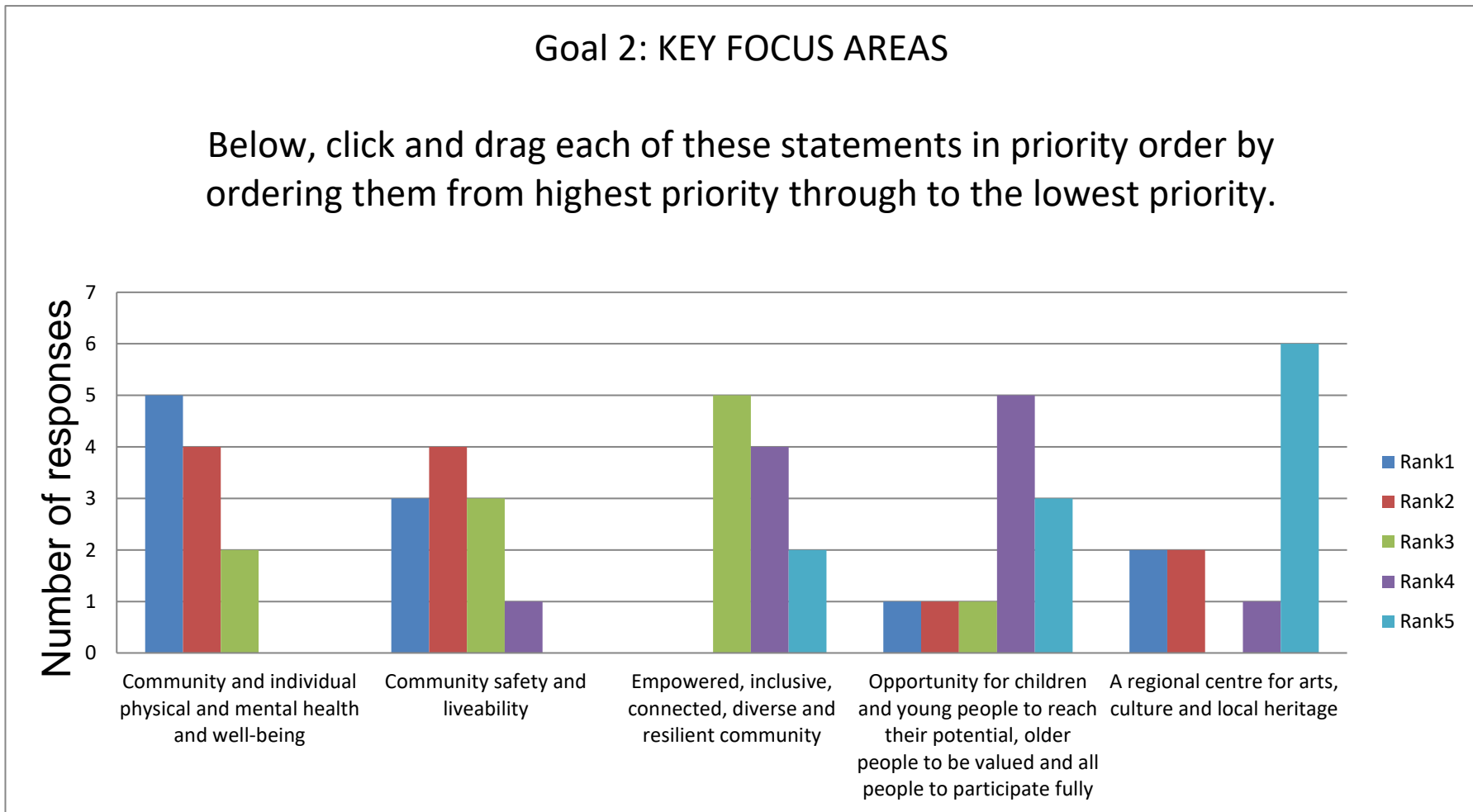
Answered : 1      Skipped : 0

What have most of these things got to do with council? Leave that up to industry and local residents/ businesses/ workers.

### Q.25 : Goal 2: KEY FOCUS AREAS

Below, click and drag each of these statements in priority order by ordering them from 1 being the highest priority through to 5 being the lowest priority.

Answered : 11      Skipped : 0



Q.26 : Goal 2: Are there any areas you would include or change? Let us know below.

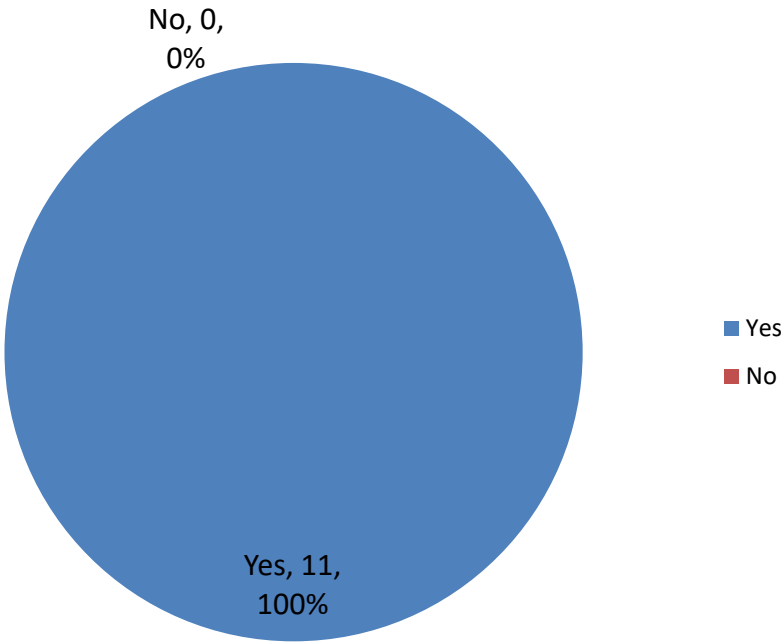
Answered : 2      Skipped : 9

GOAL 2: ARE THERE ANY AREAS YOU WOULD INCLUDE OR CHANGE? LET US KNOW BELOW.
No
Remove most of those statements, people will decide for themselves what they will participate in.

Q.27 : GOAL 3: GOVERNANCE AND LEADERSHIP

Goal Statement: We will be strategically driven, community aware and accountable  
Do you agree with this Goal Statement? Yes / No

Answered : 11      Skipped : 0



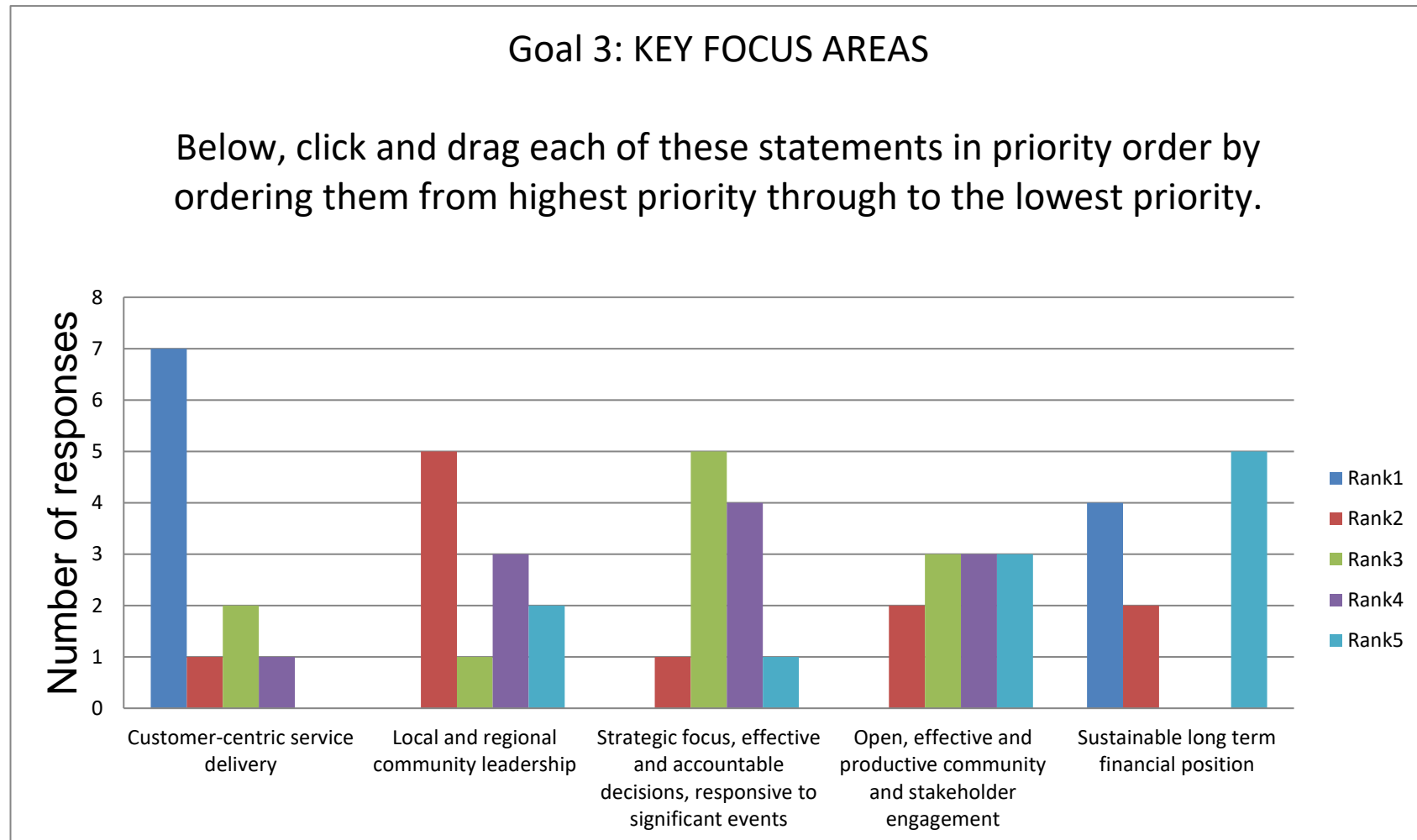
Q.28 IF NO, PLEASE PROVIDE REASON(S) WHY.

Answered : 0      Skipped : 0

### Q.29: Goal 3: KEY FOCUS AREAS

Below, click and drag each of these statements in priority order by ordering them from 1 being the highest priority through to 5 being the lowest priority.

Answered : 11      Skipped : 0



Report generated on 02 September 2024

Q.30 : Goal 3: Are there any areas you would include or change? Let us know below.

Answered : 1      Skipped : 10

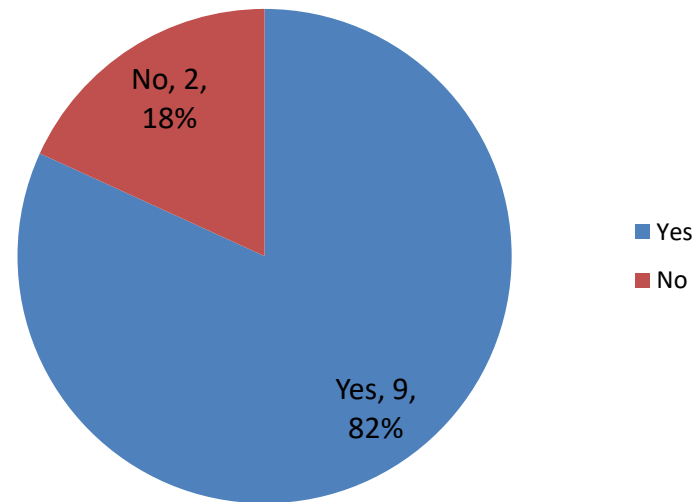
GOAL 3: ARE THERE ANY AREAS YOU WOULD INCLUDE OR CHANGE? LET US KNOW BELOW.
No

Q.31 : GOAL 4: SUSTAINABLE ENVIRONMENT

Goal Statement: We will be clean, green, renewable and resilient

Do you agree with this Goal statement? Yes / No

Answered : 11      Skipped : 0



Q.32 IF NO, PLEASE PROVIDE REASON(S) WHY.

Answered : 1      Skipped : 0

Co2 climate hoax is a scam i agree that we need a clean environment such as water ways etc but renewables are a scam.

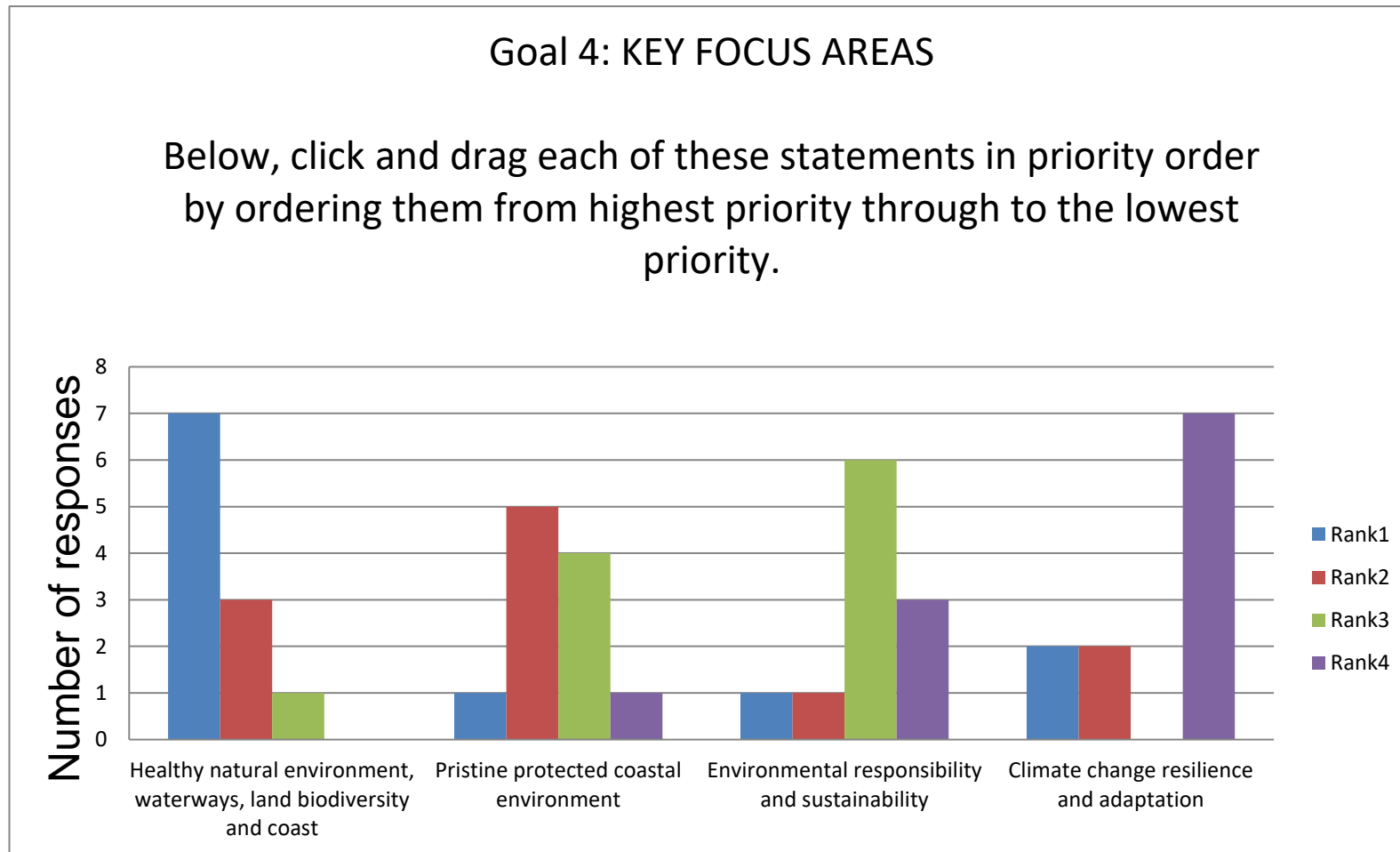
Remove renewable and resilient



### Q.33 : Goal 4: KEY FOCUS AREAS

Below, click and drag each of these statements in priority order by ordering them from 1 being highest priority through to the 4 being the lowest priority.

Answered : 11      Skipped : 0



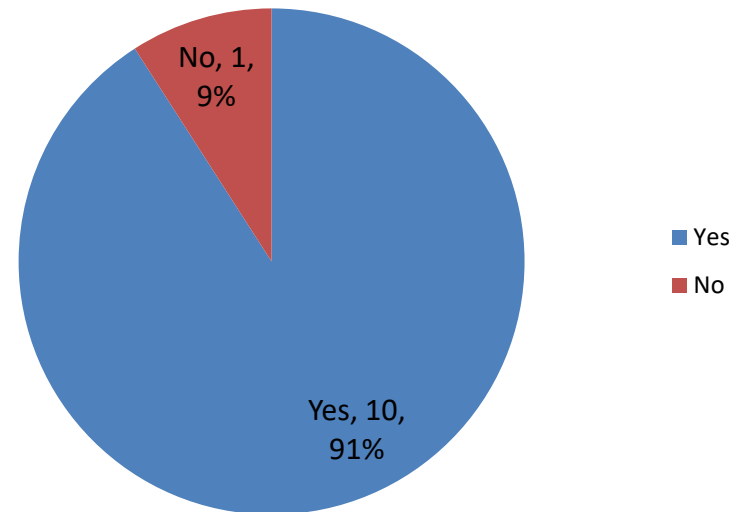
Q.34 : Goal 4: Are there any areas you would include or change? Let us know below.

Answered : 4      Skipped : 7

GOAL 4: ARE THERE ANY AREAS YOU WOULD INCLUDE OR CHANGE? LET US KNOW BELOW.
No
All of the above choices should be top priority
Affirmative action on the greening of Port Lincoln through planting and maintenance of additional street and park trees.
Remove climate change resilience and adaptation

Q.35 : GOAL 5: COMMUNITY ASSETS AND PLACEMAKING  
Goal Statement: We will be a welcoming, liveable and accessible City  
Do you agree with this Goal Statement? Yes / No

Answered : 11      Skipped : 0



**Q.36 IF NO, PLEASE PROVIDE REASON(S) WHY.**

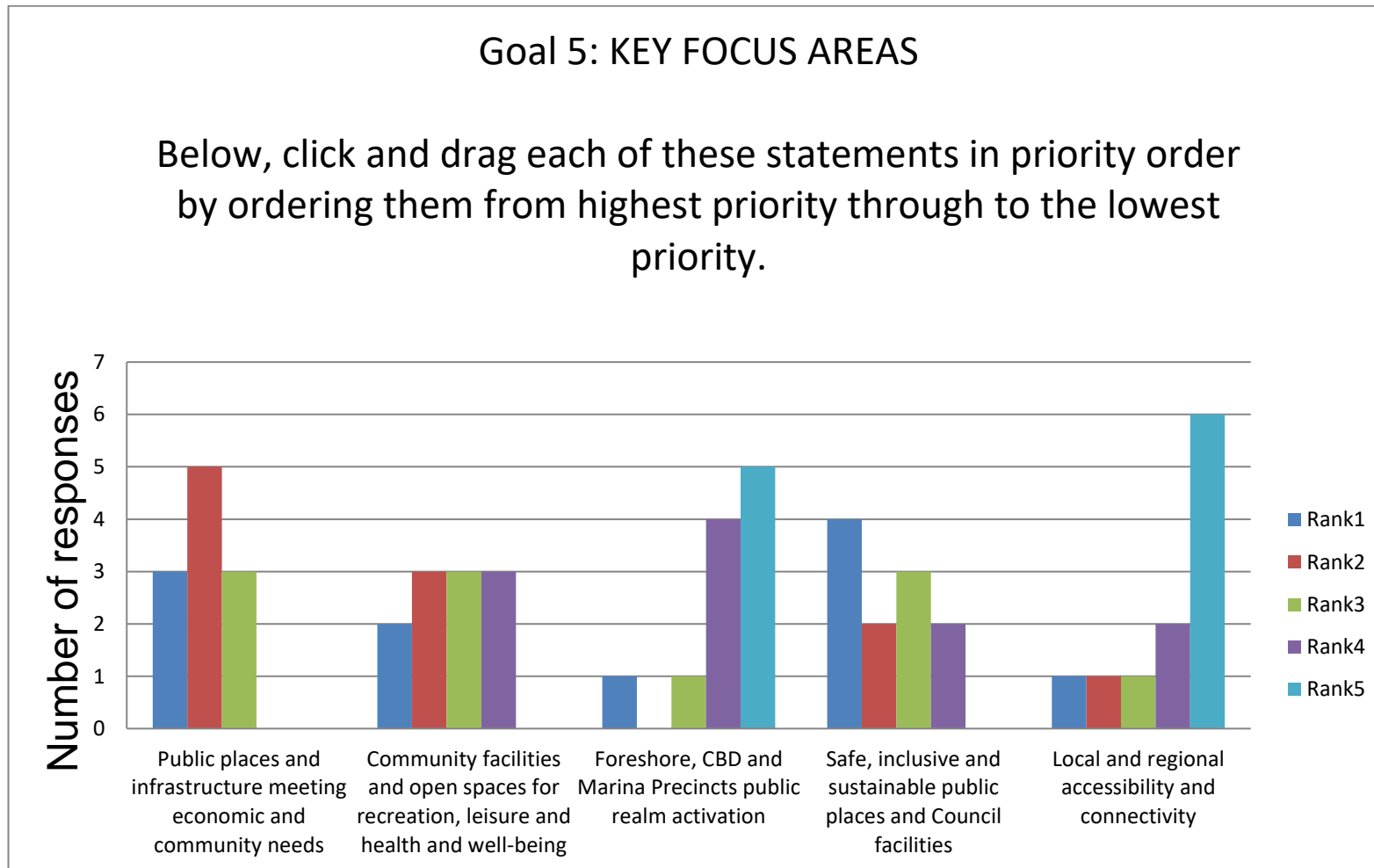
Answered : 1      Skipped : 0

Liveable and accessible mean different things to different people. Accessible by road, rail, sea, and air? Liveable by being able to drive to an isolated beach for a day trip whenever the weather is nice? Or liveable by having crowded areas in walking distance?

### Q.37: Goal 5: KEY FOCUS AREAS

Below, click and drag each of these statements in priority order by ordering them from 1 being the highest priority through to 5 being the lowest priority

Answered : 11      Skipped : 0



Q.38: Goal 5: Are there any areas you would include or change? Let us know below.

Answered : 2      Skipped : 9

GOAL 5: ARE THERE ANY AREAS YOU WOULD INCLUDE OR CHANGE? LET US KNOW BELOW.
No
Inclusive for all, including families and individuals at all stages of life OR inclusive just for certain groups? Accessibility and connectivity to each other, services, the internet, or road, rail, sea, and air?

Q.39 : What do you want your council to continue to provide by way of services in the community?

Answered : 7      Skipped : 4

WHAT DO YOU WANT YOUR COUNCIL TO PROVIDE BY WAY OF SERVICES IN THE COMMUNITY?
Better roads and city centre parking
More shopping centres and leisure for all age groups.
Focus on the old saying, rates roads and rubbish.
Health service Would like to see public transport improve And a better/less expensive way to get Adelaide for appointments
Paved footpaths in all residential streets. More street trees. Lobby state government for better public transport here. Continue free access to Justice of the Peace service at the library. 24 hour access to public toilets. Lobby state government for more pedestrian refuges in median strips on wide roads in the city controlled by Department of Infrastructure and Transport.
more stormwater infrastructure why can't the woolies roundabout corner where it always floods especially on a kingtide be reversed engineered with a pump to pump that water over the hill to the recent upgraded pump on Liverpool st/ eyre st. and out to sea there's a pipe line already connecting the two systems so it would just need a coordination of the pumps. larger carparks
Basic council services - roads, rubbish collection, sporting venues, playgrounds

Q.40 : What do you want your council to not continue to provide by way of services in the community?

Answered : 4      Skipped : 7

WHAT DO YOU WANT YOUR COUNCIL TO NOT CONTINUE TO PROVIDE BY WASY OF SERVICES IN THE COMMUNITY?
No good places to have fun and shop
Ever increasing rate rises, budget responsibly.
Anything that waste money especially consultants
Don't spend too much time and money trying to drive innovation and change to industry, business, telling individuals how they should go about their daily business. Serve the community and let industry, business and the community decide what works best for themselves without too much interference.

Q.41 : Is there anything else you would like to raise that will assist with the Review of the Strategic Directions Plan?

Answered : 4      Skipped : 7

IS THERE ANYTHING ELSE YOU WOULD LIKE TO RAISE THAT WILL ASSIST WITH THE REVIEW OF THE STRATEGIC DIRECTIONS PLAN?
No
Need to start concentrating more on the needs of the residents, above large business. Customers service from council is very poor. Need to work on increasing customer service to residents. Make a decision between pristine clean coastline and industry. The two do not go hand in hand.
be really handy to have a free green waste day once a month
Make is shorter and simpler. Focus on basic council services.





Draft

CITY OF PORT LINCOLN

# STRATEGIC DIRECTIONS PLAN 2025–2034



# CONTENTS

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4	ACKNOWLEDGEMENT OF COUNTRY
5	COMMUNITY ASPIRATIONS
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14	GOAL 4. SUSTAINABLE ENVIRONMENT
16	GOAL 5. COMMUNITY ASSETS AND PLACEMAKING
18	MEASURING OUR SUCCESS
19	PLANNING FRAMEWORK
20	COUNCIL PLANS

For Endorsement for Consultation

**16 September 2024**

Doc 43796

City of Port Lincoln images taken by Doddlife Photography



## FOREWORD

“On behalf of the City of Port Lincoln, I am delighted to introduce the City’s Strategic Directions Plan for 2025-2034, which captures our future ambitions”

This Plan outlines our vision for the City’s development over the next decade, detailing how we aim to achieve the best outcomes for Port Lincoln, its community, and stakeholders. With strong leadership and effective governance, the Council is committed to realising the Vision and Goals set out in this Plan. It highlights opportunities for involvement from all segments of the Port Lincoln community—whether young or old, business professionals, community groups, or other stakeholders.

Our Strategic Plan appreciates the natural beauty and resources of our environment, recognising their role in community well-being, identity, and the economic advantages of our clean and green qualities. We remain dedicated to upholding our reputation as the ‘Seafood Capital of Australia’ and enhancing our status as a tourist destination.

As we look ahead, the Strategic Directions Plan will steer the Council’s priorities and decision-making. It will also drive other planning decisions that will shape our City. This Plan will aid in prioritising key community projects, ensuring well-coordinated delivery of essential services and infrastructure, and fostering important partnerships needed for Port Lincoln’s continued success and growth.

Our future goals are ambitious, and we will require substantial financial support from both state and federal governments to achieve these, especially for major infrastructure projects.

Potentially, we are able to provide greater value to our community, by identifying and leveraging opportunities to optimise outcomes.

We extend our gratitude to those who have contributed to this Plan. This is an opportunity for Port Lincoln to showcase everything we have to offer, and demonstrate our capabilities as a community, city and region.

We eagerly anticipate collaborating with the community and key stakeholders to realise the Vision through the Key Focus Areas and Strategic Actions outlined in this Plan.

**DIANA MISLOV**

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 ship visits. Numerous festivals and events contribute to the city's vitality and attraction, including Tunarama, Adelaide to Port Lincoln Yacht Race, SALT Festival and Mortlock Shield Football Carnival.

**8 August  
1921**

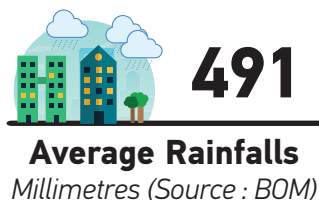
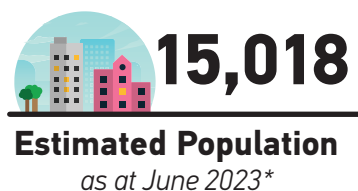
*Town Corporation  
Claimed*

**30 January  
1971**

*Proclaimed  
City*

**26 March  
1981**

*Boundaries  
Extended*





### Capital Value of Rateable Properties as at June 2024

**\$3.644Billion**

8,834 Assessments  
(8,583 Rateable)

### Development Applications 2023/2024



**194**

Applications

**\$23,472,039**

Value of Development Approvals



**137,000** Total visitors

**446,000** Visitor nights

**\$128m**

Total visitors spend  
in 2023 (Source:TRA)

**12,281**

Tonnes of rubbish goes  
to landfill  
per year



**1,616**

Tonnes recycled  
per year

### 3 Most Common Employment Sector\*

Health Care &  
Social Assistance

**1,016**  
**15.6%**

Retail Trade

**834**  
**12.8%**

Agriculture, Forestry  
& Fishing

**601**  
**9.2%**

0 250 550 750 1,000  
people



**4.5%**

Unemployment  
Rate\*



**18.9%**

**2,235**  
People  
Volunteer\*

**2021**

**6.6%**

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

**29.6%**

young people are  
disengaged or partially  
disengaged 15 - 24 years

**41 years**

median age  
(Regional SA is 41)

**6.1%**

people needing  
assistance

**12.5%**

of people have a tertiary  
qualification

**Household Income**

11.8% earn >\$3,000 p/ w  
23.7% earn <\$650 p/ w

**819**

Registered Cats



**2,730**

People own dogs

Source:

<https://profile.id.com.au/rda-eyre-peninsula> (City of Port Lincoln)





# ACKNOWLEDGEMENT OF COUNTRY

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 2021-2030, the community’s views, aspirations and priorities were sought in 2024 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 2024- 2034.

- Port Lincoln as a regional and tourism hub, with a vibrant CBD, more cafes and restaurants, wide range of retail shopping.
- Improve, support and promote our seafood industry, history, culture, heritage, arts, wineries and eating places using local produce.
- Focus on continuing to improve accessibility of the city, including footpaths, carparking and pedestrian safety/cycling.
- Grow our population for jobs, better schools, tertiary education options.
- Provide childcare opportunities for families and generally support parents.
- Support new ideas and sustainable industries, with faster and more efficient decision making.
- Attract events – sporting, arts, cultural.
- Keep young people in the city, retain families, create employment opportunities for youth, provide safe places for young to meet and youth support services.
- Provide improved access for people with disabilities, including tourism options.
- Recognise First Nations culture through arts, storytelling, signage, history.
- Aged friendly spaces and increase the number of aged care facilities and respite services for carers.
- Ensure there is accessible health care and mental health service.
- Sporting facilities that cater for all sports and can attract major sporting events.
- Remove red tape for local businesses and attract more economic development and investment.
- A safe environment for our community, improved street lighting in key areas and reduce crime.
- Connectivity within Port Lincoln through pathways and trails, national parks as well as to other destinations.
- Continue to offer and enhance training and education opportunities through the Uni Hub and increased offerings through TAFE.
- Make the city more environmentally sustainable through supporting and educating the local community and businesses.
- Better management of waste, recycling and green waste.
- Water security and infrastructure upgrades to manage stormwater and flooding and re-use of water.
- Affordable housing.
- Open spaces, parks and gardens.
- Provide emergency housing and counselling services to those in need, including families and young people.
- Majority of government services available.
- Ease of access in the city and to adjoining towns.
- Re-route freight trucks from the city.
- Provide public transport as the town spreads and the population grows.
- Improve and enhance community consultation through the use of various options to engage and report back on decisions made.
- Redevelop railway line and rail yards.
- Retain and restore historical buildings.
- More reliable airline services.





## VISION

**"An inclusive, connected and sustainable 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:

- Strengthening community connection through proactive communication and seeking opportunities to unify, collaborate and support
- Providing best value and timely services and infrastructure through responsible long-term financial planning and a customer centric approach
- Striving for excellence in lifestyle, culture and industry through inclusivity, continuous improvement and embracing change
- Improving community resilience and sustainability by being, proactive, environmentally conscious and innovative





# 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:

## Unify and Collaborate

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

## Accountable and Reliable

Fair, honest and transparent in all things we do. Financially and socially responsible. Providing leadership and being accountable to our community.

## Inclusive and Respectful

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

## Responsive, Progressive, and Proactive

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

## A focus on safety and wellbeing

Providing community spaces and facilities which meet community expectations and are both safe and inclusive.





## GOAL 1

# ECONOMIC GROWTH AND OPPORTUNITY

We are an innovative, diverse and growing local economy

### Our Key Focus Areas

- Southern Eyre Peninsula's commercial, health, education and community regional hub.
- Sustainable agriculture, fishing and aquaculture sectors supported by fit for purpose infrastructure.
- A strong visitor economy and cruise industry providing quality tourism and visitor experiences complementing the region's natural resources and the Seafood Capital branding.
- A growing local economy with strong local businesses supported by appropriate infrastructure and services, including workforce development opportunities, suitable carparking, housing and childcare facilities.
- Attracting State and Federal government investment in infrastructure, including water security, airports, ports, rail, roads and telecommunications.
- A reduction in regulatory burden for development with a can-do customer centric approach and appropriate zoning that allows for growth.
- A collaborative and partnership-based approach to tourism and economic development.

### Our Strategic Actions

- Continue to deliver on the actions identified in Council's Economic Development Strategy.
- Develop and implement a new Tourism Strategy that builds on the Seafood Capital branding and the key competitive advantages of the Southern Eyre Peninsula.
- Continue to implement Council's Housing Strategy to expand fit for purpose housing options, including through the release of Council land and reassessing Council's City masterplan and associated zoning.
- Actively investigate and facilitate options for expanded childcare services.
- Advocate for greater education pathways and linkages between schools, educational institutions and local industry and continue to support a regional university and study hubs.
- Resolve sustainable long-term arrangements for infrastructure and activities at the Port Lincoln Marina Precinct to meet future commercial, tourism and recreational needs.
- Advocate to the State and Federal governments for improvements in critical infrastructure, including water security, rail, roads and telecommunications.
- Work with RDA EP, Chamber of Commerce and Tourism and other economic facilitators to advocate for economic growth initiatives in the region for existing and emerging industries, technology and production.
- Investigate and implement policies to facilitate and enable diversity and inclusivity of economic development and investment activities.





### Measuring Our Success

- Tourism activity (total spend, visitors and visitor nights)
- Progress against actions identified in the Economic Development Strategy
- Progress against actions identified in the Housing Strategy
- Development Application Trend Data - number, type and dollar value of applications





## GOAL 2

# LIVEABLE AND ACTIVE COMMUNITIES

We are a healthy, safe, inclusive and empowered community

### Our Key Focus Areas

- An active and connected community that prioritises physical and mental health, and overall well-being.
- A safe and liveable community that provides an opportunity for children and young people to reach their potential, older people to be valued and all people to participate fully.
- An inclusive community that respects and welcomes diversity and actively seeks and promotes equity.
- A regional centre that enables and encourages the arts and culture and shares local heritage.

### Measuring Our Success

- Completion of a fit for purpose Youth Plan and associated actions.
- Library, Nautilus Arts Centre and Port Lincoln Leisure Centre activity
- Progress of the Strategic Actions that support Liveable and Active Communities
- Completion of Council's Community Events Strategy and Arts and Culture Strategy.

### Our Strategic Actions

- Advocate for continued investment and expansion of Health and Aged Care Services including regional offerings while maintaining Council's focus on the Southern Eyre Peninsula Regional Public Health Plan.
- Improve, renew and invest in sport and recreation opportunities by continuing the review and implementation of Council's Sports and Recreation and Open Spaces Strategies.
- Improve accessibility and inclusion by continuing the review and implementation of Council's Disability Access and Inclusion Plan and associated actions.
- Engage, support and empower Youth through the development of a Youth Action Plan and invest in resourcing to deliver this plan.
- Continue our journey towards reconciliation by developing and delivering on an Innovate Reconciliation Action Plan with the Barngarla Native Title holders and wider Aboriginal and Torres Strait Islander community.
- Promote opportunities to volunteer and the capacity of volunteers by developing and implementing a Volunteer Management Plan.
- Strengthen Port Lincoln's reputation as a great place to live, work and play, through support for events, arts and culture by developing a Community Events Strategy and Arts and Culture Strategy and delivering on the actions identified.





- Develop a Multicultural Strategy to direct Council's support and collaboration to programs which recognise and enhance diversity within our community.
- Work in collaboration with local agencies, community groups, businesses and stakeholders, to facilitate improvements to community safety through innovation and engagement.
- Continue support for Council's existing services including the Library, Nautilus Arts Centre, ArtEyrea and the Port Lincoln Leisure Centre.







## GOAL 3

# GOVERNANCE AND LEADERSHIP

We are strategically driven, community aware and accountable

### Our Key Focus Areas

- A customer-centric service delivery model that values proactive communication and respects community involvement and awareness.
- Open, effective and productive community and stakeholder engagement that influences and drives decision-making.
- A strong and accountable advocate that proactively represents local matters at regional, state and national forums and with government.
- Retaining a strategic focus with effective and accountable decisions while being responsive to significant events.
- A sustainable community with a responsible long term financial position and clear asset management planning outcomes that focus on whole of life cost and the economic, social and environmental unique to our city.
- Invest in growth by maximising grant funding to address infrastructure needs for today and into the future.

### Our Strategic Actions

- Implement workforce strategies to attract, develop and retain qualified and experienced staff.
- Strengthen asset management planning to reflect renewal and expansion of infrastructure to meet community needs and expectations.
- Advocate for regional co-operation and promote the voice of the community in regional, state and national forums and with State and Federal governments.
- Implement Business Excellence and continuous improvement, including service reviews assessing relevance, efficiency and effectiveness.
- Develop and implement a Customer Service Charter to continuously improve customer and council interactions.
- Review approaches to community consultation and reporting to the community on Council decisions to ensure they provide community confidence about how and when Council engages and consults with the community and other stakeholders.
- Seek consensus to develop a strategic response to population growth and service demand from the communities of interest in Lower Eyre Council adjacent to the City of Port Lincoln.
- Monitor and respond, where relevant, to policy directions of Federal and State Governments related to pandemics.
- Maximise Council and community grant funding and partnership opportunities to achieve outcomes for the Port Lincoln community to strengthen our financial capacity.
- Investigate and implement collaborative and resource sharing opportunities with other councils, local industry and government agencies.
- Review Council's Community Land Management plans to ensure that they meet community expectations and reflect changing demand.





## Measuring Our Success

- Completion of Annual Business Plan projects.
- Long Term Financial Plan and Budget performance.
- Level and nature of grant and partnership funding.
- Level and nature of community interactions with Council through its consultation and engagement strategies and actions.
- Progress of the Strategic Actions that support Governance and Leadership.
- Completion of a fit for purpose workforce strategy and completion of actions therein.







## GOAL 4

# SUSTAINABLE ENVIRONMENT

We are clean, green, renewable and resilient

### Our Key Focus Areas

- Improving the state of our natural environment including waterways, land biodiversity and the pristine protected coastal environment.
- Limiting Council's impact on the environment by being environmentally responsible in its operations and future planning - including managing carbon, animal management, responsible waste management, stormwater management and biodiversity preservation.
- Taking a leadership role in preparedness and community resilience, including climate change resilience, community resilience to disasters, coastal hazard adaptation, bush fire preparedness and extreme weather events.
- Educating the community and working in partnership with stakeholders and interest groups to improve disaster resilience and environmental stewardship.
- Advocating for water security and a climate independent water supply in a responsible location and taking active measures to improve Council's water efficiency including the recycled water scheme performance.
- Investing in Council's infrastructure to limit the impact of climate change and extreme weather on the community now and into the future.

### Our Strategic Actions

- Deliver the actions in the Storm Water Management Plan, including water sensitive urban design, to improve stormwater management for safety, business, property protection and environmental outcomes.
- Develop a plan for the renewal and expansion of Council's Recycled Water Scheme network and actively pursue other water saving or reuse initiatives.
- Support and implement renewable energy, energy efficiency, emissions reduction and community sustainability initiatives in line with Council's Sustainability Strategy.
- Deliver the Waste and Resources Management Plan in particular progressing Food Organics and Waste Diversion.
- Support regional climate change adaptation initiatives for Eyre Peninsula through coastal and environmental alliances, including further developing Council's strategic response to current and future coastal pressures.
- Implement and keep under review Council's Emergency Management Plan, business continuity plan and related capabilities.
- Continue to develop and strengthen a regional approach to bushfire management and extreme weather to ensure the highest level of preparedness.





## Measuring Our Success

- Completion of actions identified in the Waste and Resource Management Strategy, including waste diversion from landfill.
- Completion of actions identified in the Stormwater Management Plan.
- Recycled Water Scheme performance
- Progress of the Strategic Actions that support Sustainable Environment
- Completion of actions identified in the Sustainability Strategy







## GOAL 5

# COMMUNITY ASSETS AND PLACEMAKING

We are a welcoming, liveable and accessible City

### Our Key Focus Areas

- Community facilities and open spaces for recreation, leisure, health and wellbeing are appropriately maintained and are safe, inclusive and sustainable.
- Marine infrastructure is fit for purpose, maintained and developed to reflect community expectations and improve access and enjoyment of the coastal environment.
- Foreshore, CBD and Marina Precincts public realm activation is continued.
- Continued investment in sporting and community infrastructure through the leveraging of external grant funding to empower sporting groups to host regional competitions.
- Roads, footpaths, street lighting and transport infrastructure is safe and fit for purpose with a clear strategy for renewal and improvement.

### Our Strategic Actions

- Develop and implement a Footpath and Cycling Strategy to improve walking and cycling options, including improving broader pedestrian and community access.
- Deliver the actions identified in Council's Local Area Traffic Management Plan to improve pedestrian safety around schools.
- Continue to seek open spaces funding to allow for neighbourhood renewal projects in appropriate precincts of the city, including the CBD, Foreshore, Marina and others.
- Continue to implement the Trails and Wayfinding Strategy to improve wayfinding throughout the City.
- Develop a Strategy to extend and improve the Parnkalla Trail including options to extend to Axel Stenross, Murray's Point, National Park, Investigator Trail and lighting options in partnership with stakeholders and neighbouring Councils.
- Continue to implement and keep under review Council's Open Space Strategy to ensure open spaces, parks, gardens and sporting facilities meet the needs of the community.
- Continue to invest in sporting and community facilities and leverage external grant funding.
- Work in partnership with local sporting and community groups to host regional competitions.
- Develop a Road Traffic Management Plan including shared and future alternative uses of rail and road corridors.
- Develop a Marine Infrastructure and Facilities Strategy that guides investment and management of facilities such as boat ramps, fish cleaning stations, jetties, swimming enclosures, community pontoons and other marine infrastructure.
- Continue to advocate for improved regional transport infrastructure, including airports, patient travel, highways, and public transport.





### Measuring Our Success

- Asset renewal ratio (roads, footpaths and open spaces)
- Total length of paths and trails
- Progress of the Strategic Actions that support Community Assets and Placemaking
- Completion of a Footpath and Trails Strategy
- Total investment in sporting and community infrastructure and external grant funding obtained



# 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”

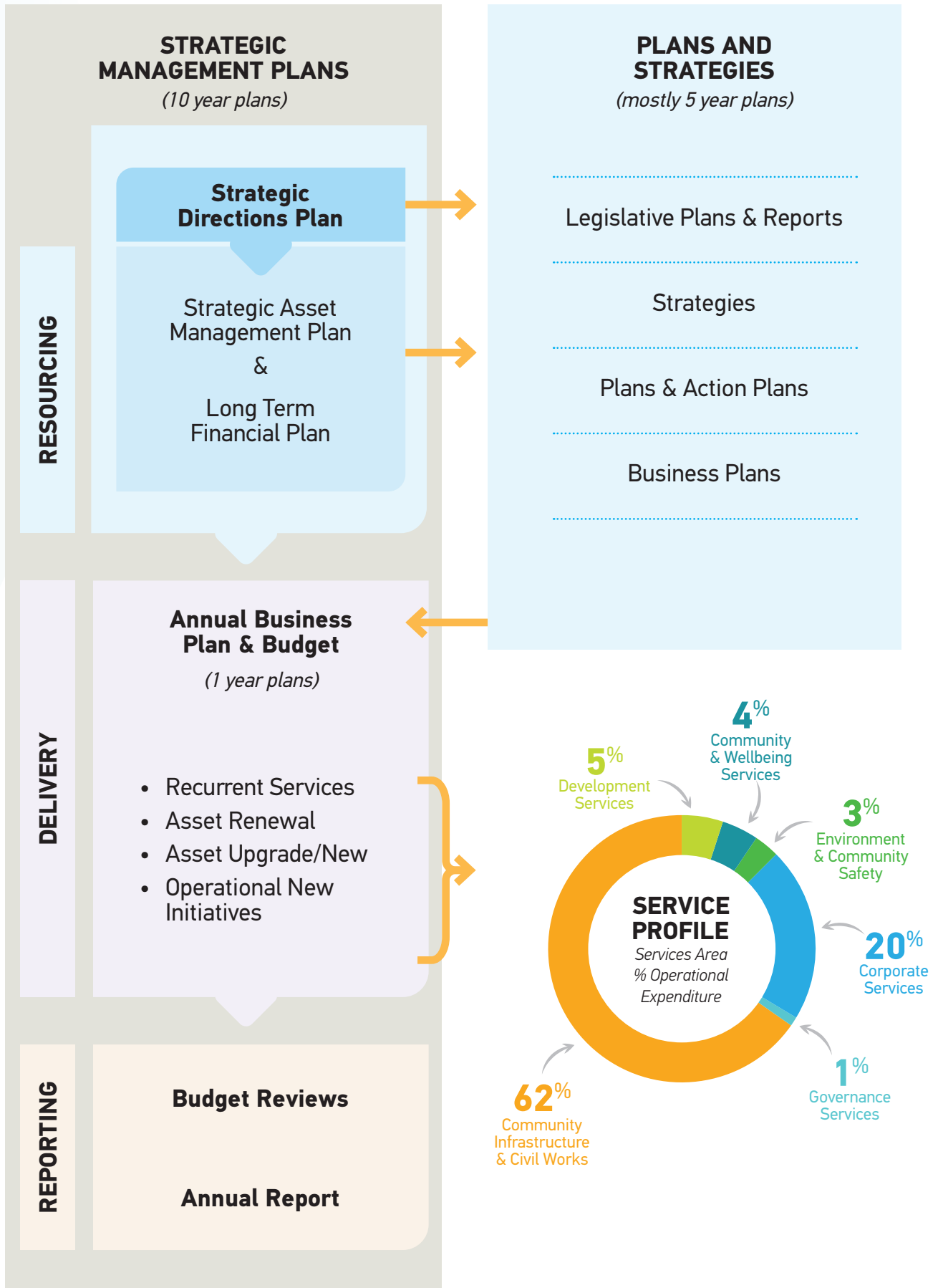
Council will measure and report on the outcomes and progress of the Strategic Directions Plan’s Key Focus areas and Strategic Actions annually through Council’s Annual Report and Annual Business Plan.

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

- Council website
- Media releases
- Facebook
- Radio advertising
- 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 2025 - 2034.

The current status of these plans is relevant at the time of finalising this Strategic Directions Plan in November 2024. Updates are available via Council's website.



STRATEGIC MANAGEMENT PLANS	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
Strategic Directions Plan	✓	✓	✓	✓	✓
Strategic Asset Management Plan	✓	✓	✓	✓	✓
Long Term Financial Plan	✓	✓	✓	✓	✓
<b>LEGISLATIVE PLANS AND REPORTS</b>					
Annual Business Plan	✓	✓	✓	✓	✓
Annual Budget	✓	✓	✓	✓	✓
Annual Report	✓	✓	✓	✓	✓
Animal Management Plan		✓			
Community Land Management Plans					✓
Southern Eyre Peninsula Regional Public Health Plan	✓				
Planning & Design Code – City of Port Lincoln					✓
South Australian Property and Planning Atlas					✓
<b>STRATEGIES, PLANS &amp; ACTION PLANS</b>					
Central Business District (CBD) Parking Plan Strategy					✓
CBD Access & Car Parking Action Plan					✓
City Image (Urban Design) Action Plan					✓
Disability Access & Inclusion Plan		✓			
Economic Development Strategy	✓				
Emergency Management Plan			✓		
Empowering our elders Strategy		✓			
Footpath Strategy					✓
Housing Strategy					✓
Lincoln Cove Marina Project Report	✓				
Nautilus Arts Centre Business Plan		✓			
Nelson Square Concept Plan					✓
Open Space Strategy					✓
Parnkalla Trail Strategies					✓
Port Lincoln & Southern Eyre Peninsula Tourism Strategy	✓				
Port Lincoln Dog Park Concept Plan					✓
Port Lincoln Foreshore Concept Plan / Precincts Master Plan					✓
Port Lincoln Library Business Plan		✓			





STRATEGIC MANAGEMENT PLANS	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
Port Lincoln Visitor Information Centre Business Plan	✓				
Public Art Strategy		✓			
Puckridge Park Redevelopment Plan		✓			✓
Reflect Reconciliation Action Plan		✓			
Sport and Recreation Strategy		✓			
Stormwater Management Plans and Reports				✓	✓
<b>IN DEVELOPMENT</b>					
Arts and Culture Strategy		✓			
Business Continuity Plan			✓		
Centenary Oval Masterplan		✓			✓
Climate Change Adaptation Plan				✓	
Community Events Strategy		✓			
Footpath and Cycling Strategy					✓
Kirton Oval Masterplan		✓			✓
Murray's Point Masterplan					✓
Port Lincoln Marina Precinct Masterplan					✓
Ravendale Sports Complex Masterplan		✓			✓
Sustainability Strategy				✓	
Volunteer Management Plan		✓			
Waste and Resources Management Strategy				✓	
Youth Action Plan		✓			



## CONTACT

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

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