



Draft

CITY OF PORT LINCOLN

# STRATEGIC DIRECTIONS PLAN 2025–2034



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Adopted for Public 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**

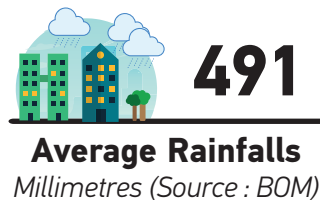
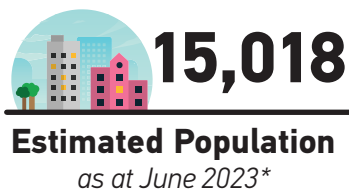
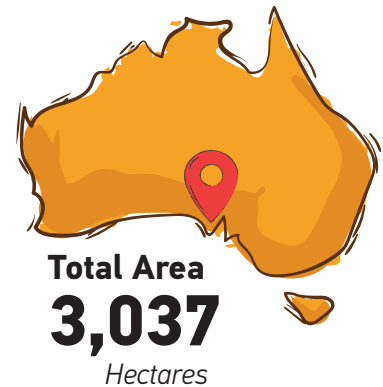
*Town Corporation  
Claimed*

**30 January  
1971**

*Proclaimed  
City*

**26 March  
1981**

*Boundaries  
Extended*





**Capital Value of Rateable Properties**  
as at 1 July 2024

**\$3.644 Billion**  
8,834 Assessments  
(8,583 Rateable)

**Development Applications**  
2023/2024



**201**  
Applications submitted  
**\$362.27\*** million  
Value of Development Approvals

\* Includes a Crown Land application valued at \$330 million



**137,000** Total visitors  
**446,000** Visitor nights  
**\$128m** Total visitors spend  
in 2023 (Source:TRA)

**12,281**

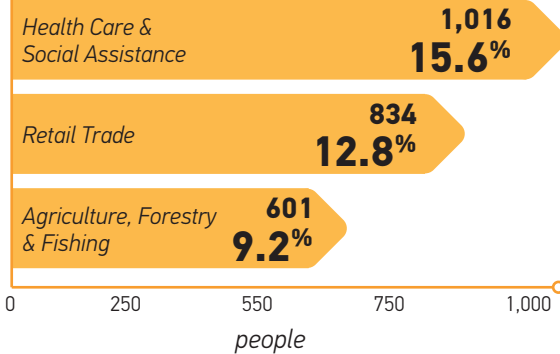
Tonnes of rubbish goes to landfill per year



**1,616**

Tonnes recycled per year

3 Most Common  
**Employment Sector\***



**4.5%**  
Unemployment Rate\*



**18.9%**  
2,235  
People Volunteer\*

2021\*

**6.6%**  
of the population are Aboriginal and/or Torres Strait islander people

**41 years**  
median age  
(Regional SA is 41)

**12.5%**  
of people have a tertiary qualification

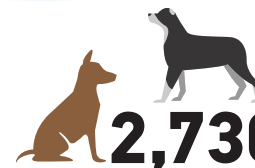
**29.6%**  
young people are disengaged or partially disengaged 15 - 24 years

**6.1%**  
people needing assistance

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



**6.5%**  
of people needing assistance in their day to day lives due to disability\*



**2,730**  
Registered dogs

**819**  
Registered cats



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 2025- 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.

#### 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.

#### 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.





## 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 Environmental 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

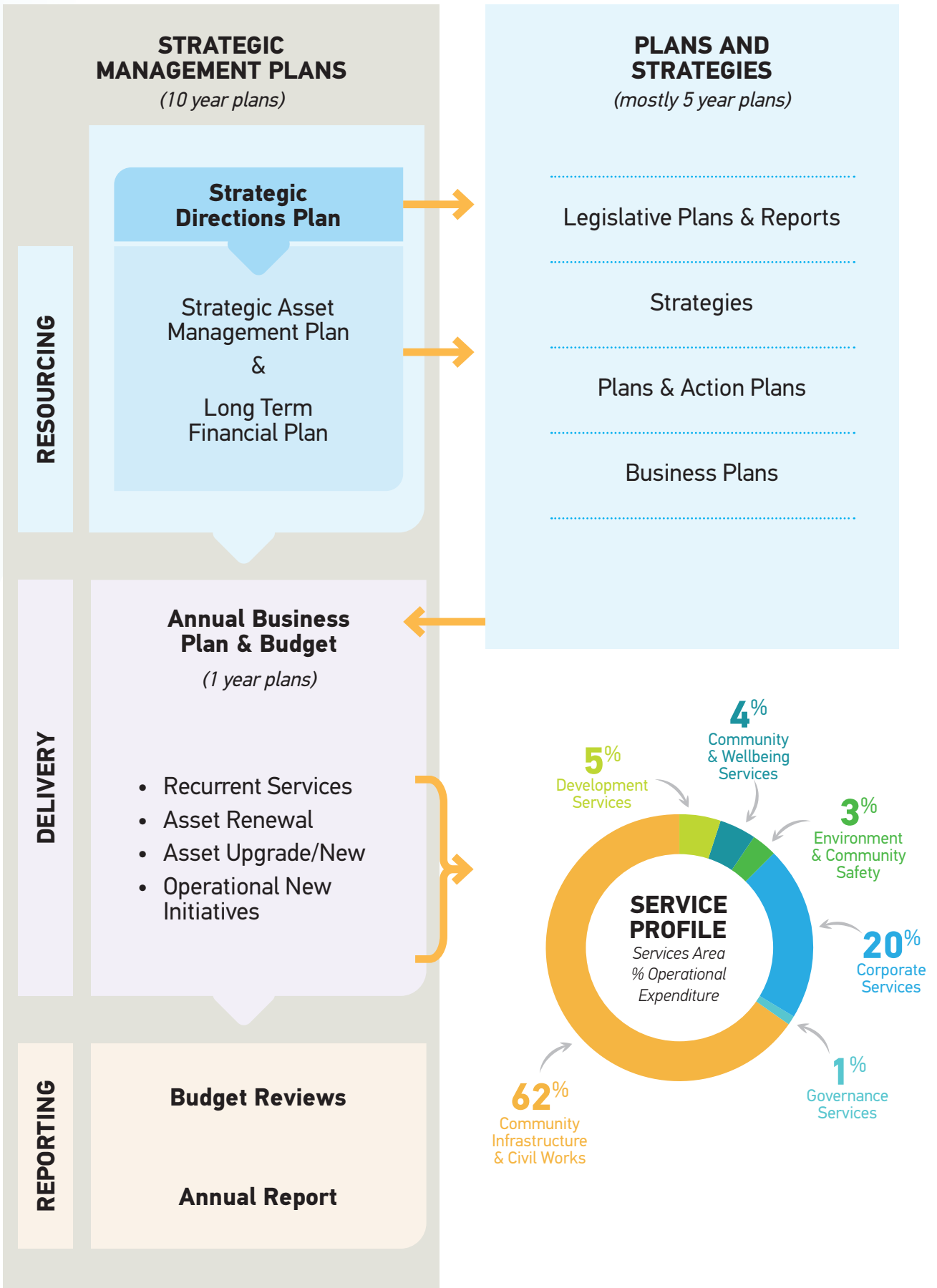
“Progress in implementing the Strategic Directions Plan will be regularly monitored and reported, and the Plan updated at least every four years”

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 Council’s 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					✓
Port Lincoln Council Development Plan					
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					✓



STRATEGIC MANAGEMENT PLANS	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
Port Lincoln Library Business Plan		✓			
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		✓			
Environmental Sustainability Strategy				✓	
Footpath and Cycling Strategy					✓
Kirton Oval Masterplan		✓			✓
Murray's Point Masterplan					✓
Port Lincoln Marina Precinct Masterplan					✓
Ravendale Sports Complex Masterplan		✓			✓
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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