



Looking to the horizon

2014 – 2018

STRATEGIC PLAN



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Council's vision for the District is

A community with an enriched quality of life

The District Council of Yankalilla will achieve its Vision by

- building on our sense of community,
- maintaining our built and natural environments,
- providing strong leadership and prudent stewardship,
- delivering services to our community within a responsible financial framework

We Value:

- Community
- Respect
- Integrity
- Professionalism
- Teamwork

Key Result Areas:

COMMUNITY:

Vibrant, cohesive, diverse community providing a healthy, quality lifestyle

ECONOMIC DEVELOPMENT:

A strong, diverse economy that is innovative and adaptable

NATURAL & BUILT ENVIRONMENT:

Maintain and enhance our natural environment complimented by sympathetic buildings, facilities and activities

GOVERNANCE / FINANCIAL SUSTAINABILITY:

Provide leadership, good governance, and efficient, effective and responsive Council services

Community

Council's goal is to ensure that the community is supported by both public and private sector services that are provided in an efficient manner resulting in an enhanced quality of life for our residents.

Council will work with all stakeholders in the provision of high quality health, family support, aged, disabled and transport services.

Our community members are crucial to the development of our District. Community development and cohesion is promoted through recreational, sporting and cultural activities.

Our priorities:

Our Community Goal:

A vibrant, cohesive, diverse community providing a healthy, quality lifestyle

Community health and connection

Short term priorities	<ul style="list-style-type: none">✓ Continue the HACC driving program for residents unable to visit their health provider.✓ Make The Centre the hub of activity in the area – alongside the interim library with regular events for families and businesses, community groups and visitors.✓ Continue to provide a regular community bus service for the aged in our community;✓ Link to e-health opportunities;✓ Revisit and revise the Social Plan.✓ Develop and promote an integrated community partnerships program (ACH, neighbouring Councils and State agencies).
Four year horizon	<ul style="list-style-type: none">✓ Leverage the Regional Health plan to get grant funding for the district for health and wellbeing enhancements.✓ Support and facilitate the introduction of additional government services for the community✓ Provide enhanced development and employability programs for youth including a “Mobile Youth” program for Myponga and Cape Jervis townships

Recreation, leisure and community wellbeing

Short
term

- ✓ Install roadside signage for The Centre / Interim Library.
- ✓ Deliver community programs from an interim Library that is warm, welcoming and accessible.

Four year s

- ✓ Promote the development of community gardens / orchard.
- ✓ Act as an advocate for E-Health; E-Learning; E-Libraries; E-shopping.
- ✓ Provide intergenerational activities such as a Men's Shed.
- ✓ Provide a comprehensive Adult Community Education (ACE) program with a variety of tutors sourced from within the community.
- ✓ Link / cross-promote activities at both the Visitor Information Centre (VIC) and The Centre.
- ✓ Establish the community library in a permanent location.



Economic Development

Council serves to help enhance the prosperity of the regional economy by actively assisting existing business with an emphasis on diversification of the economic base and in attracting new industries and services to our District.

Our aim is that Yankalilla is the IT hub of the District; our businesses are digitised, efficient, informed and enabled.

Council supports the continued development of the tourism industry and understands that together with the community there is a need to ensure that a high standard of visitor experience is offered to attract higher numbers of visitors. **We need to be a destination!**

Our Economic Development Goal:

A robust, prosperous economy that is innovative and adaptable with 160 new jobs created by 2018

Facilitating a strong, sustainable tourism industry

Short - term horizon

- ✓ Develop a District Destination Management Plan.
- ✓ Make the VIC a destination point for visitors and the home of a business support network:
- ✓ Deliver an interpretive project for the VIC
- ✓ Raise the profile of the Yankalilla District by:
 - Increasing the District's online presence;
 - Leveraging PR opportunities (eg. print and online media);
 - Delivering a stand alone tourism website;
 - Partnering with industry to participate in marketing and advertising campaigns.
- ✓ Facilitate a vibrant events program;
- ✓ Work towards accreditation under the RV Friendly Town Scheme.

Four year horizon

- ✓ Partner with the Kurna Living Cultural Centre & other relevant Indigenous groups to deliver interpretive experiences associated with the Tjilbruke Dreaming Trail;
- ✓ Contribute to the regions target of \$439m in tourism expenditure by 2020, by attracting more people to stay longer and increase economic activity in the district;
- ✓ Support the ongoing development of existing tourism & accommodation facilities & be open to opportunities for other high quality tourism development that fills gaps in the marketplace;
- ✓ Create partnerships that will enable our iconic attractions to better service the needs of tourists;
- ✓ Nurture partnerships that will deliver iconic attractions, enhance the visitor experience and build on the District's culture.

Fostering a prosperous, dynamic rural and commercial environment

Short term

- ✓ Build on a database of businesses, residents and non-resident property owners.
- ✓ Capitalise on the NBN rollout;
- ✓ Reduce the 'digital divide' through training and education;
- ✓ Roll-out a consistently-used Yankalilla 'brand' and act as 'champions' of the brand.
- ✓ Foster existing businesses by facilitating connection amongst them;
- ✓ Support our industries to participate in awards and recognition programs.

Four year horizon

- ✓ Encourage an innovative and sustainable primary industry (fish processing, hi-yield agriculture, forestry processing).
- ✓ Partner with RDA, regional councils, State Government to grow our District.
- ✓ Utilise skills of retirees – embrace the opportunities of an older population.
- ✓ Develop a long-term plan for the foreshore and environs.

MAKE IT HERE!



Natural and Built Environment

Council's goal is to ensure that the District develops in a manner that respects the characteristics of our townships and protects the existing natural environment to ensure that the area largely retains its "rural" feel.

Waste, whether it is solid (hard refuse or domestic waste), liquid (effluent and stormwater) or gaseous, will continue to be carefully managed as community expectations grow and legislative compliance increases.

Local street environments and Main Streets will be developed to ensure they are both functional and aesthetically pleasing.

Council will work to providing for the separate needs of its rural and urban communities in a manner that balances and provides appropriate levels of service for all.

Road and footpath improvements will continue to be a priority with external funding sources for this work continually sought.

In planning for vibrant communities we will:

- Retain the distinctive character of our townships;
- Clearly define township boundaries;
- Encourage appropriate industrial, commercial and residential development that respects the best aspects of each of our towns' character;
- Support an active and healthy lifestyle by appropriate spaces and places for people;
- Support primary production and tourism within the District;
- Adapt to future Climate Change impacts; and
- Respect the environment and encourage its enhancement.

Our Natural and Built Environment Goal:

Maintain and enhance our natural environment complimented by sympathetic buildings, facilities and activities

Our unique, treasured natural environment



Our Priorities:

Enhancing the District's Character:

Short Term	<p>Planning Reform:</p> <ul style="list-style-type: none">✓ Better Development Plan Development Amendment (DPA);✓ Brown Road (Carrickalinga) DPA;✓ Short Term Township/Fringe DPA(s) / Infill DPA;✓ Urban Design Framework to Masterplan Normanville Town Centre and Foreshore.✓ Local Heritage – promoting its value to the community.✓ Rural Living Zone Investigations;✓ Work with the State Government and neighbouring Councils on a regional approach to planning and development.
Four year horizon	<ul style="list-style-type: none">✓ Strategies for Community, recreation and sporting facilities:<ul style="list-style-type: none">- Yankalilla Memorial Sports Grounds;- Showgrounds at Yankalilla;- Bungala Linear Park.✓ Rural Areas DPA (2016/17).✓ Update 1985 Heritage Survey (2017/18).✓ Urban Growth DPA – Yankalilla, Normanville & Carrickalinga (2018/19).✓ Local Heritage DPA (2019).



Protecting our natural resource assets:

Support the preservation and enhancement of natural marine and coastal assets

Four year horizon

- ✓ Implement the Southern Fleurieu Coastal Action Plan (SFCAP) and the Bungala River Estuary Action Plan;
- ✓ Develop the:
 - Fleurieu Small Estuaries Action Plan;
 - Yankalilla, Normanville and Carrickalinga Stormwater Management Plan.
- ✓ Deliver Marine Parks education to the community
- ✓ Support:
 - Coastal Ambassadors Program
 - Hooded Plover volunteer monitoring program
 - Marine Debris Program
 - Reef Watch Program
- ✓ Promote the Coastal Gardens Planting Guide;
- ✓ Propagate trees - set up a small Council plant nursery.
- ✓ Replace trees taken out with local natives.
- ✓ Use own mulch.

Protecting our natural resource assets:

Ensure land use planning policies are consistent with the Natural Resource Management Board's priorities protecting ecological assets

Four year horizon

- ✓ Include NRM Policies within updates to the Yankalilla Development Plan.
- ✓ Support land owners/verge maintenance.
- ✓ Conserve native vegetation within public areas.

Providing effective water and waste management systems

Four year horizon

WATER:

- ✓ Prioritise the management and maintenance of Council's stormwater infrastructure;
- ✓ Engage the Wirrina Cove community in water conservation measures to provide direct costs benefits in the provision of water services;
- ✓ Review irrigation areas to minimise water use and explore alternatives.

WASTE:

- ✓ Encourage waste materials recycling, reuse and waste minimisation practices;
- ✓ Institute an annual hard rubbish collection;
- ✓ Rationalise bins on seasonal basis;
- ✓ Introduce fortnightly recycling bin collection;
- ✓ Make our bins more attractive.

Managing and enhancing our infrastructure network

Two year horizon

- ✓ Finalise asset management plans:
 - Building & Recreation;
 - Transport, Stormwater and CWMS.
- ✓ Develop and agree appropriate community levels of service;
- ✓ Undertake design of works identified in Stormwater Management plan to "shovel ready" status;
- ✓ Maintain and develop stormwater, CWMS, reserves, roads, footpaths and tracks including car parking to within service standards provisions.



Managing and enhancing our infrastructure network (continued)

Two year horizon

ROAD AND FOOTPATH NETWORK

- ✓ Commence implementation of the streetscape / footpath network enhancement plan for Normanville; Yankalilla; Myponga; Cape Jervis;
- ✓ In partnership, deliver a bridge across the Bungala.

- ✓ Reinstate prioritised township road sealing program, including a plan for the re-seal Forktree Road.
- ✓ Pursue grant funding for:
 - Multi-use bike track at the rear of the sand dunes between Lady Bay - Normanville – Carrickalinga;
 - Aboriginal walking trail;
 - Additional trails linked to the Heysen trail.

Four year horizon

Two year horizon

SIGNAGE AND TOWN ENTRANCES

- ✓ Provide Entrance Statements at all townships.
- ✓ Develop and implement a program to upgrade town entrances reflecting the town's individual character.
- ✓ In line with Branding project, ensure uniformity of signs.

Efficient use of energy and reduction of greenhouse gasses

Four year horizon

- ✓ Promote the use of alternative technologies for energy generation within appropriate locations;
- ✓ Adopt energy efficiency within Council's operational practices;
- ✓ Solar lighting at Normanville Foreshore and other highly used public open space areas.

GOAL: Placemaking

Placemaking enables & empowers people to create streets & places which are prosperous, liveable, healthy and green. It includes urban design among other placemaking tools.

What follows is a (non-exhaustive) list of ideas for helping to make our towns better places for people:

Four year horizon

PLACE MAKING: CAPE JERVIS:

- ✓ Town entrance;
- ✓ Boat ramp improvements;
- ✓ 'Village Square' as a focus for a "town centre"
- ✓ Open up trails for Mountain Biking (with Fleurieu Tourism);

PLACE MAKING: INMAN VALLEY:

- ✓ Town entrances
- ✓ Develop a Village Square;
- ✓ Heysen Trail 'pit stop.

PLACE MAKING: MYPONGA:

- ✓ Town Entrances;
- ✓ Playground / skate park development; 'nature play';
- ✓ Kangaroo viewing 'pull-off';
- ✓ Reservoir to become recreational lake including walking trail;
- ✓ Parking near the reservoir.

PLACE MAKING: PARAWA/SOUTH COAST:

- ✓ Callawonga Creek development (Heysen Trail);
- ✓ Historical / heritage trail development – link to Heysen Trail.
- ✓ Mountain bike tracks through Second Valley Forest

PLACEMAKING: WIRRINA COVE:

- ✓ Define a Local Hub for business, centred on a 'Town Square'
- ✓ Landscape Flinders Drive reserve (continuation of revegetation program)
- ✓ Create a local scenic walking loop utilising parts of the Heysen Trail and the Nature Trail

Four year horizon

PLACE MAKING: **YANKALILLA:**

- ✓ Main street refurbishment. (include street trees, better links to the Bungala River;
- ✓ Advocate strongly for a heavy vehicle route around Yankalilla and Normanville (perhaps through Parawa to Cape Jervis) for B-Double trucks.
- ✓ Beautify the Yankalilla Cemetery recognising its unique history. Explore long term improvements such as a Chapel, improved car parking & access, increased capacity and shelters.
- ✓ Plan for drainage improvements on Main South Road.

Four year horizon

PLACE MAKING: **NORMANVILLE:**

- ✓ Enhance the Bungala Linear Park including a foot-bridge to connect with our southern communities;
- ✓ Complete the Urban Design Framework for the future of the Town Centre, linked to the Foreshore;
- ✓ Promotion of one of the 'World's shortest jetties';
- ✓ BMX Track for our youth;
- ✓ A Place for a future Farmer's Market ;
- ✓ Water playground (floating balls / off-shore pontoon);
- ✓ Leafy Sea Dragon Interpretive and Educational Centre.

Four year horizon

PLACE MAKING: **RAPID BAY:**

- ✓ Recognise this historic place (Tjilbruke Dreaming and the first mainland steps of Colonel Light in SA)
- ✓ Campground development;
- ✓ Underwater viewing platform;
- ✓ Mountain bike adventure tracks;

PLACE MAKING: **SECOND VALLEY:**

- ✓ Town entrance statement;
- ✓ Continue upgrade of foreshore;
- ✓ Linear Park from the Foreshore to Randalsea;
- ✓ Recognise the geological heritage of the coastline and the heritage value of Randalsea.

Governance / Financial Sustainability

Council's plan identifies strategies to ensure that the services provided provide public value and are of a high quality, efficient, effective and equitable. Activities will be conducted in a manner that reflects good governance and realises financial sustainability.

Good communication within the Council as well as a strong connection with the community is essential for Council's success. Council is committed to appropriately engaging with, consulting and/or informing the community.

Our priorities:

Connecting with our Community and Region

- Short term**
- ✓ Update Council's website - the beating heart of the Council;
 - ✓ Revise Community Consultation policy;
 - ✓ Council conduct bi-annual "Community Health Checks" on topical issues – by volunteers using email and social media;
 - ✓ Interactive, real-time resident and non-resident community connection is made through our business directory and Resident Network / Focus Groups with guest speakers meeting where residents and visitors congregate:
 - Sporting
 - Businesses
 - Community
 - Farmers
 - Youth

Our Governance and Financial Goals:

Provide leadership, good governance, and efficient, effective and responsive Council services

Accountable Financial Management Practices

- Short term**
- ✓ Lead the process of grant review for Councils like DCY with a large percentage of non-resident home owners;
 - ✓ Rate review conducted and implemented;
 - ✓ Accurate and timely financial data is at our fingertips;
 - ✓ Council is active in identifying and applying for grants or external funding;
 - ✓ A comprehensive, practical debt recovery policy and systems are in place with rate arrears <3%;
 - ✓ Council develops, implements and monitors long-term financial plans clearly linked to the Strategic Plan.
 - ✓ Business cases are the norm and are used to make strategic decisions.
- Four year horizon**
- ✓ Opportunities for regional cooperation are considered when reviewing current services or considering the provision of new services.
 - ✓ Grant funding equity is realised.

Effective monitoring and evaluation of Council processes and plans

Short term	<ul style="list-style-type: none">✓ Ongoing monitoring, review and reporting against progress towards the achievement of Council goals;✓ Annual report on achievements against the 4 Year Plan is published after annual strategic review involving all key stakeholders.
Four year horizon	<ul style="list-style-type: none">✓ Full service review conducted and implemented.✓ Representation review conducted (note: legislated).

Effective leadership and governance

Short term	<ul style="list-style-type: none">✓ Governance training and development delivered for elected members and key staff;✓ Policies and procedures are accessible, succinct;✓ Council meets twice per year in the townships of the district.✓ Regional DAP and a set of regionally-deployed procedures, governance forms and shared services.
Four year horizon	<ul style="list-style-type: none">✓ Investigate potential costs/benefits of alternative governance structures to ensure the sustainable delivery of the services that the community expects.

Skilled, committed, professional staff working in a supportive environment

Short term	<ul style="list-style-type: none">✓ Workplace Health and Safety training, induction, policies and practices in place;✓ Volunteer procedures for a safe environment in place;✓ DVD / website used for WHS inductions;✓ Contractors are actively managed;✓ Staff performance and development planning process in place for all staff;✓ Workforce planning to meet the Council's current and future work force requirements in place.
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Linkages between Council's 4-year Plan and the State Government's Strategic Plan

2014: The Premier's 10-point plan

1. Unlocking the full potential of SA's resources, energy and renewable assets.
2. Premium food and wine produced in our clean environment and exported to the world.
3. A globally recognised leader in health research, ageing and related services and products.
4. The Knowledge State - attracting a diverse student body and commercialising our research.
5. South Australia - a growing destination choice for international and domestic travellers.
6. Growth through innovation.
7. South Australia- the best place to do business
8. Adelaide, the heart of the vibrant state.
9. Promoting SA's international connections and engagement
10. South Australia's small businesses have access to capital and global markets

State Government's Strategic Priorities	District Council of Yankalilla's Strategic Outcomes
Premium food and wine produced in our clean environment.	Fostering a prosperous, dynamic rural and commercial environment
A globally recognised leader in health research, ageing and related services and products.	Fostering a prosperous, dynamic rural and commercial environment
The Knowledge State - attracting a diverse student body and commercialising our research.	Facilitating a strong, sustainable tourism industry (working with educational institutions to develop a Leafy Sea Dragon Interpretive Centre)
Growth through innovation.	Fostering a prosperous, dynamic rural and commercial environment ("Going Digital")
South Australia - a growing destination choice for international and domestic travellers.	Fostering a prosperous, dynamic rural and commercial environment
	Facilitating a strong, sustainable tourism industry (Develop an Aboriginal interpretive walk commencing at the Bungala Estuary)
South Australia- the best place to do business	Fostering a prosperous, dynamic rural and commercial environment (Enabling opportunities for new and existing businesses in the digital economy)
	Facilitating a strong, sustainable tourism industry

Monitoring and Reviewing the Plan

Requirement: Under Section 122 of the Local Government Act 1999, Council is required to have a strategic management plan that covers a period of at least 4 years. Council can review its plan at any time, but must undertake a comprehensive review within 2 years of each general council election.

Response: Council will review its plan annually during the next four years to ensure that it continues to be relevant and able to meet the changing environment in which Council operates.

Measuring Council's Strategic Achievements

Requirement: The LGA undertakes annual survey of the performance of participating South Australian Councils in four key areas of Governance, Community Satisfaction, Financial and Asset Management and Quality of Life. The information provided is drawn from various sources, including the Ombudsman, Grants Commission, Valuer General, and Electoral Commission.

Response: Council reports on its performance against key indicators annually via the Annual Report, which is available to the community and is forwarded to the State Government for tabling as the official record of Council's past year's activities and performance.

DCY Corporate Governance Framework

