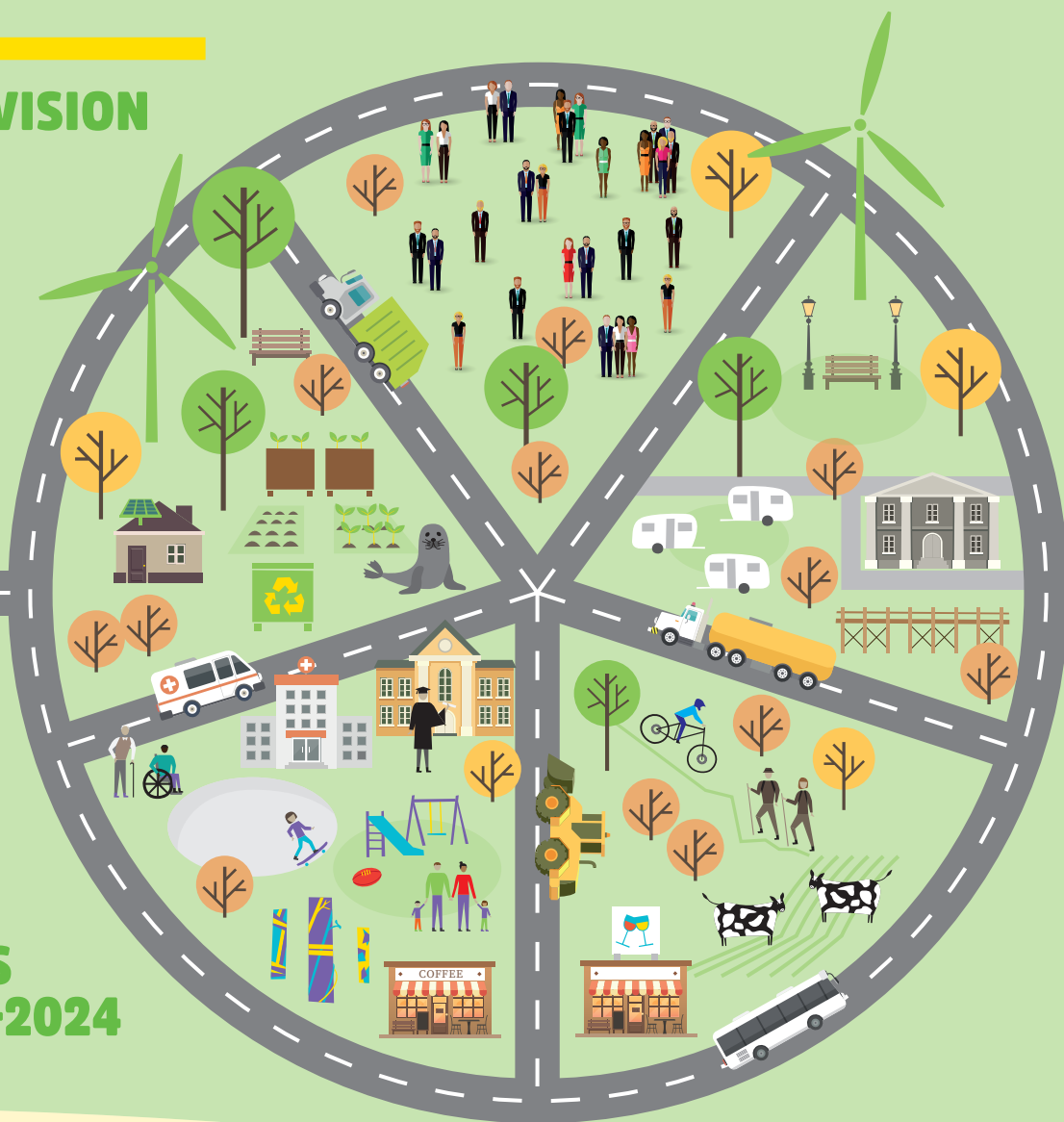


DISTRICT COUNCIL OF YANKALILLA STRATEGIC PLAN

2030 VISION

FOUR YEAR FOCUS 2020-2024



A strategic management plan of
the District Council of Yankalilla.



District Council of
YANKALILLA

ACKNOWLEDGMENT OF COUNTRY

The Yankalilla District is the traditional home of the Kurna people who have occupied the area for around 40,000 years.

We acknowledge the Kurna people as the traditional owners and custodians of land and waters in the area now known as the District Council of Yankalilla.

We respect the spiritual relationships with country and stories that have developed over tens of thousands of years.

We recognise that this rich cultural heritage is a living culture and remains important to Kurna people, other Aboriginal people and our non-indigenous communities today.

The wellbeing and prosperity of Kurna and other Aboriginal people is important to the complete communities we strive for.



District Council of
YANKALILLA

CONTENTS

Vision 2030	4
Framework for delivery	7
Our focus for the next four years	8
Why are our themes important to us?	9
Our Environment	10
Our Community	12
Our Economy	14
Our Infrastructure	16
Our Leadership	18

VISION 2030

The long term vision will be guided by five themes. The first four years will be shaped by 12 community priorities obtained through consultation.

This is the story of the future of our district as told by over 1,000 participants during an unprecedented community engagement program:

1. OUR ENVIRONMENT

Our Environment is a tapestry of living landscapes: We proudly live in harmony with the district's vast ecological diversity; its marine parks, conservation parks, freshwater corridors and coastal habitats. Our self-sufficient communities are powered by nature's elements and we collaborate across the region to build our collective resilience to the impacts of climate change and to re-purpose and reduce our waste.

Priorities:

1. Protecting our natural environment and rural lifestyle
2. Living sustainably
3. Ensuring sensitive development

2. OUR COMMUNITY

Our Community is a connected network of townships and rural settlements: We are dotted with unique communities; some discreetly nestled within a landscape of unspoilt natural resources, others brimming with services and facilities that give visitors a reason and a place to stay, enable our most experienced residents to age in place, provide the perfect neighbourhoods to raise a family, propel graduates in to meaningful employment and encourage everyone to connect and celebrate through recreation, sport, culture and the arts.

Priorities:

4. Providing for our children, young people and families
5. Accessing health, emergency and community services
6. Building community connections





5. OUR LEADERSHIP

Our Leadership is by example: We listen and learn from our community's vast knowledge, skills and experience and we advocate with courage and understanding. We proactively engage with change for the benefit of our community.

Priorities:

12. Demonstrating good governance

4. OUR INFRASTRUCTURE

Our Infrastructure is taking us places: We are safely and conveniently at the doorstep to everywhere; to townships, to trails, to the port on the ferry, to the region on road, to the city on train, to the world online.

Priorities:

10. Getting around

11. Delivering township infrastructure

3. OUR ECONOMY

Our Economy is a diverse producer of low impact high quality goods, services and experiences. We have robust and responsible employment sectors that contribute equally to the district's liveability as they do its economy. Our industries stimulate vibrant townships, protect high value and high amenity rural landscapes, invest in quality infrastructure and pursue innovation for economic growth that reinforces our district as a place of choice for residents, visitors and business.

Priorities:

7. Developing tourism opportunities for economic benefit

8. Supporting agribusiness and food production

9. Increasing job and business opportunities



District Council of
YANKALILLA

INDICATORS OF CHANGE:

- Population change
- Dwelling change
- Median age
- Migration by age and location
- Services per population
- Community and Council volunteering rates
- Dwelling occupancy rate
- Tourism expenditure (\$m)
- Annual day trips
- Annual visitor nights
- Number of businesses
- Number of local jobs by industry
- GRP as a proportion of the RDA Region
- Jobs to resident worker ratio
- Area designated for conservation
- Flora, fauna and pests of national significance
- Prescribed groundwater allocations
- Distribution of vehicles per day
- Public and private renewable energy generation from the district
- Distribution of vehicles per day across the district
- Annual traffic accident count and location
- State infrastructure investment
- Community satisfaction with Council services and engagement
- Voter participation
- Grants as a proportion of income
- Community participation in engagement and attendance at community events
- Size of farms/number of primary producers

FRAMEWORK FOR DELIVERY

STRATEGIC PLAN

Sets a 10 year vision and identifies key activities of the Council over a four-year horizon

LONG TERM FINANCIAL PLAN

Incorporates the strategic direction of Council into long term financial assumptions aligning forecast expenditure with strategy

ASSET MANAGEMENT PLAN

Incorporates the strategic direction of Council into asset management aligning capital works with strategy

ANNUAL BUSINESS PLAN

Includes our annual activities, priorities, projects and budget

6 MONTH REPORTING

Activity, measure and budget reporting

ANNUAL REPORT

Summary of activities and achievements for the year

TWO YEAR REVIEW

Minor review and update of the strategic plan

FOUR YEAR REVIEW

Major review and update of the strategic plan

OUR FOCUS FOR THE NEXT 4 YEARS

CHALLENGES & OPPORTUNITIES

CLIMATE CHANGE

The future is forecast to include:

- Increased frequency and intensity of weather events
- Serious rainfall deficiency and above average temperatures
- Sea levels rise of 3cm a decade
- Increased length and intensity of bushfire seasons.

COMMUNITY RESILIENCE

Regional communities are frequently facing a need to:

- Provide opportunities for younger populations that decide to stay and provide a reason for them to return
- Attract families
- Support ageing in place
- Provide or attract services and infrastructure for health, arts and recreation, education and employment.

ECONOMIC DIVERSITY

As consumer and production trends evolve, successive governments have been prioritising low impact and high value economic growth aligned to the State's competitive and comparative advantage, we have strengths and potential in:

- Tourism
- Food, wine and agribusiness
- Energy.

INFRASTRUCTURE DEPENDENCY

Regional communities rely heavily on cost effective infrastructure:

- Public and private transport infrastructure
- Utilities such as water, wastewater, waste, energy and telecommunications
- Digital infrastructure and connectivity.

LOCAL GOVERNMENT REFORM

Councils are entering a period of greater scrutiny and expectation marked by the introduction of key local government reforms targeting:

- Elected Member capacity and conduct
- Lowering costs and increasing financial accountability
- Simplifying regulations.

COVID-19

The COVID-19 pandemic has had a significant global socio-economic impact with far reaching implications for local communities, including the ability for businesses to trade, people to travel and gather and Councils to engage and inform.

WHY ARE OUR THEMES IMPORTANT TO US?

OUR ENVIRONMENT

The district hosts one of the highest species diversities of southern Australia. Approximately 6.6% of our district is conservation parks, we have 80km of coastline, 25km of sandy beaches, approximately 2,700km of seasonal and permanent watercourses. Off our shores are the Rapid Head and Carrickalinga Sanctuary Zones within the 312ha Encounter Marine Park.

OUR COMMUNITY

Our district is growing, ageing and transient. Our community has grown faster than Greater Adelaide since 2011, the largest population increase has been in persons aged 60 to 84, migration statistics show the highest net loss of population since 2011 as 18–24 years and our district had a median age of 54 years in 2016 (up from 48 years in 2006). Almost 41% of dwellings were unoccupied in 2016.

OUR ECONOMY

Our economy is strong, vulnerable to natural adverse events and pandemics, but with potential for growth. In 2018 tourism contributed \$60m expenditure, 400k visitors and 355k visitor nights. In 2019 the Agriculture, Forestry and Fishing sector provided 407 local jobs and generated almost 9% (\$45m) of the RDA region's total output.

Businesses grew by 42 between 2018/19 mostly in agriculture, construction, professional services, accommodation and food, and logistics and while local jobs have increased with time, the local jobs to residents ratio for 2018/19 was 75%—meaning less local jobs than resident workers.

OUR INFRASTRUCTURE

As a gateway between Kangaroo Island and Greater Adelaide, our district's road network has experienced up to 5,200 vehicles a day up to 12% of which are heavy vehicles. High volume and high-speed traffic environments have contributed to just under 290 road traffic accidents between 2013–17, of which 45% caused injury, 25% of injuries were serious and three injuries were fatal.

There is limited public transport options available to the community despite our proximity to the Seaford Train Terminal which has a planned corridor for future extension south.

In addition to road networks the district has almost 20 different trails of varying lengths and difficulty providing over 100km of walking, riding and marine experiences.

OUR LEADERSHIP

Local Government is experiencing greater interest and expectations from communities and governments. There are higher levels of voter participation, more competitive local government elections, increased service delivery and availability expectations from growing populations and cost and service shifting to Council from other tiers of government.

OUR ENVIRONMENT FOUR YEAR FOCUS

COMMUNITY PRIORITIES

1. Protecting our natural environment and rural lifestyle
2. Living sustainably
3. Ensuring sensitive development

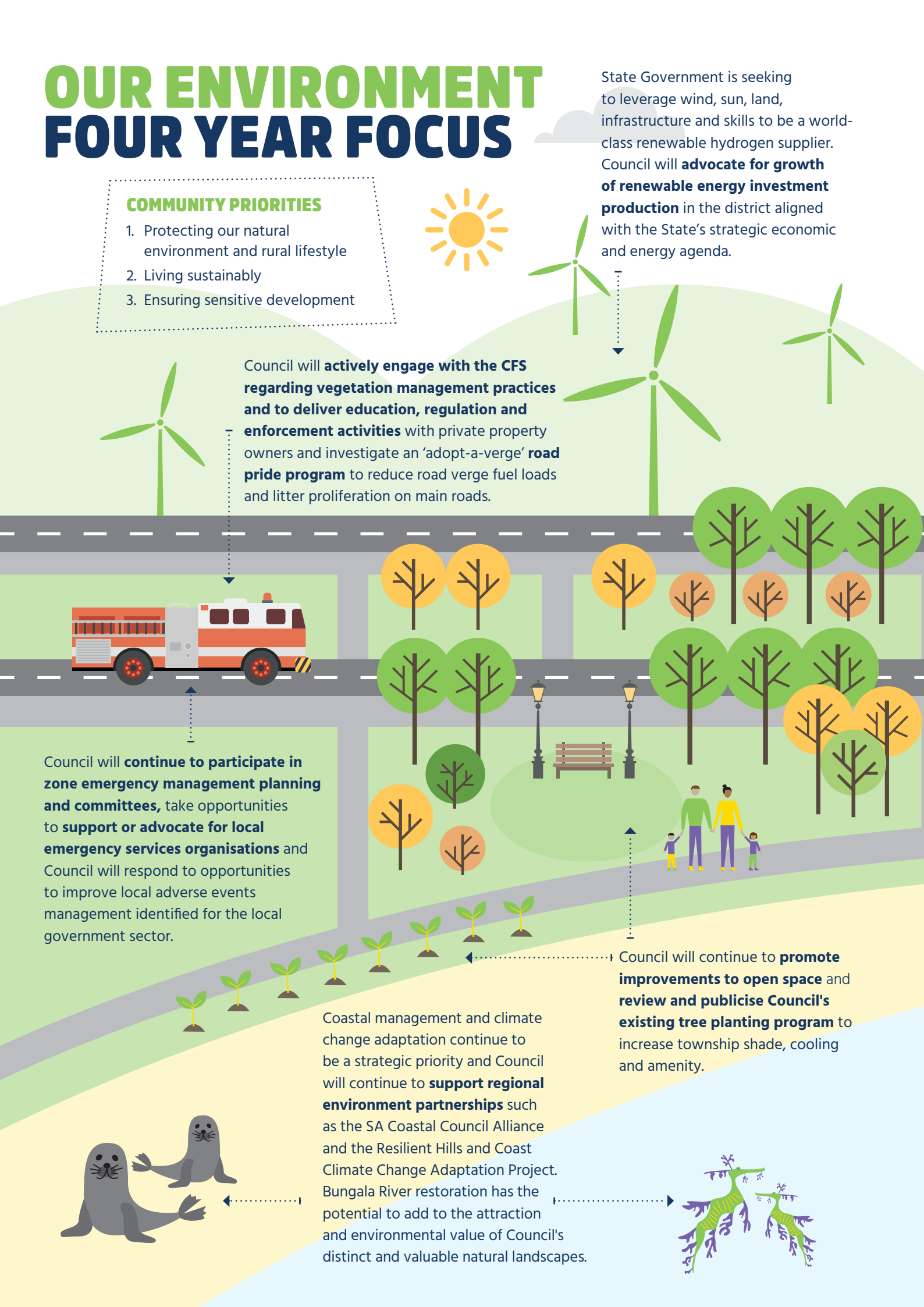
Council will **actively engage with the CFS regarding vegetation management practices and to deliver education, regulation and enforcement activities** with private property owners and investigate an 'adopt-a-verge' **road pride program** to reduce road verge fuel loads and litter proliferation on main roads.

Council will **continue to participate in zone emergency management planning and committees**, take opportunities to **support or advocate for local emergency services organisations** and Council will respond to opportunities to improve local adverse events management identified for the local government sector.

Coastal management and climate change adaptation continue to be a strategic priority and Council will continue to **support regional environment partnerships** such as the SA Coastal Council Alliance and the Resilient Hills and Coast Climate Change Adaptation Project. Bungala River restoration has the potential to add to the attraction and environmental value of Council's distinct and valuable natural landscapes.

State Government is seeking to leverage wind, sun, land, infrastructure and skills to be a world-class renewable hydrogen supplier. Council will **advocate for growth of renewable energy investment production** in the district aligned with the State's strategic economic and energy agenda.

Council will continue to **promote improvements to open space** and **review and publicise Council's existing tree planting program** to increase township shade, cooling and amenity.



Council will engage with the new Hills and Fleurieu Landscape Board to **advocate for natural resource management priorities to be included in the Landscape Plan for the region**. There will be a focus on **pest plant and animal control** and investigations into **water security measures**.

Community gardens will also be added to our townships.

The planning system in South Australia is undergoing significant reform. Council will actively participate in the reform process including to **review the adequacy of future planning policy** for future growth areas to maintain 'village' townships and rural ambiance and to **ensure accreditation and skill development is achieved for relevant planning professionals** under the Planning, Development and Infrastructure Act 2016.

IMPLEMENTATION KEY PARTNERS

State Government Agencies

- DEW
- Landscapes SA
- Green Industries

Local Government Sector

- LGA SA
- Neighbouring Councils

Regional Bodies

- Regional Development Australia (RDA) and Neighbouring Councils (including the Fleurieu Region Community Services Advisory Committee)

Industry Peak Bodies

- Conservation Council of SA

Community Groups

- Volunteer groups
- Parawa Agricultural Bureau

Subsidiaries

- Southern and Hills LGA
- Fleurieu Regional Waste Authority

POLICY ALIGNMENT STATE PLANNING POLICIES

- Integrated Planning
- Adaptive Reuse
- Biodiversity
- Climate Change
- Cultural Heritage
- Primary Industry
- Employment Lands
- Mineral and Energy Resources
- Strategic Transport Infrastructure
- Energy
- Coastal Environment
- Water Security and Quality
- Natural Hazards

Council will **investigate opportunities to encourage sustainable development** such as changes to **land use policies** and **pre lodgement services** to encourage water, waste and energy wise urban form and dwelling design.

Council will monitor the **'Buying it Back LGA Circular Procurement Pilot Project'** to increase recyclable materials purchased by councils and **initiate or participate in future local government circular economy proposals**.

Yankalilla is a member of the **Fleurieu Regional Waste Authority (FRWA)** (local government subsidiary) which manages **waste and recycling operations** including **kerbside collections** and the **Yankalilla Waste and Recycling Depot**.

The Single-use and Other Plastic Products (Waste Avoidance) Bill 2020 was introduced to Parliament on 30 April 2020. Council will **actively support a reduction in single use plastics across the district** such as local business education, community events and activities free from single-use plastics and a review of Council purchasing practices.

OUR COMMUNITY FOUR YEAR FOCUS

COMMUNITY PRIORITIES

4. Providing for our children, young people, families and older people
5. Accessing health, emergency and community services
6. Building community connections

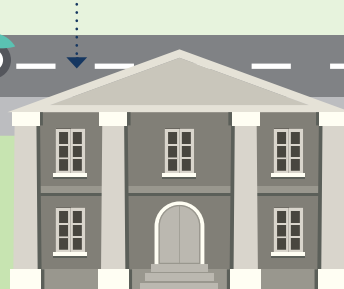


Council will **review the community grants policy and guidelines** and **investigate opportunities to stimulate volunteering** by a growing population of retired professionals and **encourage community-led implementation of Council's strategic plan.**

Delivering a new library and community hub continues to be a strategic priority which will include **returning the Centre to an arts, youth and community space.** Council will **investigate the potential for a regional study hub** for post high school education and learning and **partner in the delivery of vocational pathway programs** targeting higher need local industries.

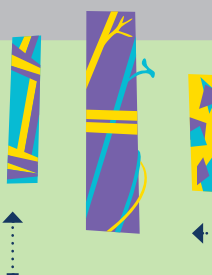
Council will proactively **engage with the education sector to secure the district's future government and independent learning services** aligned with population strategies that maintain and increase the school aged population. Facilities for children, youth and families will be key components of all townships, providing opportunities for play, community activity and intergenerational interaction.

There are specific opportunities to **consult on the future of 81-83 Andrew Avenue Normanville** and to **develop and implement a masterplan for the Normanville Foreshore and Caravan Park and improve visitor accommodation at Rapid Bay.** Key projects across the Council area will **deliver more inclusive and accessible environments, activities and services** that support everyone to participate in community life.



There is increased **potential for youth arts, indigenous culture and art and key events and festivals** to create vibrancy while celebrating our community past, present and future. As our community emerges from COVID, Council can **support greater activation of arts and exhibitions in partnership with the Arts and Cultural Advisory Group** and supported by a **revised Public Art Policy** for the district. There is potential to **attract and partner with creative industries** to connect our communities and achieve broader social, economic and environmental priorities.

Council will increase its focus on **partnering with the community to develop place-making strategies** for townships. Initiatives may include more public art, activation of main streets, providing infrastructure and services that improve identity and amenity and identifying new opportunities for community connection through projects, events and activities. We will celebrate our culture and heritage including **indigenous stories, culture and places of significance** and **the district's settlement history.**



Retail is also limited to select urban centres within the district. Council will **investigate ways to drive demand for services and retail floor space** as a component of **supporting township growth and diversity**.

The population is expected to continue to age unless more families can be attracted to the district. Council will use **advocacy and land use planning to facilitate greater health services** for its ageing community that may in turn **attract private investment in aged care beds and retirement living options** for the district.

In 2021 updated ABS data should become available. **Council will review and update its Disability Access and Inclusion Plan, Southern and Hills Regional Public Health Plan and Age Friendly Strategy Action Plan** to reflect its changing community context between 2016 and 2021.

Council will deliver or improve **recreation infrastructure** such as playgrounds, skate parks and **facilities and services that engage our families and youth** and we will **support sporting clubs to improve privately owned facilities** for the benefit of community users. This will include **regular review of open space** assets to determine function, utilisation, service levels, acquisition and disposal including **improvement of some open spaces within towns**.

Sporting facilities and organised sports are focused at Myponga and Yankalilla. There is potential to **facilitate the creation of adventure sports clubs** relevant to the Council's natural assets and topography (hills, coast and beaches).

There is a direct link between population and the sustainability of schools, sports clubs, local employment and townships. Council will **advocate for and attract sustainable development and growth outcomes** for the district.

IMPLEMENTATION KEY PARTNERS

State Government Agencies

- Office for Ageing Well
- Education
- Health
- Premier and Cabinet (Arts SA)
- DPT
- Office for Recreation, Sport & Racing

Local Government Sector

- LGA SA
- Neighbouring Councils

Regional Bodies

- Regional Development Australia (RDA) and Neighbouring Councils (including the Fleurieu Region Community Services Advisory Committee)
- Positive Ageing Taskforce
- STARCLUB
- Fleurieu Family

Industry Peak Bodies

- Main Streets SA
- TAFE SA
- Southern Volunteering

Community Groups

- Arts and Cultural Advisory Group
- Education institutions
- Sports/ Community Clubs
- Volunteers
- Progress Associations
- Service Clubs
- Parawa Agricultural Bureau

Subsidiaries

- Southern and Hills LGA
- Country Arts SA

POLICY ALIGNMENT STATE PLANNING POLICIES

- Integrated Planning
- Adaptive Reuse
- Biodiversity
- Climate Change
- Housing Supply and Diversity
- Cultural Heritage
- Primary Industry
- Strategic Transport Infrastructure
- Energy
- Coastal Environment
- Water Security and Quality
- Natural Hazards
- Regional Public Health Plan

OUR ECONOMY FOUR YEAR FOCUS

COMMUNITY PRIORITIES

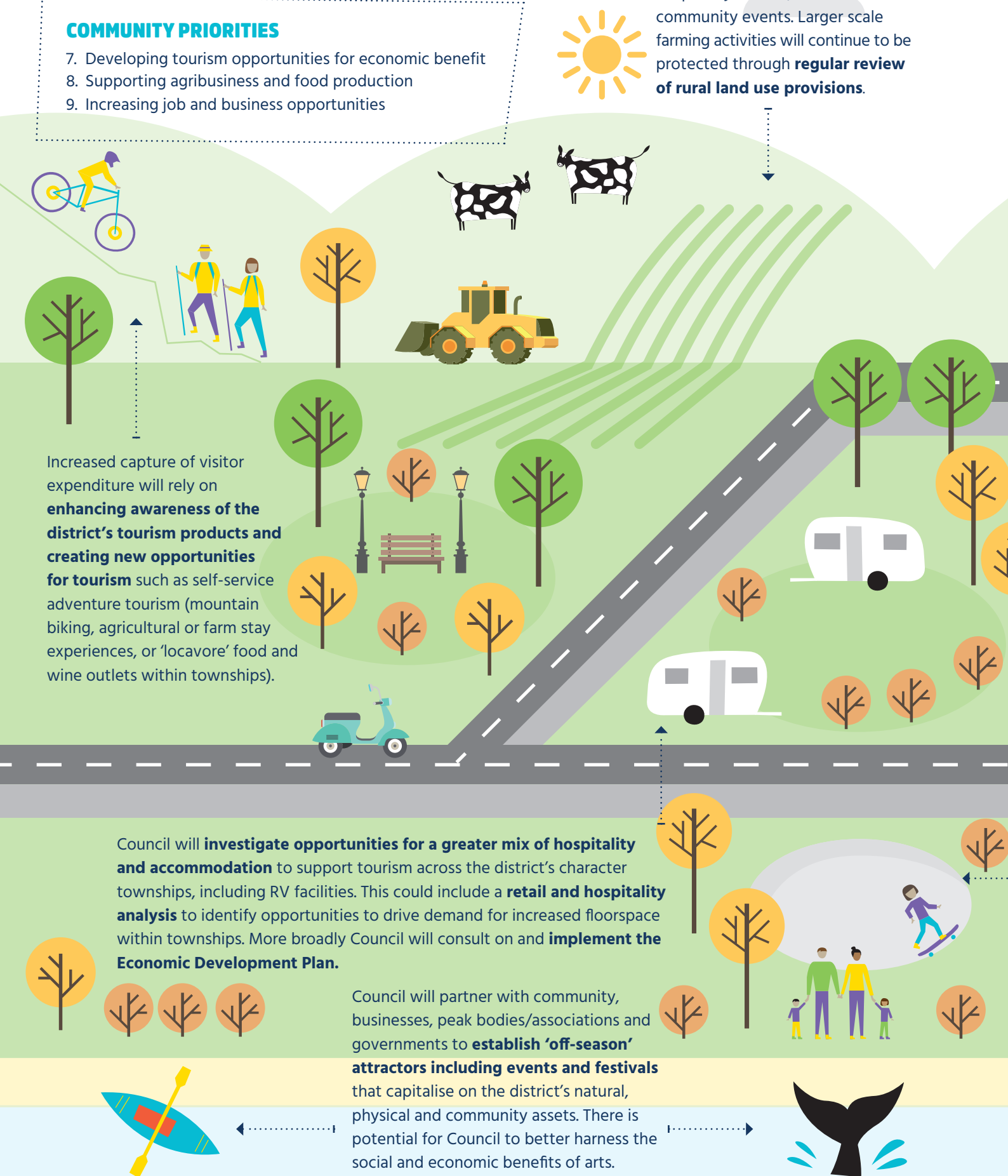
7. Developing tourism opportunities for economic benefit
8. Supporting agribusiness and food production
9. Increasing job and business opportunities

Council can **support local producers explore and pilot 'Paddock to Plate' initiatives** to expand market opportunities with local markets such as hospitality venues, childcare and community events. Larger scale farming activities will continue to be protected through **regular review of rural land use provisions**.

Increased capture of visitor expenditure will rely on **enhancing awareness of the district's tourism products and creating new opportunities for tourism** such as self-service adventure tourism (mountain biking, agricultural or farm stay experiences, or 'locavore' food and wine outlets within townships).

Council will **investigate opportunities for a greater mix of hospitality and accommodation** to support tourism across the district's character townships, including RV facilities. This could include a **retail and hospitality analysis** to identify opportunities to drive demand for increased floorspace within townships. More broadly Council will consult on and **implement the Economic Development Plan**.

Council will partner with community, businesses, peak bodies/associations and governments to **establish 'off-season' attractors including events and festivals** that capitalise on the district's natural, physical and community assets. There is potential for Council to better harness the social and economic benefits of arts.

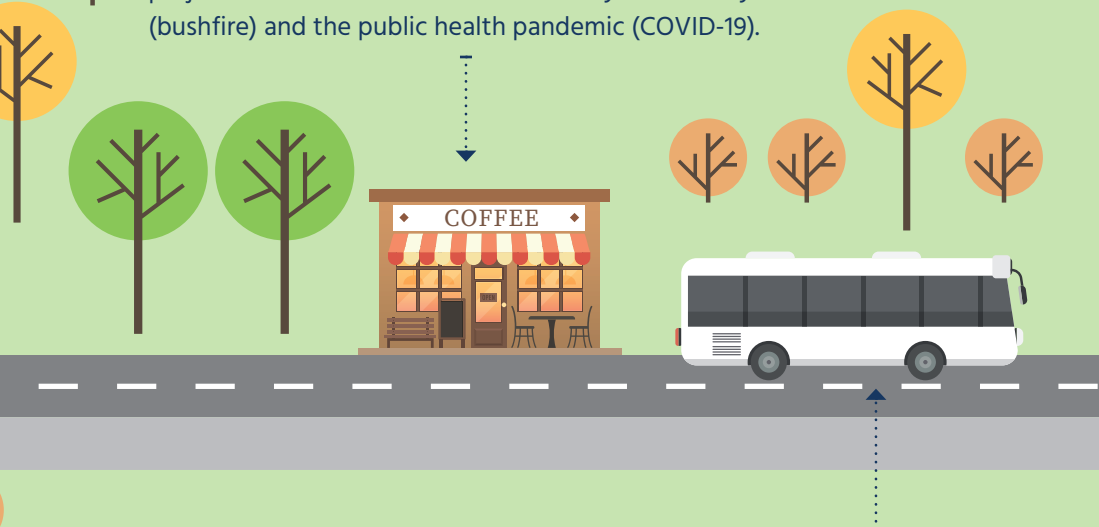


Council will **work with the South Australian peak bodies and associations for the district's key commodities** to understand how the priorities of local producers and the State's Food Wine and Agri-business Sector Growth Plan align, and identify shared opportunities to support agriculture and food production.

The understanding and application of Circular Economy and value adding is maturing. There is an opportunity for Council to **engage with the agricultural sector to identify a role in supporting farmers** to implement sustainable and innovative industry practices that deliver low cost prime produce efficiently to higher value markets.



Council will proactively **engage with Government Stimulus and Support Packages** targeting small to medium businesses or Council infrastructure projects that stimulate industries directly affected by natural adverse events (bushfire) and the public health pandemic (COVID-19).



Underpinning the district's economic viability will be a **strategy for population growth, providing opportunities for youth that decide to stay, family attraction, and aged accommodation and retirement living options** supported by **land use planning and investment attraction for housing, employment diversity and education diversity.**

Although business and employment growth has been consistent for the district, businesses are vulnerable to seasonal fluctuation, natural adverse events and pandemics. Opportunities exist to **support the success of business networks** and deliver networking opportunities, district branding, skills and training, pathway programs and grants and subsidies targeting business and employment stimulus.

IMPLEMENTATION KEY PARTNERS

State Government Agencies

- PIRSA
- Innovation and Skills
- DTI
- SATC

Local Government Sector

- LGA SA
- Neighbouring Councils

Regional Bodies

- Regional Development Australia (RDA) and Neighbouring Councils (including the Fleurieu Region Community Services Advisory Committee)

Industry Peak Bodies

- Fleurieu Peninsula Tourism
- Agriculture Peak Bodies
- TAFE SA

Community Groups

- Fleurieu Coast Business Association (FCBA)
- Parawa Agricultural Bureau

Subsidiaries

- Southern and Hills LGA

POLICY ALIGNMENT STATE PLANNING POLICIES

- Integrated Planning
- Design Quality
- Adaptive Reuse
- Biodiversity
- Climate Change
- Housing Supply and Diversity
- Cultural Heritage
- Primary Industry
- Employment Lands
- Mineral and Energy Resources
- Strategic Transport Infrastructure
- Energy
- Coastal Environment
- Water Security and Quality
- Natural Hazards

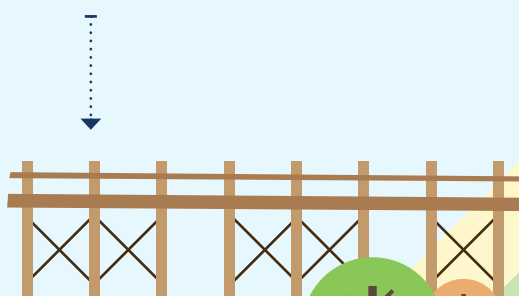
OUR INFRASTRUCTURE FOUR YEAR FOCUS

COMMUNITY PRIORITIES

10. Getting around
11. Delivering township infrastructure

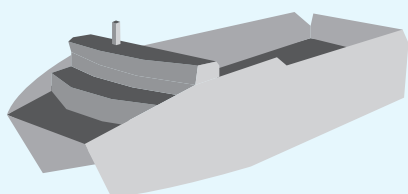


Our jetties and boat launching facilities form important parts of our coastal lifestyle, visitor experience and way of life and we will continue to **investigate and advocate to State Government for the renewal, management or expansion of our local jetty infrastructure.**

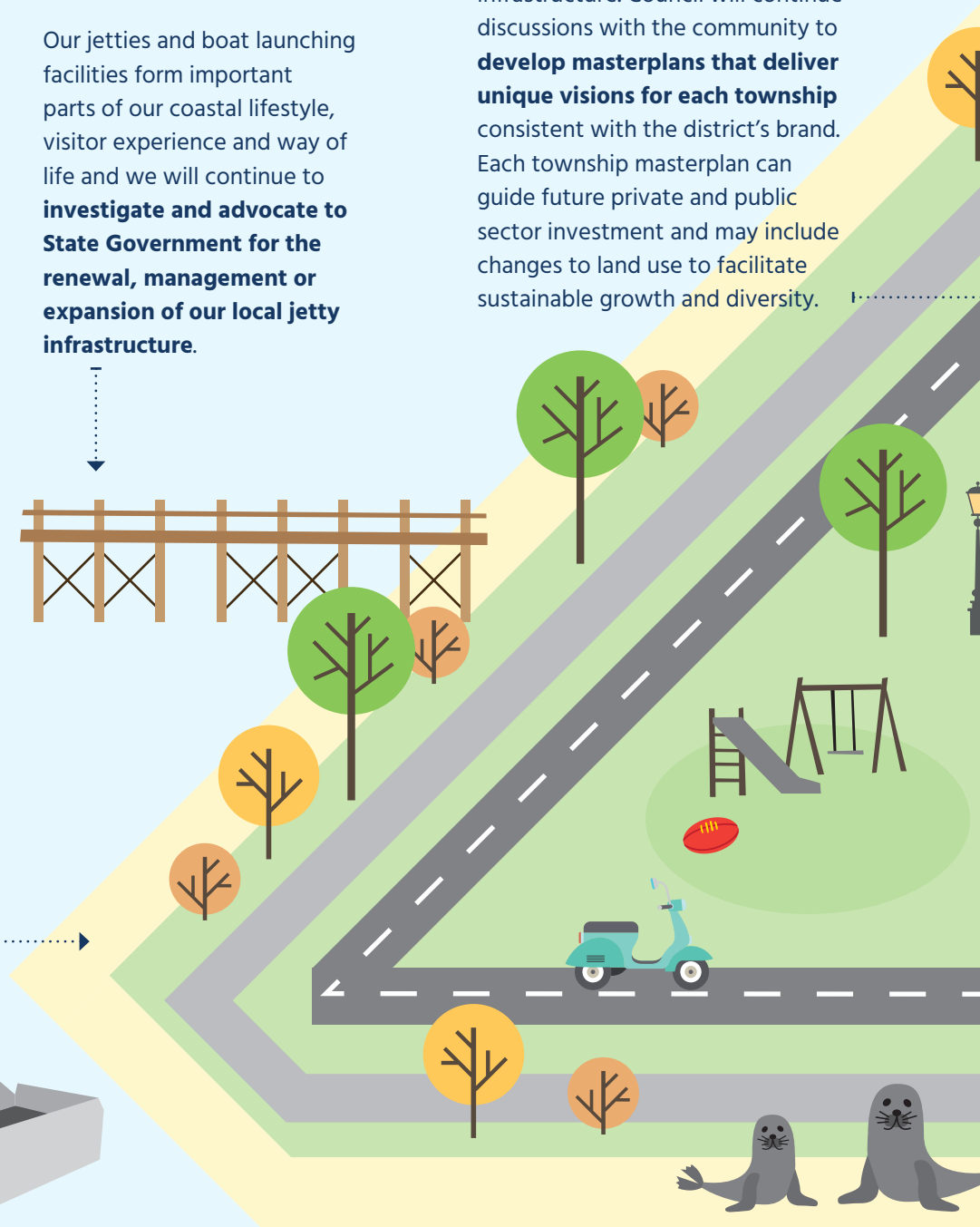


Our infrastructure will be delivered to respond to our changing community and its diverse access and inclusion needs, **providing environments that support connection and participation in community life.**

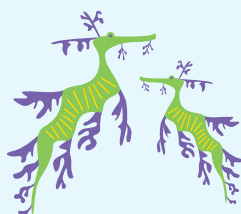
Council will **advocate for State investment in improved visitor infrastructure at Cape Jervis** in collaboration with the successful tendering company.



Across most townships there is demand for social, economic, tourism and environmental infrastructure. Council will continue discussions with the community to **develop masterplans that deliver unique visions for each township** consistent with the district's brand. Each township masterplan can guide future private and public sector investment and may include changes to land use to facilitate sustainable growth and diversity.



Through this approach we intend to achieve equal attention and unique outcomes for all township and rural communities.



Through revitalisation of townships we will identify opportunities to **re-purpose existing and heritage buildings for new economic land uses.**



Improved township amenity and streetscape beautification will include **efforts to underground power lines** in denser township environments.



Council will lever the significant network of existing trails and consider linking townships by trails to encourage additional walking experiences that take in the different communities of the district. Trails are both a visitor draw-card and desired method of movement for residents and there are opportunities to **connect inland townships and coastal communities.** There is potential to **review path networks within townships** for all weather access and all abilities.



Council will **advocate for a more comprehensive intermodal public transport solution** that connects the district to Adelaide via bus to Seaford rail and **seek State investment for separation of freight, tourism and residential traffic on local and State road infrastructure** including **support for an identified B-Double route through the region and improved traffic environments within townships.** We will focus on the selected **improvement of sealed and unsealed roads and road networks** to provide for **safe and convenient movement of oversized freight and machinery** including the **investigation of increased by-pass opportunities.**

IMPLEMENTATION KEY PARTNERS

State Government Agencies

- Infrastructure SA
- DPT

Local Government Sector

- LGA SA
- Neighbouring Councils

Regional Bodies

- Regional Development Australia (RDA) and Neighbouring Councils (including the Fleurieu Region Community Services Advisory Committee)

Subsidiaries

- Southern and Hills LGA

POLICY ALIGNMENT STATE PLANNING POLICIES

- Integrated Planning
- Housing Supply and Diversity
- Cultural Heritage
- Primary Industry
- Employment Lands
- Mineral and Energy Resources
- Strategic Transport Infrastructure
- Energy
- Coastal Environment
- Water Security and Quality
- Natural Hazards

OUR LEADERSHIP FOUR YEAR FOCUS

COMMUNITY PRIORITIES

12. Demonstrating good governance

Council will continue its positive engagement activities and **provide ongoing opportunities for the community to participate in decision making**, including **understanding and incorporating aboriginal knowledge in our strategic, advocacy and policy positions**.

As we proceed to the implementation of our strategic plan, Council will actively **share our successes and good news stories with the community**.

By **investigating alternative sources of income** and by **implementing shared service arrangements** across the region, Council can **provide best value outcomes for rates while maintaining our unique identity** as the District Council of Yankalilla. In doing so Council will be ever mindful of the cost and level of affordability of rates to our ratepayers.

Council will **engage in local government reform discussions** to advocate for a reform position that is relevant and implementable for the district. This could include early involvement in initiatives aligned to Council's own efficiency and effectiveness objectives such as performance measurement and reporting.

To inform the comprehensive review of the Strategic Plan 2020–2024, Council will **undertake a community satisfaction survey in 2023** to measure changes against the benchmark established in 2018.



There is a community expectation that Council will provide value for money, and **deliver progressive and proactive services which focus on greater efficiency and effectiveness.** Council service delivery is heavily dependent on partnerships with the community, service providers, organisations and other governments. Council will continue to **partner with the region for investment attraction or shared service delivery** that increases income and reduces expenditure without unduly impacting service levels.

Council will **undertake a Representation Review** in 2024 to meet statutory requirements.

IMPLEMENTATION KEY PARTNERS

State Government Agencies

- OLG (DPTI)

Local Government Sector

- LGA SA
- Neighbouring Councils

Regional Bodies

- Regional Development Australia (RDA) and Neighbouring Councils (including the Fleurieu Region Community Services Advisory Committee)

Community Groups

- Progress Associations

Subsidiaries

- Southern and Hills LGA



District Council of
YANKALILLA

CONNECT WITH US

District Council of Yankalilla
1 Charles Street
Yankalilla SA, 5203

Tel: 08 8558 0200

Fax: 08 8558 2022

council@yankalilla.sa.gov.au

yankalilla.sa.gov.au



@districtcouncilofyankalilla



@dc_yankalilla