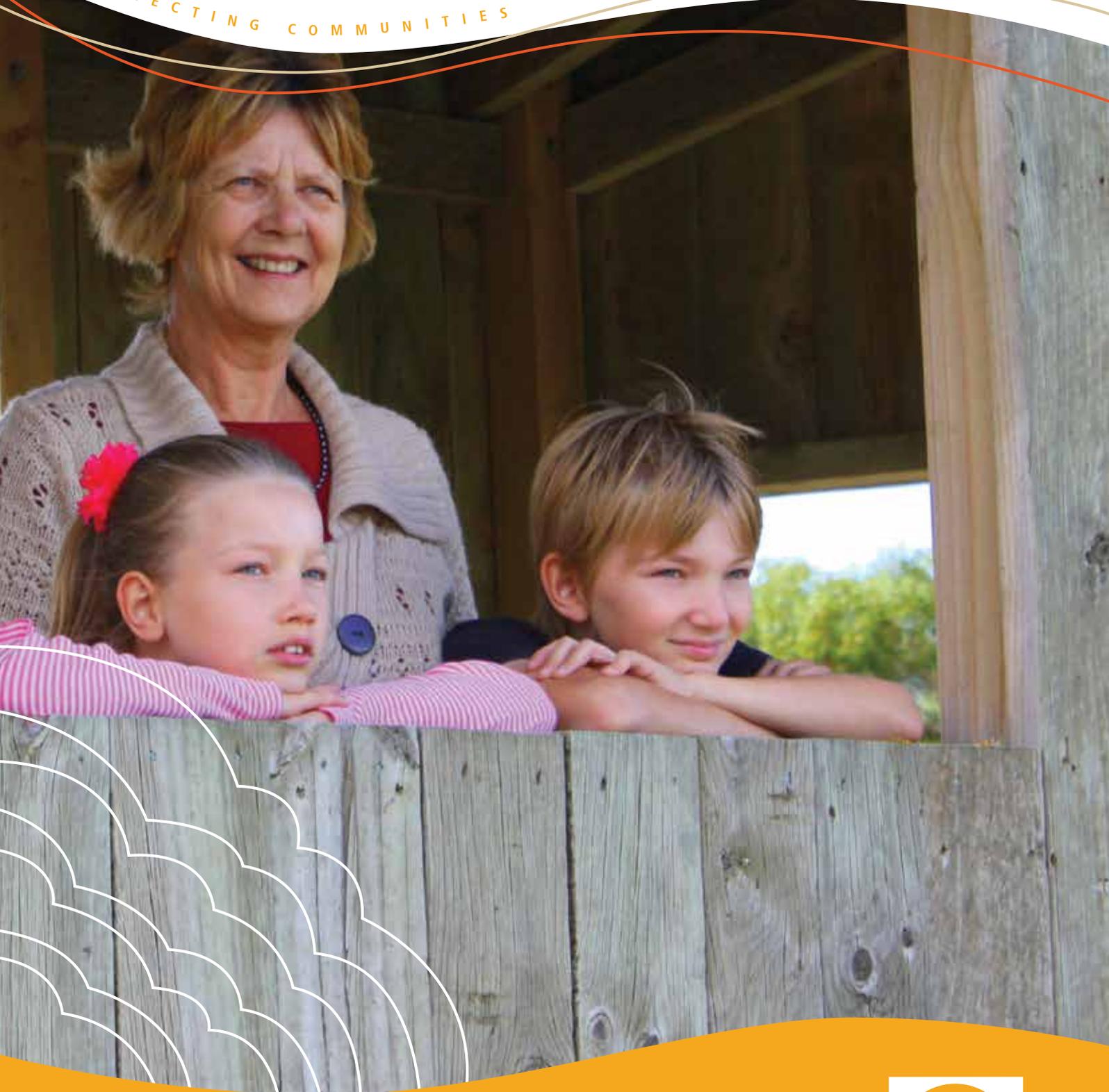


Alexandrina Council
Community Strategic Plan
2014-23

CONNECTING COMMUNITIES



CONNECTING COMMUNITIES

Alexandrina

Connecting Communities

Strategic Management Plans
2014-23 Community Strategic Plan (Our Community Plan)

Alexandrina

Connecting Communities



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Message from Mayor and Chief Executive



At the conclusion of the *Alexandrina Council Community Strategic Plan*

2009-13, Council has successfully met its objectives and achieved strong results for our community including a salinity target for Lake Alexandrina in the Murray-Darling Basin Plan, a redeveloped Council, community centre and swimming pool in Strathalbyn, enhanced streetscape and wetlands in Mount Compass and strengthening water management in Goolwa-Hindmarsh Island. Many other exciting projects and works can be seen in Middleton, Port Elliot, Langhorne Creek and Milang – improving the amenity of all our townships.

We are also honoured to mark the ten year anniversary of the *Kungun Ngarrindjeri Yunnan Agreement* and a strong relationship with the traditional owners of the lands and waters in our district, the Ngarrindjeri people.

It is now time to establish community aspirations and priorities from 2014 – 23 and strive to meet a new vision 'Alexandrina Connecting Communities.'

This Plan is based on the views of local people across our Council district as well as those with an interest in our broader region. The plan builds on our achievements and in particular it raises the profile of environmental sustainability – a strong area of interest for our community.



Many major projects are planned for the next ten years, some will depend on external funding, some will take time to be realised. Collectively, these projects will boost local innovation and build capacity in our community. We will also continue to maintain our community infrastructure, social responsibilities and provide efficient services while providing new assets and controlling our debt exposure. The financial future of our Council is secure and premised on the balance of fiscal responsibility, conservatism and managed growth.

We will also continue to enhance arts, culture and heritage experiences for residents and visitors alike and work with regional bodies to support our local economy, businesses and farming community.

We commend the *Alexandrina Connecting Communities 2014-23 Community Strategic Plan* to all interested stakeholders, and look forward to walking the pathway to satisfying and rewarding results with you - our community and partners.

With our best wishes

Kym McHugh
Mayor

Peter Dinning
Chief Executive



Kungun Ngarrindjeri Yunnan Agreement

Sincere expression of sorrow and apology to the Ngarrindjeri People

To the Ngarrindjeri people, the traditional owners of the land and waters within the region, the Alexandrina Council expresses sorrow and sincere regret for the suffering and injustice that you have experienced since colonisation and we share with you our feelings of shame and sorrow at the mistreatment your people have suffered.

We respect your autonomy and uniqueness of your culture. We offer our support and commitment to your determination to empower your communities in the struggle for justice, freedom and protection of your Heritage, Culture and interests within the Council area and acknowledge your right to determine your future.

We commit to work with you. We acknowledge your wisdom and we commit to ensuring our actions and expressions best assist your work. We accept your frustrations at our past ways of misunderstanding you.

We are shamed to acknowledge that there is still racism within our communities. We accept that our words must match our actions and we pledge to you that we will work to remove racism and ignorance.

We will recognise your leadership, we honour your visions, and we hope for a future of working together with respect for each other.

We look forward to achieving reconciliation with justice.

We ask to walk beside you, and to stand with you to remedy the legacy of 166 years of European occupation of your land and waters and control of your lives.

The work of the Alexandrina Council will be guided by your vision of a future where reconciliation through agreement making may be possible and we may walk together.

The Alexandrina Council acknowledges the Ngarrindjeri People's ongoing connection to the land and waters within its area and further acknowledges the Ngarrindjeri People's continuing culture and interests therein.

To the Alexandrina Council

The Ngarrindjeri people acknowledge the sorrow and regret expressed by the Alexandrina Council for the suffering and injustice experienced by our people since colonization.

We respect your commitment to work with us and your offer of support to empower our communities in the struggle for justice, freedom and protection of our heritage within the council area.

We embrace your vision of a future where reconciliation may be possible and offer our commitment to achieving this common goal.

We acknowledge that you recognise our connection to the land and waters of the region and appreciate your commitment to fostering respect for our culture and interests.

We look forward to working with you in order to harmoniously and sympathetically enhance the communities of both cultures in the future.

The above excerpt was taken from the 'Kungun Ngarrindjeri Yunan Agreement'. This was signed and witnessed by Council and representatives of the Ngarrindjeri People on 8th October 2002.

NOTE: Alexandrina Council continues in a shared conversation with the Ngarrindjeri Regional Authority about the next phase in the Kungun Ngarrindjeri Yunnan Agreement (first signed on 8 October 2002) and further exploring our journey.



About the Kungun Ngarrindjeri Yunnan Agreement

Signed on the 8 October 2002 between Alexandrina Council and the Ngarrindjeri Heritage Committee, Ngarrindjeri Native Title Management Committee and the Ngarrindjeri Tendi (on behalf of Ngarrindjeri people, the Kungun Ngarrindjeri Yunnan (Listen to Ngarrindjeri People Talking) agreement included a Sincere Expression of Sorrow and Apology to the Ngarrindjeri People and a series of commitments to work together.

Acknowledgement

The Council acknowledges that the Ngarrindjeri are the Traditional Owners of the Goolwa area and that according to their traditions, customs and spiritual beliefs its lands and waters remain their traditional country.

The Council also acknowledges and respects the rights, interests and obligations of Ngarrindjeri to speak and care for their traditional country, lands and waters in accordance with their laws, customs, beliefs and traditions.

Commitment

Both Alexandrina Council and the Ngarrindjeri commit to seek ways to work together to uphold Ngarrindjeri rights and to advance Ngarrindjeri Interests when decisions are being made about their traditional country, lands and waters.

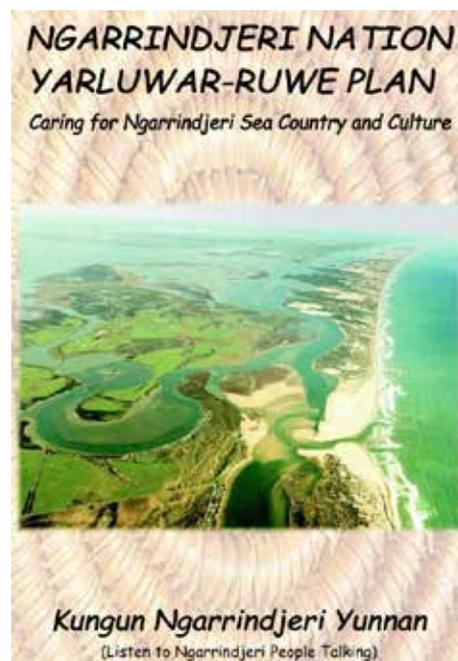
- We commit to work together to advance harmonious community relations and promote the interests of the whole community.
- We commit to develop greater community understanding of Ngarrindjeri traditions, culture, laws, and spiritual beliefs in the Council area.
- We commit to work together to determine, and to advance the community recognition of, a framework agreement for the protection of Aboriginal sites, objects and remains in relation to development in the Council area.
- We commit to the formulation of a model or models of best practice for consultation in relation to development assessment within the

meaning of the Development Act 1993 (SA) to occur in the Council area, which reflects the rights, interests and obligations of the Ngarrindjeri.

- We commit to formulate a strategy for the Ngarrindjeri to access their lands on, and waters around, Kumarangk (Hindmarsh Island).
- We will establish a joint committee comprising of equal numbers of Ngarrindjeri and Council representatives to develop a strategy for the implementation of the commitments expressed herein, whose name will be determined by the committee.
- These commitments are made as an act of good faith and not intended to affect the legal rights, powers, obligations or interests of either group.

The Alexandrina Connecting Communities: 2014-23 Community Strategic Plan follows in these footsteps, in conversation with the Ngarrindjeri people and inspired by this vision for the care and ongoing connection of their lands and waters

Ngarrindjeri Nation Yarluwar-Ruwe Plan



Caring for Ngarrindjeri Sea Country and Culture

Since the signing of the Kungun Ngarrindjeri Yunnan Agreement in 2002, the Ngarrindjeri Regional Authority was established and the 'Sea Country Plan' published in 2006, expressing the Ngarrindjeri vision for Country:

'Our Lands, Our Waters, Our People, All Living Things are connected. We implore people to respect our Ruwe (Country) as it was created in the Kaldowinyeri (the Creation). We long for sparkling, clean waters, healthy land and people and all living things. We long for the Yarluwar-Ruwe (Sea Country) of our ancestors. Our vision is all people Caring, Sharing, Knowing and Respecting the land, the waters and all living things.'

The Sea Country Plan recognises the spiritual beliefs of the Ngarrindjeri people expressed through Creation stories which reveal the significance of the relationship between the country and the people, both practically and spiritually.

The 2014-23 Community Strategic Plan (Our Community Plan) is part of a statutory process under Local Government Act 1999, Section 122 – Strategic Management Plans.



Foreword

ALEXANDRINA: CONNECTING COMMUNITIES



Alexandrina Council acknowledges the Ngarrindjeri People's ongoing connection to

the land and waters within its area and is extremely proud to mark ten years as a signatory to the *Kungun Ngarrindjeri Yunnan Agreement*, signed on 8 October 2002.

Alexandrina Council is committed to supporting an economically, socially and environmentally sustainable community and every Council decision must consider an assessment against these criteria (as reflected in agenda items under 'ecologically sustainable development' or ESD).



Our Community Plan is a living account of our community's aspirations, interests and priorities. It guides resourcing plans such as the Long-term Financial Plan, Infrastructure and Asset Management Plan and Annual Business Plans and Budgets.

In 2010-11, our community comprised of approximately 24,000 people, with significant mobile populations including non-resident ratepayers and domestic and international visitors. As a site of projected growth in the SA State Government 30 Year Greater Adelaide Plan, Council has forecasted a population of approximately 33,000 by 2031, with average annual growth of 1.74% (since 2006).

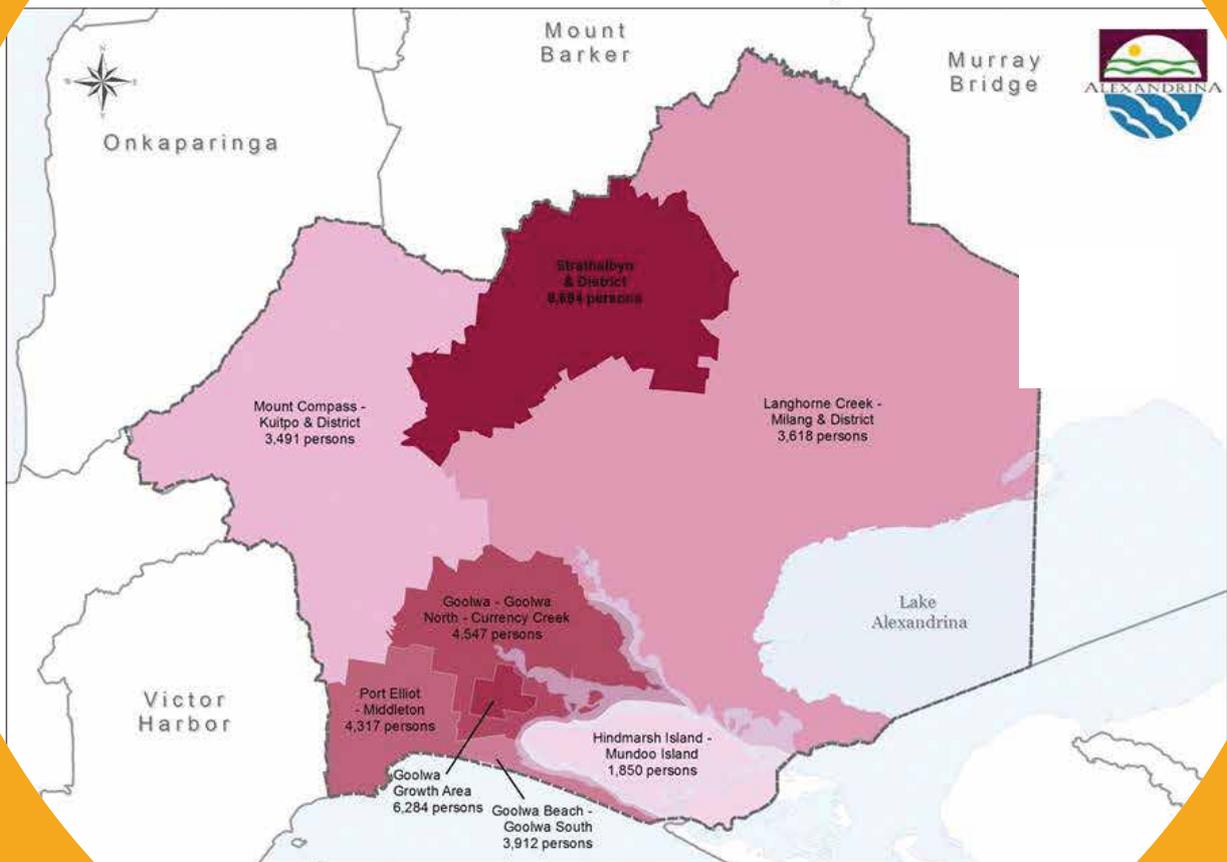


Our community has an optimistic future. Population growth will buoy our vibrant

community over coming decades while demographic and climate change act as a platform for us to strive to care for our unique environs on behalf of future generations.

Alexandrina: Connecting Communities is backed by shared passion to act now not later, to lead locally and regionally; to pursue national opportunities and adapt to global trends. Our Community Plan is our guide to reflect these – the interests of our community – and seek to progress them over the coming ten years.

Alexandrina Local Government Area Forecast Population to 2031



Source: Alexandrina Forecast .ID tool, www.id.com.au/forecast/alexandrina

Note on adoption: Alexandrina Connecting Communities was adopted by Alexandrina Council on 19 November 2012, effective from 1 July 2013 (following the expiry of the 2009-13 Community Strategic Plan on 30 June 2013). A summary of achievements from the 2009-13 Community Strategic Plan are to be reported in the Annual Report 2012-13).

(Source: Alexandrina Forecast ID, www.id.com.au/forecast/alexandrina)



Our Communities

This statement captures common threads to the community voices heard during the development of Alexandrina Connecting Communities - who we are, and hope to become.

We celebrate the *diversity* and *complexity* of our communities.

We appreciate the sense of *continuity* between our past, our present and the possibilities of our future.

We aspire to *leave more than we inherit*, or in better condition, to future generations – socially, environmentally and economically.

We expect *well-planned and well-managed* growth and the opportunity to be consulted.

We seek opportunities to propose creative *ideas*, building on our *community strengths*.

We want our Council to *reflect* our interests and engage with us for the *collective benefit* of our community.

We are proud to be *known* nationally and internationally for our unique environment and our enviable heritage and lifestyle.

We recognise our community as a special place of *belonging and connection* for all and especially the *Ngarrindjeri people as the traditional owners* of the lands and waters in our district.

Our Community Plan

Our vision:

**Alexandrina
Connecting
Communities**

RESILIENT
Economy

PROACTIVE
Leadership &
Accountability

PRODUCTIVE
Community Assets

**Innovate
throughout
our Region**

VIBRANT
Communities

SELF-SUSTAINING
Communities

MEMORABLE
Experiences

**ALEXANDRINA
CONNECTING
COMMUNITIES**

COLLABORATIVE
Community Ventures

**Activate our
Spaces**

**Participate
in Wellbeing**

LIVEABILITY
Of Townships
& Rural Areas

ACCESSIBLE
Services & Opportunities

**Thrive in
Clean Green
Futures**

ENHANCED
Biodiversity

PROGRESSIVE
Approaches to
Climate Change

PROTECTION
of Water Resources

Innovate Throughout Our Region



**Alexandrina
2040
Aspiration**

**Innovate
throughout
our Region**

**2014-23
Outcome**

**RESILIENT
Economy**

**PRODUCTIVE
Community Assets**

**PROACTIVE
Leadership and
Accountability**

Recognise, support and value a confident primary production future **Lead/Empower**

●

Showcase 'Alexandrina 2040' as a premium living and lifestyle destination **Facilitate/Connect**

●

Attract diverse local industries and strengthen our workforce to grow the local economy and increase employment opportunities **Advocate/Influence**

Attract external infrastructure investment and development (including technological opportunities) **Facilitate/Connect**

●

Expand and renew community infrastructure for economic, community and environmental benefit **Provide/Respond**

●

Maximise multi--purpose usage of community assets, fostering social capital **Lead/Empower**

Maintain a high-performing, dynamic organisation responsive to community interests **Provide/Respond**

●

Pursue regional cooperation and promote the voice of community, in regional, state, national forums **Advocate/Influence**

●

Participate in regional advocacy for improved and integrated transport networks supporting equity for local communities **Advocate/Influence**

Activate our Spaces



**Alexandrina
2040
Aspiration**

**Activate
our
Spaces**

**2014-23
Outcome**

**VIBRANT
Communities**

**MEMORABLE
Experiences**

**LIVEABILITY
of Townships
& Rural Areas**

Foster and build strong township identities, interacting with our heritage
Lead/Empower

Encourage diverse, appealing and dynamic use of community (and open) spaces **Provide/Respond**

Encourage community ventures and options for participation across sport and recreation for our wellbeing
Lead/Empower

Create welcoming, accessible public spaces around natural and built environments
Owner/Custodian

Identify and encourage lifestyle, heritage and visitor experiences **Facilitate/Initiate**

Inspire arts, culture and creative activities that encourage investment and participation
Facilitate/Connect

Design and plan for high quality, integrated and healthy spaces and places **Provide/Respond**

Visible and connected rural areas
Facilitate/Connect

Enhance the amenity and quality of our recreation and open space areas
Provide/Respond

Participate in Wellbeing



**Alexandrina
2040
Aspiration**

**Participate
in
Wellbeing**

**2014-23
Outcome**

**ACCESSIBLE
Services and
Opportunities**

**COLLABORATIVE
Community Ventures**

**SELF-SUSTAINING
Communities**

- Drive awareness of, and support access to, Federal, State and Regional programs and resources **Facilitate/Connect**
- Research, tailor ideas and lobby for core community services that can be accessed in-place or access supported to-place **Advocate/Influence**
- Protect public health and promote linkages to the wellbeing of the broader community **Provide/Respond**

- Promote and support community ventures 'in-place' tailored to local issues and options **Provide/Respond**
- Seek to match local wellbeing needs to funding and partnership opportunities across government, non-government and private sectors **Advocate/Influence**
- Better utilise existing community facilities and assess purpose and fit for emerging trends and needs **Lead/Empower**

- Encourage community participation across all age groups, including sharing of intellectual assets **Lead/Empower**
- Coordinate, cultivate and tailor volunteering and social participation **Facilitate/Connect**
- Build capability in community leadership and community ownership of facilities **Facilitate/Connect**

Thrive in 'Clean Green' Futures



**Alexandrina
2040
Aspiration**

**Thrive in
'Clean, Green
Futures'**

**2014-23
CSP
Outcome**

**PROGRESSIVE
Approaches to Climate
Change**

**PROTECTION
of Water Resources**

**ENHANCED
Biodiversity**

- Build resilience through clean energy initiatives **Advocate/Influence**
- Adapt a range of waste management opportunities (tailored to reduce community footprint and increase recycling of resources) **Provide/Respond**
- Reduce vulnerability through preparing climate-suitable community buildings and assets **Partner/Collaborate**

- Respect and protect the integrity of the Coorong, Lower Lakes, Murray Mouth and Ramsar wetlands—exemplifying a 'healthy, working Basin'. **Advocate/Influence**
- Support innovative water efficiency initiatives **Provide/Respond**
- Optimise community use of water resources **Educate/Promote**

- Build alliances with community, government and non-government stakeholders, including NRM, optimising respective strengths and knowledge **Partner/Collaborate**
- Identify and support initiatives targeting local natural environs, flora, fauna and ecosystems **Facilitate/Connect**
- Foster youth and career pathways in local biodiversity **Advocate/Influence**

Community Strategic Priorities

Priorities* are those areas of most prominent and common interest, drawing on suggestions developed during the Community Forums.

Integration with other Strategic Management Plans

Aspirations and Priorities have been used in the *Long-term Financial Plan and Infrastructure and Asset Management Plan* to assess and rate ideas for major and minor projects that will contribute to community innovation and capacity building.

The greater the impact of a project on a range of community strategic interests, the more likely it is to rate well. The example below shows the Aspirations likely to be supported by a major project.



They reflect the voice of community ideas that will be considered for a rolling four-year

Operational Plan and the Annual Business Plan and Budget process (under Section 123 of the *Local Government Act 1999*). They link to regional, state and national directions and define a platform for localism-regional partnerships and whole-of-government advocacy.

Over the 10 year life of the plan, priorities achievable in the short-term are likely to be locally focused; in the medium-term - funding or partner-focused; in the long-term and beyond - influencing or adapting to structural or major trends.

Please note that the priorities are an expression of community interest only and any related projects or actions will require development and approvals via standard processes of Council. Priorities do not take precedence over statutory requirements of Council.

*Priorities are subject to annual approval and consultation processes.

Community Strategic Priorities

Table:
A Selection of Proposed Major Projects 2014-23

	Inspiring Regional Excellence	Regional Swimming Pool*	●	●	●	●
	Alexandrina Experiences 'Just Add...'	Goolwa Wharf* Bristow Smith Reserve Headmasters Cottage	●	●	●	●
	Something for Every Age, At Every Stage	Sporting Complex Goolwa Village Green Development Lifesaving Facilities Port Elliot Institute Rejuvenation Community Grants	●	●	●	●
	Climate-ready Communities	Goolwa Transfer Station		●	●	
	Grow, Eat, Share	Entrance Signs and Rural Initiatives	●		●	
	Fleurieu Transport and Trails Network	Additional Footpath Expansion Fleurieu Trails Network* <ul style="list-style-type: none"> Langhorne Creek Red Trail Beyond Bike Track Angas River Shared Path, Strathalbyn Milang cycling/walking tracks Encounter Bikeway extension 	●		●	●
		*Identified in RDA AHFKI Roadmap 2012				

Priority*: Grow, Eat, Share
Facilitate/Connect



Emphasis: Grow Locally

- Protect high value rural lands & contain urban footprint; revegetate marginal land supported by release of Rural DPA; bush, community or verge gardens in all townships
- Encourage dwelling-based edible gardens; promote agricultural education and careers Encourage future landowners to engage in options to optimise/protect high value land (ie. collaborative leasing ventures)



Emphasis: Eat Regionally

- Harness food and wine as a leading Memorable Experience (packages to interact with Fleurieu food and wine; Ciaslow; wine regions of Langhorne Creek and Currency Creek etc)
- Established regional produce market trails throughout Hills and Fleurieu
- Local consumption trends improves public health, reduces incidence of conditions such as diabetes, obesity



Emphasis: Share Globally

- Consider local impacts of national food security policies; ensure local crops are competitive and profitable internationally
- Support rural areas as ideal locations for R&D in alternative crops; climate adaptation (improve supply and quality with less water, inputs)
- Establish links and share learnings for food production in developing countries

Priority*: Regional Collaboration
- Fleurieu Transport and Trails Network
Advocate/Influence



Emphasis: Region to Region – Connecting Communities Safely

- Establish Fleurieu Regional Transport Taskforce (Hills and Southern Fleurieu working groups)
- Arterial road upgrades (Priority: Goolwa to Strathalbyn Road; Woodchester and surrounds)
- Centralised coordination for volunteer, sole trader ‘movers’ and community buses (ie. My ‘School’ Bus town-to-town)



Emphasis: Regions to City – Choices for Residential & Youth Growth

- 30 Year Greater Adelaide Plan Bypass – Strathalbyn (Consultation by State Govt pending)
- Public transport feeds to Mount Compass and Strathalbyn Transit Oriented Developments
- Off-road and green corridor recreation trails (land and water)



Emphasis: Fleurieu Experiences – Regional Economic & Environmental Stimulus

- 30 Year Greater Adelaide Plan Bypass – Goolwa North-Middleton-Port Elliot (Consultation by State Govt pending)
- Renewable Powered Light Rail – Mount Barker-Strathalbyn-Goolwa-Victor Harbor (with service linkage to possible Aldinga-Seafood rail)
- Hybrid mobility support in townships (designing for individual movement trends)

Priority*: Inspiring Regional Excellence – Example: Fleurieu Aquatic Centre
Provide/Respond



Emphasis: Consultation, Design and Funding Models

- Site selection and approval
- Usage analysis, preliminary design options and final design tenders
- Funding models (allied industry/business; supplementary grant funding)



Emphasis: Construction and Access Preparation

- Smart design and renewable energy focus
- Integrated regional access options (ie. bikepaths) and public transport feeds
- Develop community usage strategy (ie. sport, wellbeing, training)



Emphasis: Optimising a community asset

- Public health outcomes & Community and youth participation programs
- Regional flagship (partner programs; elite sport; wellbeing industries)
- Maintenance and renewal

Priority*: Climate-ready communities
Owner/Custodian



Emphasis: Build resilience throughout communities

- Prepare a Climate Resilient Community Action Plan including
- Council and community-owned buildings audited, monitored and scheduled for efficiency interventions
- Assess range of location-appropriate options for planning, water & energy efficiency
- Promote Alexandrina's credentials for sustainable communities and dwellings



Emphasis: Adapt to climate change while enhancing natural assets

- Identify and prepare preferred sites for carbon farming and biodiversity projects
- Identify funding opportunities (such as Federal biodiversity funding)
- Engage with State, NRM and regional projects that impact locally



Emphasis: Identifying vulnerabilities

- Identify nature of vulnerabilities and prepare for climate change impacts (including sea level rises, reduced rainfall and increased temperatures)
- Investigate clean energy initiatives in association with State Govt, RDA (and appropriate public/private models)
- Cultivate appeal as a base for clean, green industries and related skill pathways

Priority*: Alexandrina Experiences – ‘Just Add...’
Partner/Collaborate



Emphasis: Coorong, Lower Lakes and Murray Mouth (CLLMM)

Just Add Water Visitor Packages (inc. interpretation and environmental experiences around our Basin communities) Enhance experiences at Milang Foreshore and surrounds; and visitor management of Sir Richard Peninsula Connectivity of a Healthy, Working Basin – Among Australia’s “must-do” journeys from the Darling to the Coorong, Lower Lakes and Murray Mouth



Emphasis: Goolwa: Gateway to the Coorong, Lower Lakes and Murray Mouth

Goolwa Wharf and Riverbank Precinct arts, heritage initiatives and infrastructure upgrades

Goolwa Wharf and Riverbank Precinct futures – empowering community businesses and exploring private sector opportunities

Availability of 4-5 star accommodation (and variety of options for diverse visitation)



Emphasis: Tookayerta Catchment to the South Coast

Establishment of Mount Compass Wetlands, creeks and related initiatives

Identify opportunities for natural corridors & connectivity linked with visitor experiences Build profile of Tookayerta to the South Coast experiences



Emphasis: Trails and Tributories - Angas and Finniss Rivers and Currency Creek

Support connectivity and enhance visitor exposure to Langhorne Creek’s ‘Red Trails’, Milang and surrounding communities

Support development of events and programs in and around Strathalbyn, Langhorne Creek, Milang and surrounds Build ‘experiences’ profile of Strathalbyn, Langhorne Creek, Milang and surrounds

Priority*: Something for every age, at every stage...
Facilitate/Connect



Emphasis: Community Spirit

Champion joined-up ideas that support community participants engage with each other - ‘It’s the little things”

All-ages mentoring – “I have a skill you may want to learn”

Pop-up and mobile all-ages spaces accessible to every town



Emphasis: Choices and Pathways

Support initiatives that address equity in transport or access to technology and facilities that improve transition across life stages

Engage in development of whole of community services planning for collaborative and integrated services

Strategic land purchases to facilitate whole-of-community services nodes



Emphasis: Channelling Partnerships

Lobby to better tailor service provider funding models to increase community autonomy and relevance



Your Council



Council is incorporated to provide services and support community interests, with role, function and principles for operation specified under Sections 6, 7 and 8 of the Local Government Act 1999.

Our Community Plan is a guide for those community interests and Council has determined a series of roles it may play to support those interests.



Council's Role	Council will...
Lead/Empower	Lead on behalf of community; support community initiatives
Provide/Respond	Fully or partially fund or provide a service or respond to a need
Promote/Educate	Develop resources to promote a common understanding Provide information; Distribute and display information produced by others Refer others to information, programs or organisations that might assist.
Facilitate/Connect	Bringing together stakeholders, initiate or join with other parties to collectively pursue a shared interest or service or resolve an issue
Partner/Collaborate	Formal partnerships bound by legislation, delegation or contract to deliver outcomes
Owner/Custodian	Manage community assets including buildings, facilities, public space, reserves on behalf of current and future generations
Regulate	Specific role in response to legislation & compliance – direct, specific or general in nature (such as duty of care)
Fund/Grant/Auspice	Collect and distribute funding from, and/or to, community (required by legislation or policy on behalf of community)
Funding applicant/recipient	Apply for, receive and expend funding and/or revenues (required by legislation or policy; or via Federal/State/Grants Commission funding)
Advocate/Influence	Make representations on behalf of community; engage in public policy development in the interests of community



Our mission and values

are to:

BE INVOLVED

Living an inspiring vision

Communicating our strategies and goals

Developing our people

Recognising our people

Caring for our people

Listening and adapting to our customers' needs

Continually improving our systems

Performance and Accountability



Council measures its operational efficiency and effectiveness as part of the Annual

Business Plan and Budget under *Section 123 of the Local Government Act 1999*. Each year, Annual Reports are published describing achievements against all plans of Council.

Leadership and Advocacy

Over the coming ten years, to support well-managed impacts of anticipated strong population growth, Council will continue to pursue advocacy including the following priority areas:

- Coroong, Lower Lakes and Murray Mouth
- Public and community transport networks (intra-regional; regional to metro)
- Early childhood and education provision
- Wellbeing (including mental health, positive ageing, sport and recreation)
- Primary Production industries

Key Partnerships

Council is involved in several strategic partnerships and collaborations to support community interests including:

- **Regional and National:**
 - Regional Development Authority Adelaide Hills, Fleurieu and Kangaroo Island
 - Shared services and initiatives with neighbouring Councils including City of Victor Harbor, Yankalilla Council, Adelaide Hills Council and District Council of Mount Barker including Waste Authorities, Information and Communications Technology, Water Management, Youth and Ageing.

- **Whole of Government:**

- Adelaide Mount Lofty Natural Resources Management Board
- SA Murray Darling Basin Natural Resources Management Board

- **Industry:**

- Local Government Association of South Australia (and Southern and Hills Local Government Association)

- **Community:**

- Ngarrindjeri Regional Authority (NRA) as representing the 'traditional owners' under the Kungun Ngarrindjeri Yunnan Agreement
- Various - Leasing of community assets to community groups and businesses

Related Plans

Council has over 50 related plans guiding its work, many of which are required under legislation such as the Animal Management Plan. As part of Council's continuous improvement, there is an ongoing effort to ensure the integration of related plans to the strategic and operational planning framework of Council.

Notes on our Community Plan

Alexandrina Connecting Communities is based on community input and research from a Review of the 2009-13 Community Strategic Plan.



The Review consultation target to exceed the breadth of community

engagement on the previous review by tripling the number of engagements has been met and exceeded.

Consultation Target: 3% of 2011 population – 737 persons (The previous consultation reached 250 persons, 1.04% of the 2009 population).

Consultation Result: When controlled for repeat engagements of approximately 20% by those attending in person and also online, it is estimated up to 7.8% of the 2011 population of 24,055 persons engaged with the Review. When controlled for students, up to 3.5% were engaged.



Relationship of Input to Structure



Level 1: Vision and Aspirations

The vision of Alexandrina Connecting Communities began as a visioning exercise to look at how anticipated strong population growth (linked to the 30 Year Greater Adelaide Plan) might impact across generations by 2040. The four Aspirations reflect why communities are seeking connectivity across the region, between our spaces and environment, and socially.

Community Input

Following nine Phase 1 Vision 2040 community workshops held across seven different townships between December 2011 and February 2012, a vision and four emerging themes were identified by Elected Members as part of their Strategic Workshop on the 28 February 2012. They were then tested at four community forums in May and June 2012. The vision and emerging themes were consistently well-received by community throughout consultation and are now reinforced as the aspirations of our community guiding Alexandrina Council over the next thirty years.

Our Community Structure of Plan

Level 2: Outcomes

The twelve outcomes describe what the Alexandrina community seeks over the next ten years and reflect the diverse range of community interests observed during consultation. Any Council service, initiative or project could support or influence more than one outcome, showing the integration and holistic impact of the activities Council undertakes. In general, they reflect a community that is well-placed to be proactive, optimistic and strive to do better with what we have.

Level 3: Strategies

Thirty-six strategies are identified to guide *how* Alexandrina Council will achieve outcomes for our community. They are a direct link with the operational planning framework of Council. Each Strategy is identified with Council's most likely role showing the extent to which Council can act to support community interests. It is also possible that a range of secondary roles can be utilised (appropriate to the circumstance).

Integration across Levels: Priorities

Six community strategic priorities capture ideas that could impact across any of the levels of the Our Community Plan. For example, 'Inspiring Regional Excellence – Regional Aquatic Centre' impacts on all four aspirations in some way whether it be a major project investment in our local economy, an environmentally sustainable design, a place for community to meet or a way of improving health, fitness and wellbeing.

Community Input

Community forums included workshopping a number of challenges triggered by research and consultation undertaken in Phase 1.

Community ideas and solutions were analysed with twelve outcomes and thirty-six strategies identified (including Council's role).

Introduction

The *Alexandrina Connecting Communities 2014-23 Community Strategic Plan* includes a series of non-financial measures to assess strategic performance at the Aspiration and Outcome levels.

As this is Alexandrina Council's first iteration of non-financial measures under Section 122 (1) (d) of the *Local Government Act 1999*, many will require baselines to be established prior to the commencement of *Alexandrina Connecting Communities* on 1 July 2013.

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Strategic Measurement

ALEXANDRINA: CONNECTING COMMUNITIES





The selection of measures and targets is dependent on the veracity of existing data sources and Council capacity to collate, monitor and analyse targets. The non-financial measures chosen as the first iteration have been considered for representativeness of community interests and Council role and performance; reliability; consistency; repeatability; credibility and cost effectiveness. It is possible that in the course of establishing baselines, further advice will need to be sought from Alexandrina Council's Audit Committee. All amendments to non-financial strategic performance measures will be recorded, and available for public scrutiny, as part of regular reports to the Audit Committee.

Two key features of Council's establishment of strategic measurement include:

- the establishment of a community satisfaction survey to be conducted annually (pending future approval of a budget allocation); and
- joining the SA Strategic Plan Alliance Program – an initiative of the Community Engagement Board whereby non-State Government organisations can join the Alliance and under letter of agreement identify those targets it will support or link to.

The monitoring and analysis will be conducted centrally by the Governance and Strategy Department. All Council staff will work towards improving our overall approach to, and understanding of, strategic measurement during the coming four year strategic cycle.

Anticipated benefits of this approach to strategic measurement include:

- building capacity of Council to refine, monitor and incorporate the findings of strategic measurement over time;
- raised awareness among community and stakeholders of Council's strategic context;
- improvements in Council adaptiveness, preparedness and responsiveness to community change and impacts over time;

- facilitating ongoing community engagement (rather than relying on major consultation rounds every four years) and improve the relevance of strategic management and annual business plans to our community; and
- supporting advocacy and ongoing engagement with the Australian Government and SA State Government (and contributing to compliance with Section 122 (1) re alignment with national, state and regional policy).

Aspiration Level

About our Performance

Measures which identify where we can excel and how we might strive to achieve the outcomes identified.

Expressed initially as measures, with a view to progressing to performance targets over time.

Identified in the **2014-23 Community Strategic Plan**.

To be published in detail, with baselines, as part of the **2013/14 – 2016/17 Business Plan** (to be developed as part of annual planning cycle 2013/14.)

Assessed in the context of stated Council role (using a quantitative rating and case study approach). Compliance with legislative function will also be assessed where relevant. Monitored and reported annually as part of a strategic measures section of the Annual Report.

Note: The third level CSP structure of 'Strategies' is published as part of Annual Business Plans and Budgets, with corresponding operational key performance indicators, related to efficiency and effectiveness of service areas.



Outcome Level

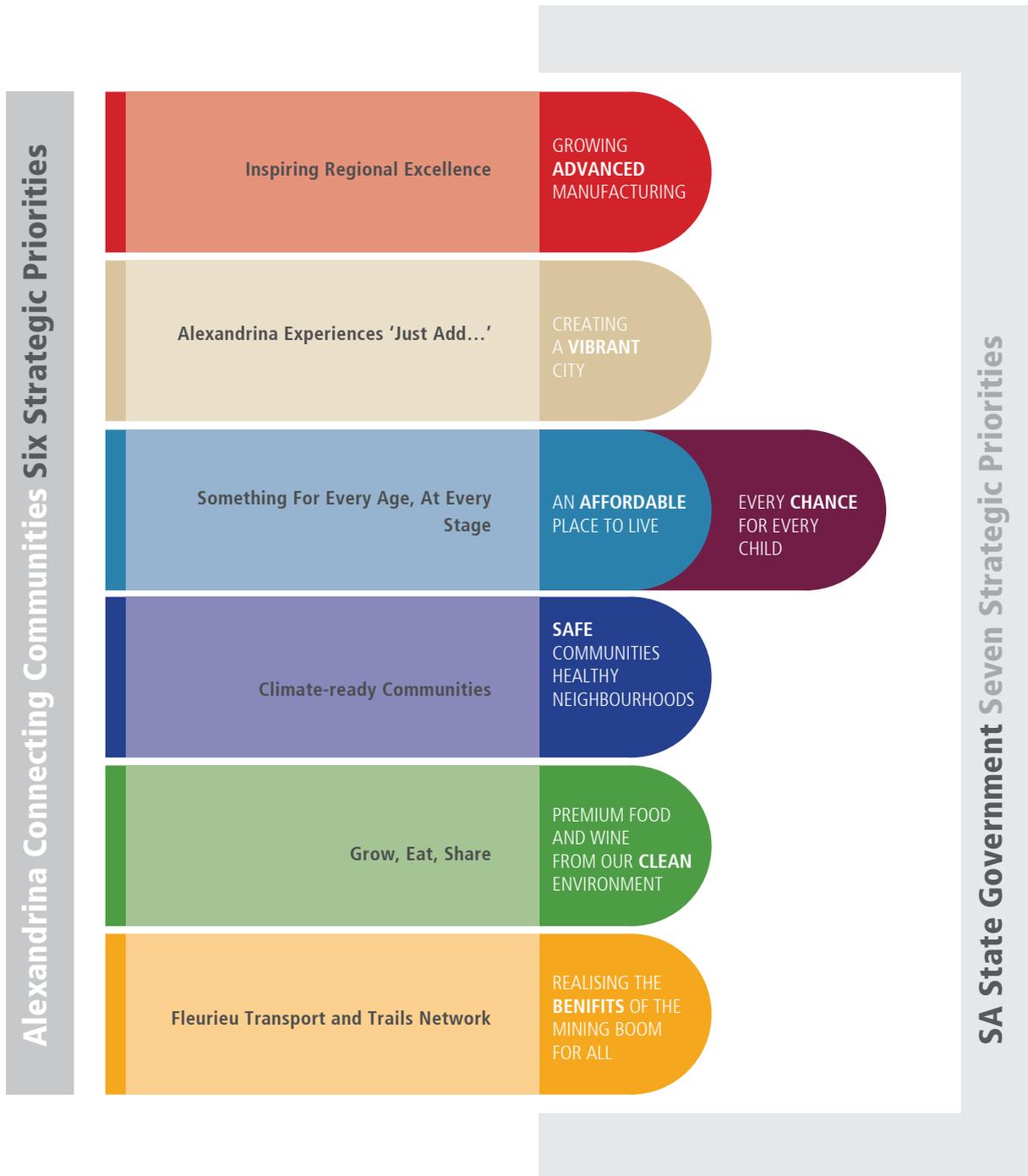
About our Community

Measures which tell the story of our community sustainability, resilience and progress over time.

Published as part of the 2013-23 Community Strategic Plan.

Assessed in the context of Regional, State and National trends. Monitored and reported annually as part of a strategic measures section of the Annual Report.

Links with South Australian State Government 7 Key Priorities announced in 2011

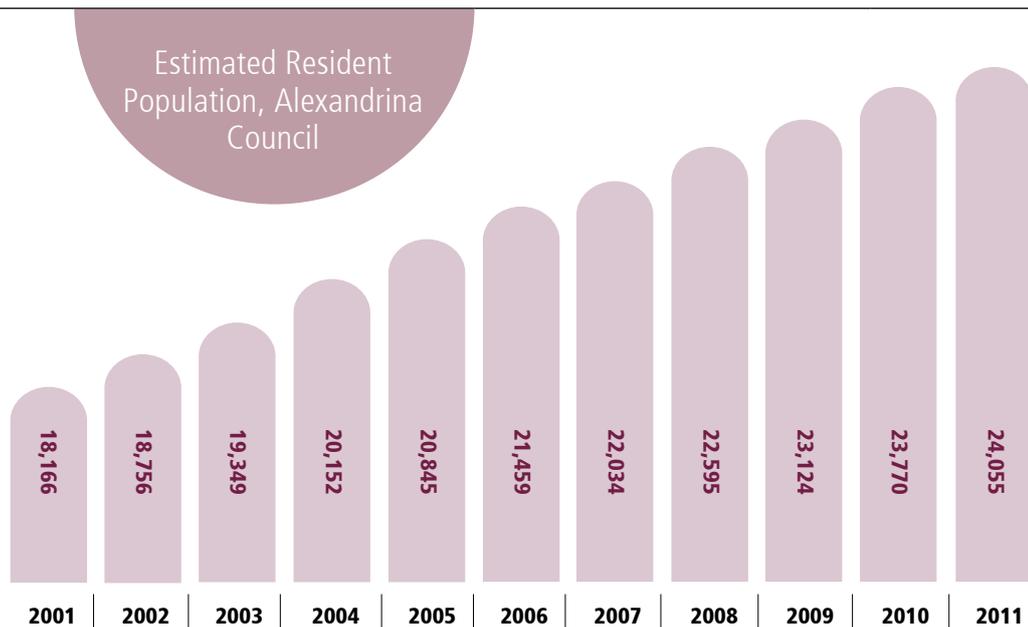




Activate our Spaces

About our Community

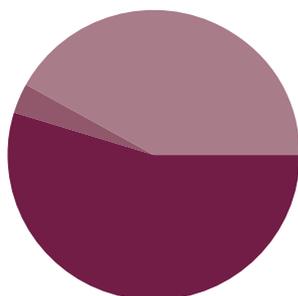
MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
<p>Local population growth</p> <p>Sustain population growth (Alexandrina local government area)</p>	<p>Baseline: 24,055 people in Alexandrina in 2010-11 (estimate resident population); 1.3% growth since 2009-10.*</p> <p>The ABS also identifies the Alexandrina population as two districts:</p> <p>Coastal area: 13,234 people in 2010-11; 2.1% average annual growth between 2006 and 2011; 34% in the ten year period to 2001-11.</p> <p>Strathalbyn area: 10,821; 2.5% average annual growth between 2006 and 2011; 35% in the ten year period to 2001-11.</p> <p>Source: ABS Regional Population Growth Cat 3218.0, released 22 July 2012.</p> <p>(http://www.abs.gov.au/ausstats/abs@.nsf/mf/3218.0 and as depicted in Alexandrina Profile ID at http://profile.id.com.au/alexandrina/)</p>	<p>Alexandrina has some of the fastest growing regional townships in South Australia, influenced by planning policy and hills/coastal population trends. Further growth is anticipated in Alexandrina with new growth areas identified under the 30 Year Greater Adelaide Plan, particularly in Goolwa North and Hindmarsh Island.</p> <p>Alexandrina and small area population forecasts to 2031 (by .Informed Decisions for Alexandrina Council) are available online at www.id.com.au/forecast/alexandrina</p> <p>*ABS revised population estimates downward by 116 persons (from 24,171 persons) following the 2011 Census.</p>	<p>SASP 45 – Total population; SASP 46 – Regional population levels</p>



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id the population experts

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
<p>Local mobile population impacts</p> <p>Monitor residential and visitor trends</p>	<p>Advocate to the Australian Bureau of Statistics (ABS) for inclusion of question in Census covering 'second residence/ownership of other dwelling'.</p> <p>Baseline for ratepayers recorded outside of the district: To be calculated as at 30 June 2013.</p> <p>Source: Alexandrina Council Rates Register (internal)</p> <p>Baseline for visitor population: 155,700 overnight visitors and 660,900 day visitors in 2009</p> <p>Source: South Australian Tourism Commission Regional Tourism Profile – Fleurieu, 2009 (based on 30% of total Fleurieu visitation)</p> <p>Baseline for daily transit (drive-in; drive out population): 40.3% of residents work outside the area</p> <p>Source: 'Journey to Work', 2006 Census, Australian Bureau of Statistics as depicted in Alexandrina Profile ID at http://profile.id.com.au/alexandrina/</p>	<p>Alexandrina's location on the Fleurieu Peninsula sees substantial (tourism) visitation and the potential for transitioning populations. A substantial proportion of Alexandrina Council's ratepayer base main residence is outside the area and therefore they are not counted in the Census as residents. Given demographic and coastal living trends, it is anticipated this cohort may be a source of residential population growth in coming years.</p> <p>Alexandrina's proximity to the capital city, Adelaide, and arterial roads to neighbouring regional centres also influences daily commuter levels.</p>	<p>SASP 4 – Tourism industry; SASP 46 – Regional population levels; SASP 56 – Strategic infrastructure</p>

Employment location of residents 2006 Alexandrina Council



- Live and work in the same SLA
- Live in the area and work in different SLA
- Live in the area, but work outside



Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 (Usual residence data)

About our Performance

MEASURE	BASILINE	EXPLANATORY NOTES	SASP LINK
Liveability of Townships & Rural Areas			
(Role: Provide/Respond and Facilitate/Connect)			
<p>Local new allotments and dwellings growth</p> <p>Maintain or improve the balance between number of new allotments emerging in Alexandrina and dwellings approved</p>	<p>Baseline: To be determined by 30 June 2013</p> <p>(quantitative: lag indicator)</p> <p>Source: Alexandrina Council Land Division and Dwelling Approvals Database (internal)</p> <p>Baseline: Vacant Land Owners Survey to be run in 2013-14</p> <p>(qualitative: lead indicator)</p>	<p>Indicates appeal over time of living in Alexandrina, including comparing the differing impact, lead and lag trends between developments approved, vacant land purchased, and dwellings approved.</p> <p>Further growth is anticipated in Alexandrina with new growth areas identified under the 30 Year Greater Adelaide Plan, particularly in Goolwa North and Hindmarsh Island. This indicator will provide a local dimension to the implementation and impact of State Government planning policy.</p>	<p>SASP 46 – Regional population levels</p> <p>SASP 33 – Government planning decisions</p>
<p>Town Plans</p> <p>Review, update and implement the Strathalbyn Town Plan by 2014</p> <p>Structure planning for Goolwa-Hindmarsh Island under the State Government 30 Year Greater Adelaide Plan by 2016</p>	<p>Community Consultation Process – Satisfaction with review approach and findings (by attendees pre-consultation and post-consultation)</p> <p>Implementation - Quality to be assessed by Annual Community Satisfaction Survey (baseline to be obtained in 2015-16).</p>	<p>Last reviewed in 2004. Strong population growth in recent years (and anticipated to continue for another ten years) has created impacts on, and opportunities for, the Strathalbyn township.</p> <p>Further growth is anticipated in Alexandrina with new growth areas identified under the 30 Year Greater Adelaide Plan, particularly in Goolwa North and Hindmarsh Island.</p>	<p>SASP 33 – Government planning decisions</p> <p>SASP 56 – Strategic infrastructure</p>

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
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Memorable Experiences

(Role: Owner/Custodian and Facilitate/Connect)

Visitor experiences and satisfaction

Diversify range of visitor experiences and maintain or improve visitor satisfaction

Quality to be assessed by Annual Community Satisfaction Survey (baseline to be obtained in 2013-14 including a method that incorporates visitors).

Indicates appeal for visiting Alexandrina and nature of demand and supply of experiences.

SASP 4 – Tourism industry

Vibrant Communities

(Role: Lead/Empower and Facilitate/Connect)

Local cultural vibrancy – arts activities

Maintain or improve the vibrancy of Alexandrina arts sector by:

- increasing attendance at arts and culture activities
- implementing a public art program to expand Alexandrina’s cultural assets

Baseline: To be derived from community arts survey pre and post Just Add Water – Regional Centre for Culture when available in 2012-13.

Source: Courtesy of Country Arts SA (2011-12) and Australia Council Cultural Places Program (for 2012-14))

Baseline: Determine number of public artworks in Alexandrina (established with community input, or for community outcomes) by 30 June 2013.

Source: Public Art Register to be developed 2012-13, Alexandrina Council Section 41 Arts and Cultural Committee(internal)

Indicates strength of local arts and creative industries and the related appeal of participating in activities associated with Alexandrina.

SASP 3 – Cultural vibrancy – arts activities

Local recreation and open space

Improve innovation in the amenity and quality of recreation and open space

Continuance of Industry recognition for excellence in planning, design, construction and community usage.

Alexandrina Council is utilising the ‘Healthy Spaces and Places’ principles – a joint initiative by Planning Institute of Australia, Australian Local Government Association and National Heart Foundation to improve on a range of Council-related services. Principles supporting healthy outcomes include connectivity, social inclusion, mixed use and parks and open space that support natural environments.

SASP 1 – Urban spaces

SASP 2 - Cycling

SASP 83 – Sport and recreation

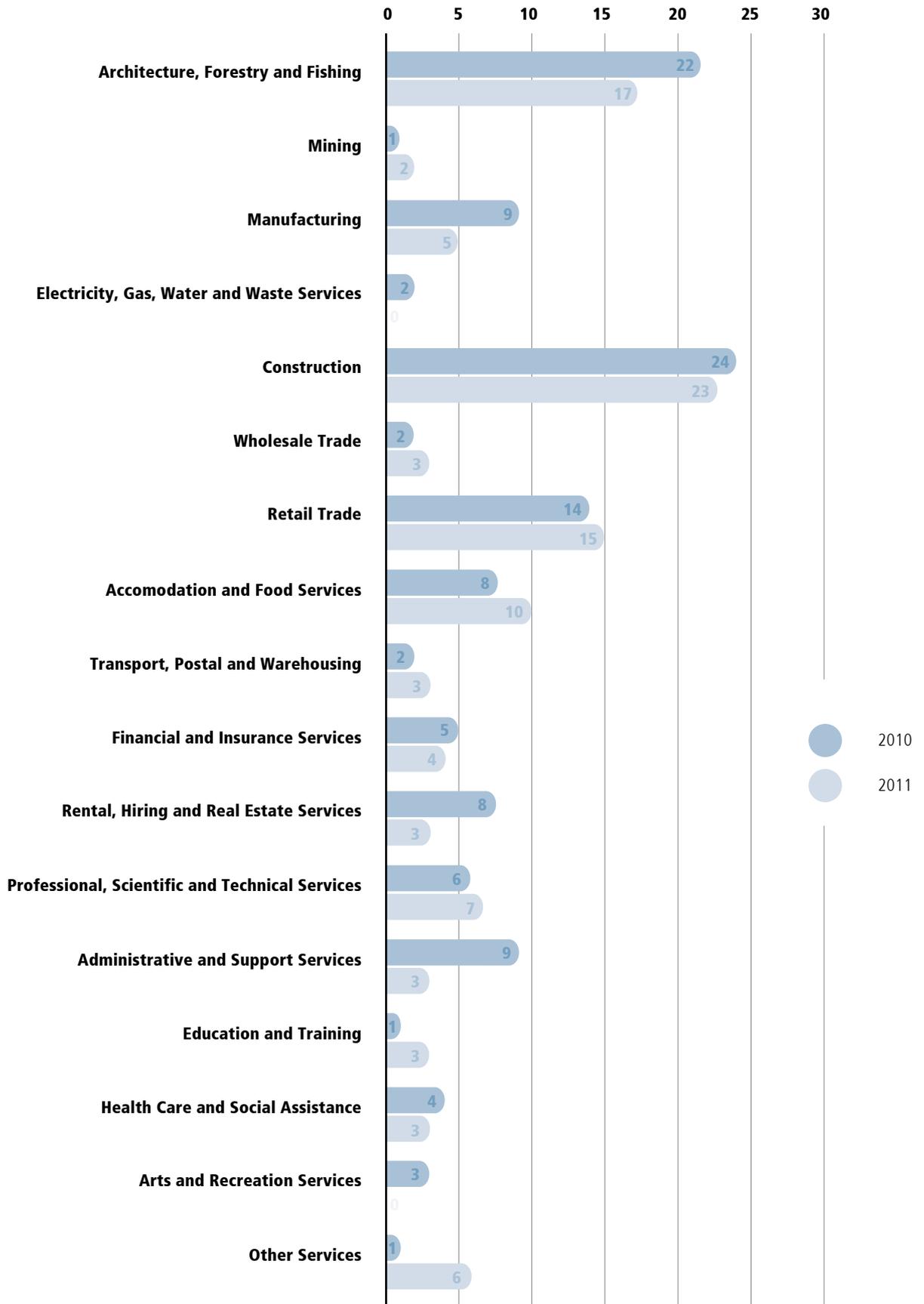
Between 2009-13, Alexandrina Council achieved a Planning Institute of Australia industry award for recreation and open space planning for Goolwa and has commenced similar planning as part of the upcoming Strathalbyn Town Plan Review.

Innovate throughout our Region

About our Community

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
<p>Local economic growth</p> <p>Maintain or improve Gross Regional Product (Alexandrina Local Government Area), including as a proportion of Gross State Product</p>	<p>Baseline: \$658 million in 2009-10; real growth 3.7% since 2008-09; 0.83% of GSP</p> <p>Source: ABS National Accounts: State Accounts 2009/10 Cat.5220 (identified by EconSearch for Alexandrina Council, 2012.^)</p> <p>^Presentation available online at www.alexandrina.sa.gov.au</p>	<p>For a small population base, Alexandrina's economic contribution is notable. Comparisons with Gross State Product should be considered in context with the relative strength of industries not prevalent in Alexandrina such as mining.</p>	<p>SASP 35 – Economic growth</p> <p>SASP 37 – Total exports</p>
<p>Local industry</p> <p>Maintain or grow local industry capacity</p>	<p>Baseline: Number of new business registrations by industry sector – 121 (2010); 107 (2011) [see graph below]</p> <p>Source: Australian Business Register new business registrations as at September 2012 (accessed under agreement with the Australian Business Register).</p>	<p>Alexandrina's top industries are ownership of dwellings and agriculture, forestry and fishing. Monitoring new business registrations also illustrates recent growth in the services sector, (many of which contribute to our tourism industry).</p>	<p>SASP 40 – Food industry</p> <p>SASP 4 – Tourism industry</p>
<p>Local employment</p> <p>Maintain or improve local workforce opportunities</p>	<p>Baseline for Alexandrina labour force: 10,526 people in the labour force in 2011, of which 51.1% of these were employed full time and 36.7% were employed part-time and 5.7% were unemployed. 6.5% stated to be away from work.</p> <p>Baseline for unemployment: Of the 10,526 people in the labour force, 5.7% were unemployed.</p> <p>Source: ABS 2011 Census Data</p>	<p>When comparing 2011 Census local employment data with the 2006 Census, 8,677 people were in the labour force, including 53.7% of these employed full time, 39% part time and 5% were unemployed, it can be seen that both full-time and part-time employment dropped as a proportion of the total labour force.</p> <p>Alexandrina has the same unemployment rates than the State average, and higher than the regional average (taking in the Adelaide Hills, Fleurieu and Kangaroo Island). Seen together with lower than State average Year 12 attainment and higher than average population rates between 60 and 79 years, improvement in workforce opportunities for all age groups is needed to improve local economic growth.</p>	<p>SASP 47 – Jobs</p> <p>SASP 48 – Ageing workforce participation</p> <p>SASP 49 - Unemployment</p>

KPI: Local new business registration by sector (count) - 2010



Source: Australian Business Register Data Extract for Alexandrina LGA

About our Performance

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
Proactive Leadership & Accountability			
(Role: Advocate/Influence and Provide/Respond)			
High Performing Organisation~			
Make and implement decisions in the community's interests on key issues	Quality to be assessed by Annual Community Satisfaction Survey (baseline to be obtained in 2013-14).	To enable community to provide feedback, during a Council term, on their local government representation.	SASP 32 – Customer and client satisfaction with government services
Improve quality of public consultation, communications and community engagement	Participation numbers in a range of community engagement methods.	To improve public participation in, and relevance of, specific initiatives and projects of Council	
Maintain or improve satisfaction with our services to community	Quality to be assessed by Annual Community Satisfaction Survey (baseline to be obtained in 2013-14).	To improve client service standards and approaches.	
Develop a four year Business Plan for 2013-14 – 2016-17	Not currently in place - to be developed.	To link organisation operations with the ten year strategic management plans and assist inputs for annual business plans.	
Develop and implement strategic information technology and workforce plans for Council by 2014	In development	To enhance productivity of labour and emerging technology assets such as the National Broadband Network in the context of a growing community.	
~Note: A range of budgetary and operational performance indicators are included in the Alexandrina Council Annual Business Plan and Budget and Annual Report.			

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
<p>Advocacy</p> <p>Represent community interests on key issues, including aligning with national, state and regional* initiatives</p>	<p>Report annually on the nature of advocacy activities supporting the four community aspirations – Activate our Spaces, Innovate throughout our Region, Thrive in ‘Clean, Green’ Futures and Participate in Wellbeing.</p>	<p>*Regional initiatives are also identified in the Regional Development Authority Adelaide Hills, Fleurieu and Kangaroo Island 2012 Regional Roadmap. Source: http://rdahc.com.au/2012-regional-roadmap</p> <p>Projects demonstrating local priorities include:</p> <ul style="list-style-type: none"> • Murray-Darling Basin • Regional Aquatic facility on the Southern Fleurieu Peninsula • Goolwa Wharf Precinct redevelopment • Tourist accommodation and attraction facilities • Regional walking/cycling trails • Fleurieu transport network • National Equestrian Centre (Strathalbyn) • Local Government of South Australia initiatives of interest include: <ul style="list-style-type: none"> • Recognition of local government in the Australian Constitution • Excellence in local government • Regional development 	<p>SASP 56 – Strategic infrastructure</p>
<p>Transport</p> <p>Improve public and community transport options and related social, economic and environmental outcomes</p>	<p>Participate in regional collaboration to pursue improved public and community transport outcomes and advocate to State and Federal Governments including Ministers and Shadow Ministers for Transport, Planning, Health, Environmental Sustainability, Local Government and Regional Development.</p>	<p>Issues with intra-regional and regional – metro transportation was one of the most prevalent issues in community consultation on this plan. Given growth estimates in Alexandrina, a strong transport network is imperative to managing the impacts of growth and the wellbeing of community.</p>	<p>SASP 56 – Strategic infrastructure</p> <p>SASP 47 – Jobs</p> <p>SASP 48 – Ageing Workforce Participation</p> <p>SASP 49 – Unemployment</p> <p>SASP 54 – Learning or earning</p> <p>SASP 55 – Apprentices</p> <p>SASP 63 – Use of public transport</p> <p>SASP 78 – Healthy South Australians</p>

About our Performance

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
Resilient Economy			
(Role: Advocate/Influence, Leader/Empower, Facilitate/Connect)			
<p>Local economic development</p> <p>Develop a residential, business and investment prospectus for 'Alexandrina 2040' by 2014-15</p>	<p>Not currently in place - to be developed.</p>	<p>Anticipate population growth and new growth areas under the 30 Year Greater Adelaide Plan offer an opportunity for Alexandrina Council to showcase the area to prospective residents and business owners as a premium living and lifestyle destination with a consumer market boosted by mobile populations.</p> <p>Opportunity to work on regional collaboration, including with the RDA AHFKI.</p>	<p>SASP 35 – Economic growth</p>
Productive Community Assets			
(Role: Advocate/Influence and Provide/Respond)			
<p>Local major projects*</p> <p>High quality scoping, investigation, design and public consultation for major projects in Alexandrina</p>	<p>Progress major projects to the satisfaction of Council and community.</p> <p>Quality to be assessed by Annual Community Satisfaction Survey (baseline to be obtained in 2013-14).</p>	<p>* Major projects are discretionary. Timing and construction pending annual budgets, public consultation and availability of external funding.</p> <p>Major projects are a key mechanism for Council to support community interests.</p>	<p>SASP 35 – Economic growth</p> <p>SASP 56 – Strategic infrastructure</p>
<p>Local infrastructure</p> <p>Maintain or improve road conditions under the control of Council</p>	<p>Baseline: Number or percentage of roads which meet the service level identified in the Infrastructure and Asset Management Plan. To be confirmed by 30 June 2013.</p> <p>Source: Alexandrina Council Local Government Grants Commission Roads Return 2011-12</p>	<p>Alexandrina Council regularly reviews road conditions, and undertakes works for roads in its control with the support of Roads to Recovery Australian Government funding Alexandrina Council, under its Infrastructure and Asset Management Plan sets service levels for the allocation of road maintenance resources contributing to community safety and functionality. For example, during the 2009-13 Community Strategic Plan cycle, Roads to Recovery funding was granted to upgrade 9 Mile Road, Strathalbyn to improve drainage and mitigate impacts of dust generation on road users.</p>	<p>SASP 56 – Strategic infrastructure</p>



Thrive in 'Clean Green' Futures

About our Community

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
<p>A Healthy, Working Basin supporting the Coorong, Lower Lakes and Murray Mouth</p> <p>Maintain or improve River Murray actual end-of-system flows</p> <p>Inclusion of salinity target for the Lower Lakes in the Murray-Darling Basin Plan</p> <p>Inclusion of a water level target applicable to the environment of the Coorong, Lower Lakes and Murray Mouth in the Murray-Darling Basin Plan.</p> <p>Inclusion of a target to keep the Murray Mouth open in the Murray-Darling Basin Plan.</p> <p>Inclusion of a target to 'move all salt out to sea' in the Murray-Darling Basin Plan.</p>	<p>Baseline: 12,849 GL (actual flow at Barrages)</p> <p>Source: Courtesy of the Murray-Darling Basin Authority Water Audit Monitoring Reporting 2010-11.</p> <p>Target: Preferred approach of not exceeding 1000 EC units; average of sites around Lake or measured at Milang.</p> <p>Target: Preferred approach of maintaining a minimum level of 0.4 AHD for 95% of the time, never dropping below 0.35 AHD in Lake Alexandrina for the remainder.</p> <p>Target: Preferred approach of nine out of ten years through natural means, with the remainder via dredging if required such that the Murray Mouth remains functionally open 100% of the time.</p> <p>Target: Preferred approach of 2 million tonnes of salt out of the Murray Mouth annually, measured as an average over the preceding three years.</p> <p>Source: Targets pending release of the Murray-Darling Basin Plan by the Australian Government and implementation by related bodies.</p>	<p>The Alexandrina community and visitors have a very strong interest in a healthy, working Basin and the protection of the Coorong, Lower Lakes and Murray Mouth. After many years of local advocacy on a national stage, a proposed draft Basin Plan was released in September 2012 with the inclusion of a salinity target in the Lower Lakes for the first time. Alexandrina Council will continue to advocate interests of our community for this unique and stunning natural environment. An account of Alexandrina Council's advocacy on the Murray-Darling Basin during the period of the Basin Plan development during 2011-13 can be found at: mysay.alexandrina.sa.gov.au</p> <p>Alexandrina Council is a key stakeholder for bodies developing policy or funding the CLLMM including the Murray-Darling Basin Authority and SA Department of Environment, Water and Natural Resources.</p>	<p>SASP 76 – River Murray - flows</p> <p>SASP 77 – River Murray – salinity</p> <p>Links to:</p> <p><i>Commonwealth Water Act 2007 (including the Murray-Darling Basin Authority)</i></p> <p><i>South Australian Natural Resources Management Act 2004</i></p>

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
<p>Local climate change impacts</p> <p>Monitor sea level, rainfall and temperature (as key indicators for local climate change impact)</p> <p>Identify local climate change vulnerability, improve adaptive capacity and resilience of community</p>	<p>Baseline: To be determined by 30 June 2013</p> <p>Source: CSIRO</p> <p>Participate in the following initiatives:</p> <ul style="list-style-type: none"> • National Sea Change Taskforce • Regional Integrated Vulnerability Assessments • Identify related collaborative local activities as part of an Alexandrina Council Climate Action Plan 	<p>As Alexandrina has both the River Murray, coastal and prime agricultural lands, indicators of climate change that will have significant relevance to our community include sea level, rainfall and temperature (land).</p>	<p>SASP 62 – Climate change adaptation</p> <p>Links to:</p> <p><i>Commonwealth Clean Energy Act 2011 and Clean Energy Legislation Amendment Act 2012</i></p> <p><i>South Australian Natural Resources Management Act 2004</i></p>
<p>Local biodiversity – collaborative works</p> <p>Protecting local habitat by increasing coverage and effectiveness of collaborative environmental works to support key natural assets such as the Endangered Fleurieu Swamps (among others).</p>	<p>Establish an approach to deliver on strategic and operational environmental sustainability outcomes including evolving Council engagement with key stakeholders in community, and related government and non-government environmental bodies, including the Adelaide and Mount Lofty Ranges Natural Resource Management Board and SA Murray-Darling Basin Natural Resource Management Board.</p> <p>The SA Department of Environment, Water and Natural Resources ‘Environmental Works and Measures Feasibility Program’ – continuing participation as a key stakeholder for the progress of select initiatives.</p>	<p>Alexandrina Council and community acknowledges the valuable contribution of local environmental groups and NRM organisations for the benefit of our community and environs.</p> <p>As at November 2012, the following Alexandrina community projects progressed to ‘pre-feasibility assessment as part of the Environmental Works Program – Lakes Alexandrina and Albert Wetlands (including Tolderol, Terengie and Waltowa Wetlands); Hindmarsh Island Wetlands and Upgrading the Barrages (specifically the Goolwa Barrage).</p>	<p>SASP 69 – Lose no species</p> <p>Links to:</p> <p><i>Commonwealth Environmental Protection and Biodiversity Conservation Act 1999</i></p> <p><i>South Australian Natural Resources Management Act 2004</i></p>

About our Community

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
	<p><i>Demonstration of Strategic Collaboration of Community Interest:</i></p> <p>Endangered Fleurieu Swamps, Courtesy of the Conservation Council of South Australia</p> <p>All of the measures and targets listed here are from the Fleurieu Peninsula Swamps Recovery plan. They will be considered as part of annual and four-yearly business planning by Alexandrina Council to identify synergies and opportunities.</p>	<p>Alexandrina Council will continue to cultivate strategic collaborations to support our community's strong commitment to our natural environment and evolve in how we recognise, promote and harmonise with the integrated planning framework of Council under the Local Government Act 1999.</p> <p>About the Demonstration Example:</p> <p>The Fleurieu Peninsula Swamps (Swamps) are a distinct and unique ecological community endemic to the Fleurieu Peninsula SA. They are listed as a critically endangered ecological community under the Australian Government's Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act).</p> <p>Fleurieu Peninsula Swamps are water dependent ecosystems that support a diversity of aquatic plants and animals and are characterised by having permanently saturated soils, but no standing water. They were once narrow linear systems inhabiting the watercourses of the Fleurieu Peninsula from the top of catchment to the coast. These swamp watercourses are now broken up due to development, leaving isolated fragments of Swamps. On average these fragmented Swamps are 1-5h a in size.</p> <p>The Swamps usually consist of dense vegetation at more than one height or layer, comprising up to six different vegetation forms. Variability in plant species composition, density and structure is due to soil type, water regime, surrounding and in situ topography and underlying geology. Soils are predominately peat, silt, peat-silt or black clay soils.</p>	<p>SASP 76 – River Murray - flows</p> <p>SASP 77 – River Murray – salinity</p> <p>Links to:</p> <p><i>Commonwealth Water Act 2007 (including the Murray-Darling Basin Authority)</i></p> <p><i>South Australian Natural Resources Management Act 2004</i></p>
MEASURES	TARGETS		
Maintain or improve condition of Fleurieu Peninsula Swamps	<ul style="list-style-type: none"> • Condition of Swamps is maintained or improved • Reduce impact of weeds (control invasive species) • Promote best practise water management • Promote 'best practice' guidelines for chemical and effluent use and disposal. • Protect roadside vegetation 		
Increase the area of Swamps across their natural range	<ul style="list-style-type: none"> • Maintain current range of Swamps • Increase area of Swamps • Increase connectivity of Swamps across the landscape 		
Ensure all levels of decision making take Swamps into account	<ul style="list-style-type: none"> • Increase awareness of planning authorities, developers and utility service providers about Swamps and their significance. • Promote suitable site management practices for development sites. (including weed and phytophora hygiene) • Ensure development approvals incorporate appropriate waste management and disposal conditions. • Swamp systems are managed/ considered on a landscape scale • Support community interest in Swamps 		

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
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Sources:

Courtesy of the Conservation Council Mount Lofty Ranges Southern Emu Wren and Fleurieu Peninsula Swamps Recovery Program

Draft Recovery Plan for the Fleurieu Peninsula Swamps: Conservation Council of South Australia, Adelaide

Protecting Fleurieu Peninsula Swamps and the Mt Lofty Ranges southern Emu-wren; A guide for land owners, land advisors, property planners and developers. Mount Lofty Ranges Southern Emu Wren and Fleurieu Peninsula Swamps Recovery Team

<http://www.conservation.sa.gov.au/emu-wren-and-fleurieu-swamps-recovery.html>

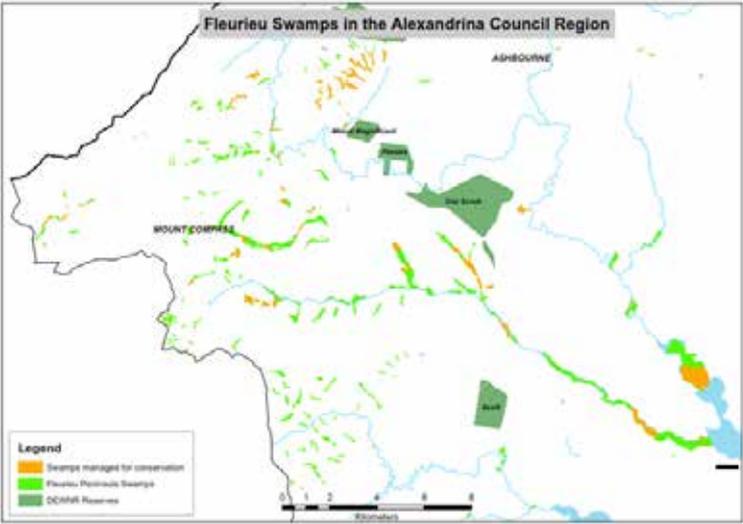
Importance and value of Swamps

There are many benefits to protecting Swamps these include:

- Swamps act as natural water filters. Swamps and the plants in them act as natural filters to trap sediments and nutrients and to break down pollutants from fertilisers and pesticides. This improves the water quality downstream of the Swamps.
- Swamps are sponges that control the impacts of floods. Swamps absorb then slowly release rainfall and runoff over time through groundwater. They slow the water flow and reduce potential stream bank erosion downstream. The slow release of water also helps to maintain stream flow during dry periods.

- Swamps provide a home for rare plants and animals. The flora and fauna assemblages of the Fleurieu Peninsula Swamps are home to many species that are not found elsewhere in Australia such as the MLR Southern Emu-wren (*Stipiturus malachurus intermedius*). Swamp communities contain at least 204 native plant species of which 167 are indigenous, meaning they only occur locally. Half of the indigenous plant species recorded in Swamps (84 species) have state conservation significance. Four threatened plant species have national significance.

The bird life supported by Swamps can also be particularly useful in controlling insect pests in nearby cropping or pasture land.



Local carbon efficiency

Maintain or improve community uptake of renewable energy (and other clean energy) options

Baseline: Improvement from a 2011 ranking of 10th with 9.03% of households in Goolwa-Hindmarsh Island to a 2012 ranking of 5th with 24.7% of households in Goolwa-Hindmarsh Island in top postcodes for solar uptake in Australia.

Source: Courtesy of Clean Energy Council Report, Australia's Top Solar Postcodes, 2011 and 2012 Updates.

The Alexandrina community are at the national forefront of renewable energy uptake. Between 2010 and 2012, the Alexandrina community improved its ranking from 10th, to 5th in the top postcodes of solar uptake. The Community Strategic Plan shows strong continuing interest in renewable (and other clean energy) opportunities.

SASP 64 – Renewable energy

About our Performance

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
Enhanced Biodiversity			
(Role: Advocate/Influence; Partner/Collaborate and Facilitate/Connect)			
<p>Local biodiversity – works [coordinated] by Council for community-owned land</p> <p>Develop a policy and management plans for Council’s environmental assets (with implementation by 2015)</p>	<p>Not currently in place – to be developed.</p> <p>Source: 2010 Land Management Audit (internal)</p>	<p>During the 2009-13 Community Strategic Plan, Alexandrina Council conducted an audit of land assets owned by Council on behalf of the community. This can be leveraged during 2013-23 with further policy development identifying strategic approaches to productive use of these community assets, also enhancing local biodiversity in the interests of future generations. Policy development will include consultation with key government and community stakeholders (such as NRM bodies, local landowners and environmental works groups).</p>	<p>SASP 70 – Sustainable Land Management</p> <p>Respective strategies and measures of the Adelaide and Mount Lofty Ranges NRM and SA Murray Darling Basin NRM Strategic Plans</p>
Protection of Water Resources			
(Role: Advocate/Influence; Provide/Respond and Educate/Promote)			
<p>Local water recycling</p> <p>Maintain or improve volume of stormwater and wastewater reused for beneficial purposes and community initiatives</p>	<p>Baseline:</p> <p>Stormwater reused 2011/12 – 10.9 megalitres</p> <p>Waste Water reused for beneficial purposes – 610 megalitres</p> <p>Source: Alexandrina Council Internal</p>	<p>During the 2009-13 Community Strategic Plan, Alexandrina Council invested in a number of initiatives to improve stormwater and wastewater infrastructure. This investment, also supported by Australian Government grants, is likely to result during 2013-23 in increased protection of valuable water resources and more sustainable resource management for direct community benefit.</p>	<p><i>SASP Target 73 – Recycled stormwater</i></p> <p><i>SASP Target 74 – Recycled wastewater</i></p> <p><i>Respective strategies and measures of the Adelaide and Mount Lofty Ranges NRM and SA Murray Darling Basin NRM Strategic Plans</i></p>



MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
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Progressive Approaches to Climate Change

(Role: Advocate/Influence; Partner/Collaborate and Provide/Respond)

<p>Regional carbon efficiency</p> <p>Maintain or improve levels of waste diverted from landfill</p>	<p>Baseline: Alexandrina Waste Diverted from Landfill 2011/12</p> <p>Waste to landfill (tonnage): Hartley 3305; Southern Region Waste Authority 2806; Goolwa Site 3591</p> <p>Waste diverted from landfill (tonnage): Goolwa Site 10560</p> <p>Total Waste (tonnage): 20262</p> <p>Percentage of diversion of waste from landfill: 52%</p> <p>Source: Fleurieu Regional Waste Authority Annual Report 2011-12</p>	<p>During the 2009-13 Community Strategic Plan, Alexandrina Council entered into an agreement with three other Councils under Section 43 of the Local Government Act 1999, to establish the Fleurieu Regional Waste Authority. This shared services arrangement is likely to result during 2013-23 in economies of scale that will enable innovation in the handling and management of community waste, while supporting our region's carbon efficiency.</p> <p>The 2011 SASP target for Zero Waste seeks a reduction in waste to landfill by 35%. The Alexandrina contribution is well in excess of the State target, demonstrating our community's contribution to State strategic outcomes.</p>	<p>SASP Target 67 – Zero Waste</p> <p>Respective strategies and measures of the Adelaide and Mount Lofty Ranges NRM and SA Murray Darling Basin NRM Strategic Plans</p>
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Participate in Wellbeing

About our Community

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
<p>Life journey of our local community</p> <p>Improve balance and distribution of age structure of Alexandrina LGA as compared to State (as a % in groupings)</p>	<p>Baseline</p> <p>Early childhood 0-4 years – 5.2% [Comparison: 6.0% State]</p> <p>Children aged 5 - 14 years – 11.6% [Comparison: 11.9% State]</p> <p>Youth aged 15 – 24 years - 9.9% [Comparison: 13.1% State]</p> <p>People aged 25 – 39 years – 13.3% [Comparison: 19.1% State]</p> <p>People aged 40-59 years – 27.3% [Comparison: 27.5% State]</p> <p>People aged 60- 79 years - 26.9% [Comparison: 17.4% State]</p> <p>People aged 80 years and over – 5.6% [Comparison: 4.9% State]</p> <p>Source: ABS 2011 Census Data</p>	<p>The following indicators have been identified from 2011 Census data as reflecting key demographic characteristics.</p> <p>While Alexandrina has higher than State average populations over 60 years, it is also growing in its proportion of under 15 years as a percentage of the community.</p> <p>Alexandrina’s age groups in the under 15 years and 40-59 years are closer to the State average than past trends might have suggested.</p> <p>This is a major influence for the priority ‘Something for every age at every stage’.</p>	<p>SASP 12 – Early childhood</p>
<p>Local social and economic participation</p> <p>Maintain or improve: Education</p> <p>% of population completing Yr 12</p>	<p>Baseline (2011) – 36.0% [Comparison: 43.2% State]</p> <p>Source: ABS 2011 Census Data</p>	<p>The following indicators have been identified from 2011 Census data as reflecting key influences on an individual’s socio-economic status, their propensity to participate in our community and start to draw a picture of our community’s wellbeing (noting many other indicators may also have influence). When read in comparison with State figures, it also assists illustrate how local needs and services might differ between State and local contexts.</p> <p>Alexandrina’s school completion data is a useful indicator of socio-economic status. It is also noted that Alexandrina sees populations from this age leave the area (as is similar with many regional communities) despite its proximity to a capital city and further education venues.</p>	<p>SASP Target 89 – SACE or equivalent</p>

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
		<p>Trend since 2006: Improved from 31% (2006), however comparison with State 38.3% (2006) has remained static with a gap of 7.2% less of the Alexandrina population attaining Year 12.</p> <p>Source: ABS 2006 Census Data</p>	<p>SASP Target 89 – SACE or equivalent</p>
<p>Maintain or improve: Incomes</p> <p>\$ median personal weekly income</p>	<p>Baseline (2011) - \$454 [Comparison: \$534 (State)]</p> <p>Source: ABS 2011 Census Data</p>	<p>Alexandrina incomes and home ownership demonstrate that Alexandrina residents are more likely than others in the State to have a stronger asset base, than liquidity. This can affect households and communities in a range of ways including community capacity to fund major initiatives.</p> <p>Trend since 2006: The median personal income gap between Alexandrina and the State has widened since 2006 from a gap of \$57 to \$80 in 2011. Alexandrina - \$376 (2006), State \$433 (2006).</p> <p>Source: ABS 2006 Census Data</p>	<p>SASP Target 16 – Economic disadvantage</p>
<p>Maintain or improve: Home ownership</p> <p>% of Alexandrina LGA occupied private dwellings owned outright</p>	<p>Baseline (2011 – 40.3% [Comparison: 32.8% (State)]</p> <p>Source: ABS 2011 Census Data</p>	<p>Trend since 2006: Alexandrina home ownership has improved since the 2006 Census from 38.9%, while the State’s has decreased as a proportion of housing tenure from 33.7%.</p> <p>Source: ABS 2006 Census Data</p>	<p>SASP Target 7 – Affordable housing</p>
<p>Maintain or improve Volunteerism</p> <p>% of Alexandrina LGA who volunteered for an organisation or group</p>	<p>Baseline (2011) – 26.8% [Comparison: 19.8% State]</p>	<p>Alexandrina, like many regional communities, has strong community participation as evidenced by volunteering rates consistently higher than national and state averages. This is demonstrated in the strategic plan with strong community interest in self-sustaining communities.</p> <p>Trend since 2006: Rates of volunteerism are consistent with 2006 Census of 26.9%. This is during a period of strong population growth indicating that incoming residents are experiencing social engagement and cohesion.</p>	<p>SASP Target 24 - Volunteering</p>

About our Performance

MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
Accessible Services and Opportunities			
(Role: Facilitate/Connect; Advocate/Influence and Provide/Respond)			
Local reach of community wellbeing services	Method to be developed utilising range of data sources and stakeholder input.	Governments are increasingly sharing data collections to enable local government to maintain improved awareness of, and engage with a range of community interests. For example, in a 2012 Memorandum of Understanding on early childhood between State and Local Governments, notes that access data on early childhood relevant to local areas will be provided.	Various under the goals of Our Community, Our Education and Our Health
Identify method for monitoring reach (and needs) of relevant community wellbeing programs to the Alexandrina region (whether delivered by Council, not-for-profit organisations or State and Federal governments).	Source: Alexandrina Council Internal program indicators; data shared by State Government	Alexandrina Council is an award-winning provider of environmental and public health services and well-placed to adapt to opportunities for strategic and integrated public health planning following the introduction of new legislation in 2011.	Public Health Act 2011
Develop a regional public health plan by 2015 (aligning with a state public health plan to be released in 2013)	To be developed as per legislative timeframes and requirements.		
Advocacy in community services and development	Not currently in place – to be developed	Alexandrina community sits between two State Government regional community service hubs of Mount Barker to the north and Victor Harbor to the south. Given challenges with transport, but also opportunities with national broadband network infrastructure, it is timely to consider how models in community services and development can be better tailored, integrated and delivered.	Various under the goals of Our Community, Our Education and Our Health
Investigate opportunities to develop a whole-of-government approach to coordinating community-related services tailored to Alexandrina needs by 2015			



MEASURE	BASELINE	EXPLANATORY NOTES	SASP LINK
Collaborative Community Ventures			
(Role: Lead/Empower; Advocate/Influence and Provide/Respond)			
<p>Usage of local community assets & facilities</p> <p>Improve awareness, recognition and benefits derived from community assets</p>	<p>Develop a guide to assess benefits from community assets relative to community needs by 2015 (initially as a small pilot with a longer-term view of an annual assessment to support community asset planning).</p> <p>Quality to be assessed by Annual Community Satisfaction Survey (baseline to be obtained in 2013-14 including a method that incorporates community groups).</p>	<p>The Alexandrina community has a strong interest in leveraging existing community assets and boosting our overall productivity, including identifying multi-functional or smarter uses of existing assets.</p>	
Self-Sustaining Communities			
(Role: Lead/empower; and Facilitate/Connect)			
<p>Community Events</p> <p>Maintain or improve community involvement in, and attendance at, community events</p>	<p>Baseline: To be determined by 30 June 2013</p> <p>Source: Alexandrina Council Internal and as reported by local community groups</p>	<p>Community events are diverse and appealing to locals and visitors alike. They also contribute to community both socially and economically, with flow on effects in visitor spend and possibly as future residents, or visitors. They are also a dynamic way for residents to get involved in local community.</p>	<p>SASP 3 – Cultural vibrancy – arts activities</p> <p>SASP 4 – Tourism industry</p>
<p>Participation in local social, economic and environmental activities</p> <p>Maintain or improve proportion of residents and visitors participating in social, community and economic activities</p>	<p>Quality to be assessed by Annual Community Satisfaction Survey (baseline to be obtained in 2013-14 including a method that incorporates visitors).</p>	<p>Alexandrina is renowned for its lifestyle, heritage, cultural and environmental experiences both from residents and visitors alike. This bond, and willingness to participate or support our community represents valuable social, human and intellectual capital for Alexandrina.</p>	<p>SASP Target 23 – Social participation</p>

CONNECTING COMMUNITIES

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