

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.

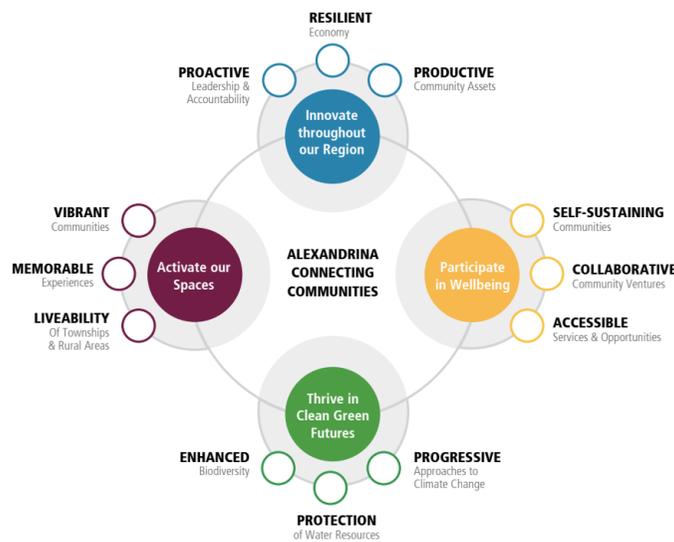
It is now time to establish community aspirations and priorities from 2014 – 23 and strive to meet a new vision 'Alexandrina Connecting Communities.'

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

Our Vision: Alexandrina Connecting Communities Model of Alexandrina Connecting Communities – Vision; Aspirations and Outcomes



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

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.

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 Community Population Profile

How many people are likely to be part of our broader Alexandrina community in coming years?

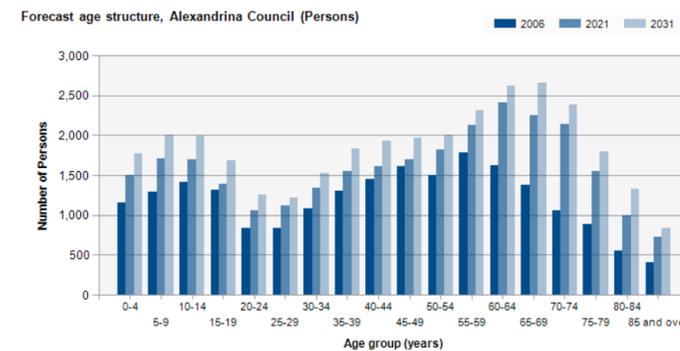
Alexandrina Local Government Area

POPULATION

2006 – 21,496 (base)
2011 – 24,055 (recent)
2031 – 33,132 (forecast)

RECENT GROWTH: 1.3%

TREND: Slowing from 2006 levels of over 3.0%. Continuing growth is forecast with average annual population growth from 2006 to 2031 of 1.75% (an additional 11,636 persons).



Source: ABS Regional Population Growth Cat 3218.0, released 22 July 2012. (<http://www.abs.gov.au/ausstats/abs@/mf/3218.0>) and as depicted in Alexandrina Profile ID by Informed Decisions at <http://profile.id.com.au/alexandrina/>

Our Strategic Priorities

(including links to SA Strategic Plan targets):

Alexandrina Connecting Communities Strategic Priorities	SA Strategic Plan (2011) Linkages as an Alliance Member	SA Seven Key Priority Areas (2012)	RDA Roadmap (2012) Adelaide Hills, Fleurieu and Kangaroo Island
Inspiring Regional Excellence	T38 – Business investment T35 – Economic growth T37 – Total exports T46 – Regional Population Levels	Growing Advanced Manufacturing	Goal Area 2: Partnerships in Policy, Planning, Projects and Programs Goal Area 4: Business and Industry Growth
Alexandrina Experiences 'Just Add...'	T1 – Urban spaces T3 – Cultural vibrancy; arts T4 – Tourism industry T99 – Cultural engagement; institutions	Creating a vibrant city	Goal Area 1: Knowledge, Understanding and Promotion
Something For Every Age, At Every Stage	T7 – Affordable housing T12 – Early childhood T23 – Social participation T24 – Volunteering T83 – Sport and recreation	An affordable place to live and Every chance for every child	Goal Area 3: Community Building
Climate-ready Communities	T59 – Greenhouse gas emissions T62 – Climate change adaptation T64 – Renewable energy T67 – Zero waste T70 – Sustainable land management T72 – Nature conservation T75 – Sustainable water use T76 – River Murray: Flows T77 – River Murray: Salinity	Safe communities, healthy neighbourhoods	Goal Area 3: Community Building
Grow, Eat, Share	T40 – Food industry T76 – Healthy South Australians	Premium food and wine from our clean environment	Goal Area 4: Business and Industry Growth
Fleurieu Transport and Trails Network	T56 – Strategic infrastructure T63 – Use of public transport	Realising the benefits of the mining boom for all	Goal Area 5: Infrastructure Provision and Maintenance

Our Mission: Be Involved

Living an inspiring vision
Inspired employees go the extra mile

Communicating our strategies and goals
A clear strategy points employees in the right direction

Developing our people
High performing people drive organisational results

Recognising our people
Saying thanks makes a big difference

Caring for our people
Demonstrating that we care

Listening and adapting to our customers' needs
Creating long term customer relationships

Continually improving our systems
Appropriate systems support performance

Alexandrina's Small Area Profiles

How many people are likely to be part of our communities in coming years and how old will they be?

Milang/Clayton Bay/Langhorne Creek

POPULATION

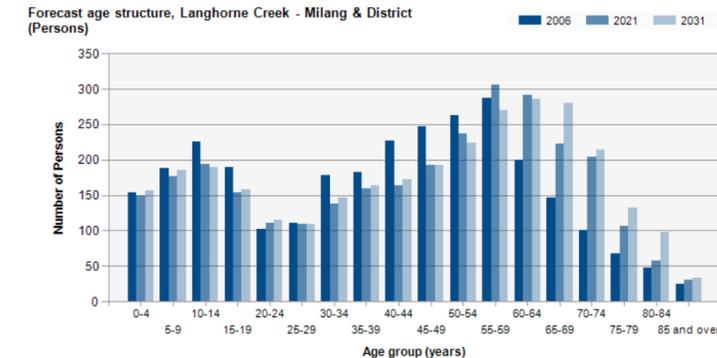
2006 – 2,940 (base)
2011 – 2,799 (recent)
2031 – 3,124 (forecast)

GROWTH 2006-11:

-0.98% avg annual

TREND:

Small growth with forecast average annual growth to 2031 of 0.24%.



Strathalbyn

POPULATION

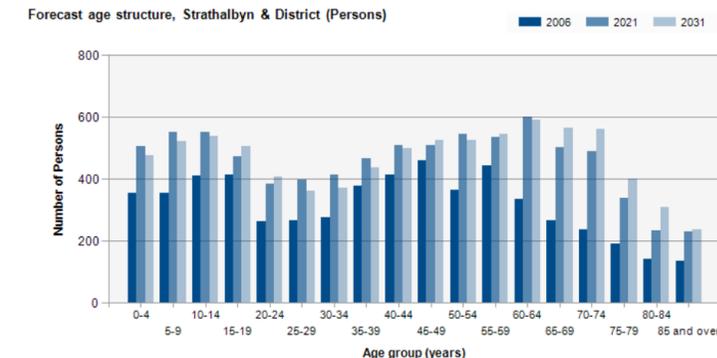
2006 – 5,702 (base)
2011 – 6,718 (recent)
2031 – 8,377 (forecast)

GROWTH 2006-11:

3.33% avg annual

TREND:

Slowing with forecast average annual growth to 2031 of 1.55%.



Mount Compass / Ashbourne

POPULATION

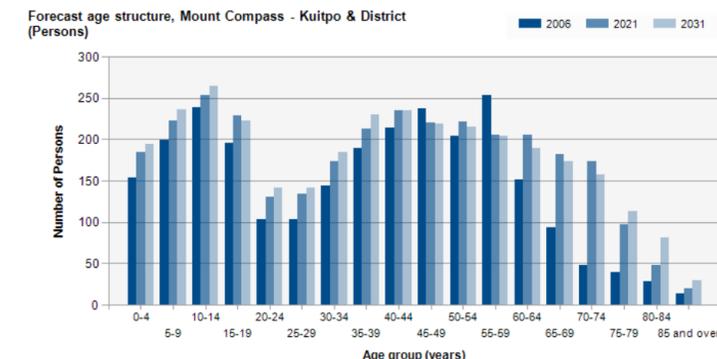
2006 – 2,608 (base)
2011 – 3,158 (recent)
2031 – 3,234 (forecast)

GROWTH 2006-11:

2.68% avg annual

TREND:

Slowing with forecast average annual growth to 2031 of 0.86%.



Port Elliot/Middleton

POPULATION

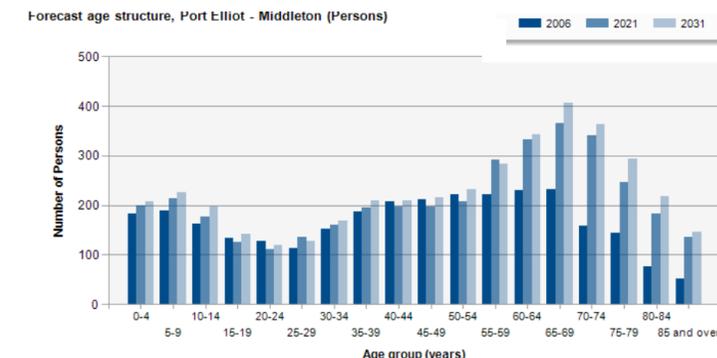
2006 – 2,992 (base)
2011 – 3,303 (recent)
2031 – 4,106 (forecast)

GROWTH 2006-11:

2% avg annual

TREND:

Steady to slowing with forecast average annual growth to 2031 of 1.27%.



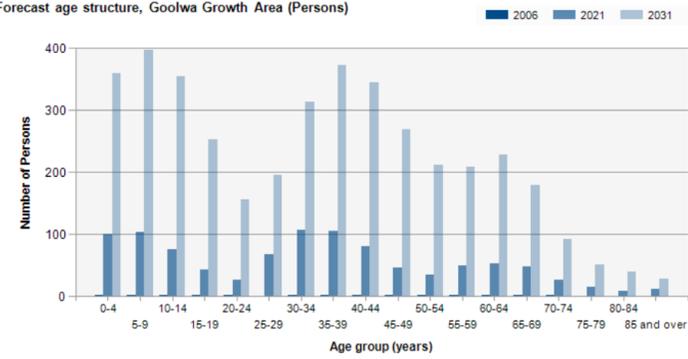
Goolwa-Goolwa North- Currency Creek

POPULATION
2006 – 3,156 (base)
2011 – 3,497 (recent)
2031 – 4,299 (forecast)

GROWTH 2006-11:
2.07% avg annual

TREND: Steady to slowing with forecast average annual growth to 2031 of 1.24%.

Forecast age structure, Goolwa Growth Area (Persons)



Goolwa Growth Area

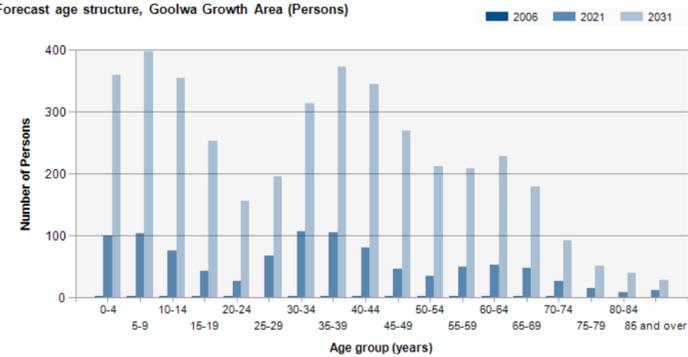
POPULATION
2006 – 15 (base)
2011 – 34 (recent)
2031 – 4,054 (forecast*)

GROWTH 2006-11:
17.78% avg annual

TREND: Strong growth with forecast average annual growth to 2031 of 25.10%.

*30 Year Greater Adelaide Plan Growth Areas

Forecast age structure, Goolwa Growth Area (Persons)



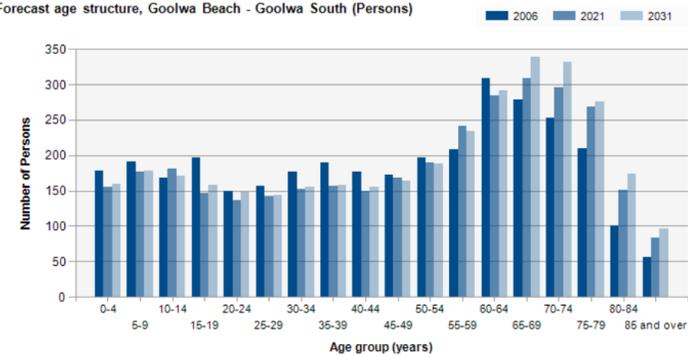
Goolwa Beach -Goolwa South

POPULATION
2006 – 3,364 (base)
2011 – 3,231 (recent)
2031 – 3,517 (forecast)

GROWTH 2006-11: -0.8% avg annual

TREND: Small growth with forecast average annual growth to 2031 of 0.18%.

Forecast age structure, Goolwa Beach - Goolwa South (Persons)



Hindmarsh Island -Mundoo Island

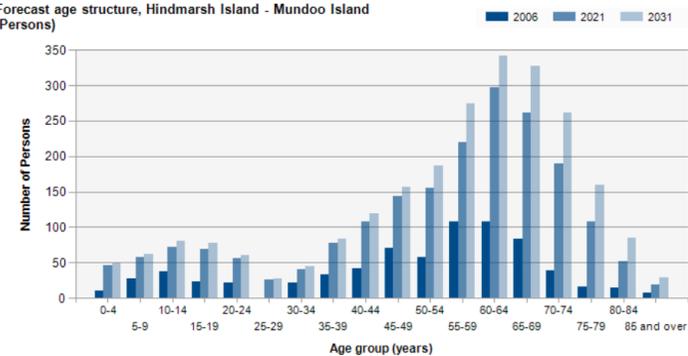
POPULATION
2006 – 719 (base)
2011 – 1,484 (recent)
2031 – 2,421 (forecast*)

GROWTH 2006-11: 15.6% avg annual

TREND: Slowing to steady growth with forecast average annual growth to 2031 of 4.98%.

*30 Year Greater Adelaide Plan Growth Areas

Forecast age structure, Hindmarsh Island - Mundoo Island (Persons)



Long Term Financial Plan And The Infrastructure And Asset Management Plan

Long Term Financial Plan

The long term financial plan is a fundamental instrument of accountability and projections for the Council's currently planned activities over a 10 year timeframe.

The key objective of Council's Long Term Financial Plan is financial sustainability in the medium to long term, while still achieving Council's community objectives as specified in the Community Plan and Infrastructure and Asset Management Plan. The Plan ensures that we understand the impact of decisions made today on our future.

Annual Business Plan and Budget

The Annual Business Plan and Budget prioritise actions for a particular financial year. They are linked to the Strategic Management Plans, with major projects decided separately. (Pending community consultation under Section 50 of the Local Government Act 1999).

Key Financial Indicators

The indicators enable an assessment of Council's long term financial performance and position and will place Council on a path to deliver long term sustainability.

The Key Financial Indicators support a positive forward outlook and adherence over the longer term to Council's financial sustainability.

Council has set targets for its Key Financial Indicators to guide revenue and expenditure decisions, overall budget strategies and future decision making. These targets promote a breakeven position in the long term.

Indicator	Target Short Term Years 1-3	Target Medium Term Years 4-6	Target Long Term Years 7-10
Operating Surplus/ (Deficit) Ratio – %	(5) to 2%	(3) to 3%	5 to 8%
Net Financial Liabilities Ratio – %	≤120%*	≤125%*	≤100%
Asset Sustainability Ratio – %	90-100%	90-100%	90-100%

Financial Sustainability

Ensure that we understand the impact of decisions made today on our future

The Long Term Financial Plan guides Council to operate within these targets.

Meeting objectives of Community Plan

Community Innovation and Capacity Building

Effective management of Council's assets at an agreed standard of service

Infrastructure and Asset Management Plan

The key objective of Council's Infrastructure and Asset Management Plan is to provide effective and comprehensive management of Council's infrastructure and assets to deliver an agreed standard of service to the community.

The plan assists Council in determining the funding impact of maintaining and replacing our assets. These projections are based on the current understanding of asset management needs over the next 20 years and ensure that assets are maintained at a safe and functional standard.

These Plans aim to meet community expectations and cater for future growth and demographic changes.

Projects and Capital Works

Council is proposing to deliver a series of innovative capital works and major projects across the community.

The next 10 years will see \$30 million allocated to the Capital Works Program for upgrade and expansion of community infrastructure and assets.

Nearly \$43 million in proposed major projects have been identified by the community, Elected Members and staff, to be considered throughout the life of the plan. This includes the Fleurieu Regional Aquatic Centre, Goolwa Wharf Precinct and Strathalbyn Underground Power Network.



*These projects are subject to final approval by Council and the estimated timing may be affected by external factors such as availability of other funding sources (including State or Federal funding).

Alexandrina Council



CONNECTING COMMUNITIES

Strategic Management Plans 2014-23

