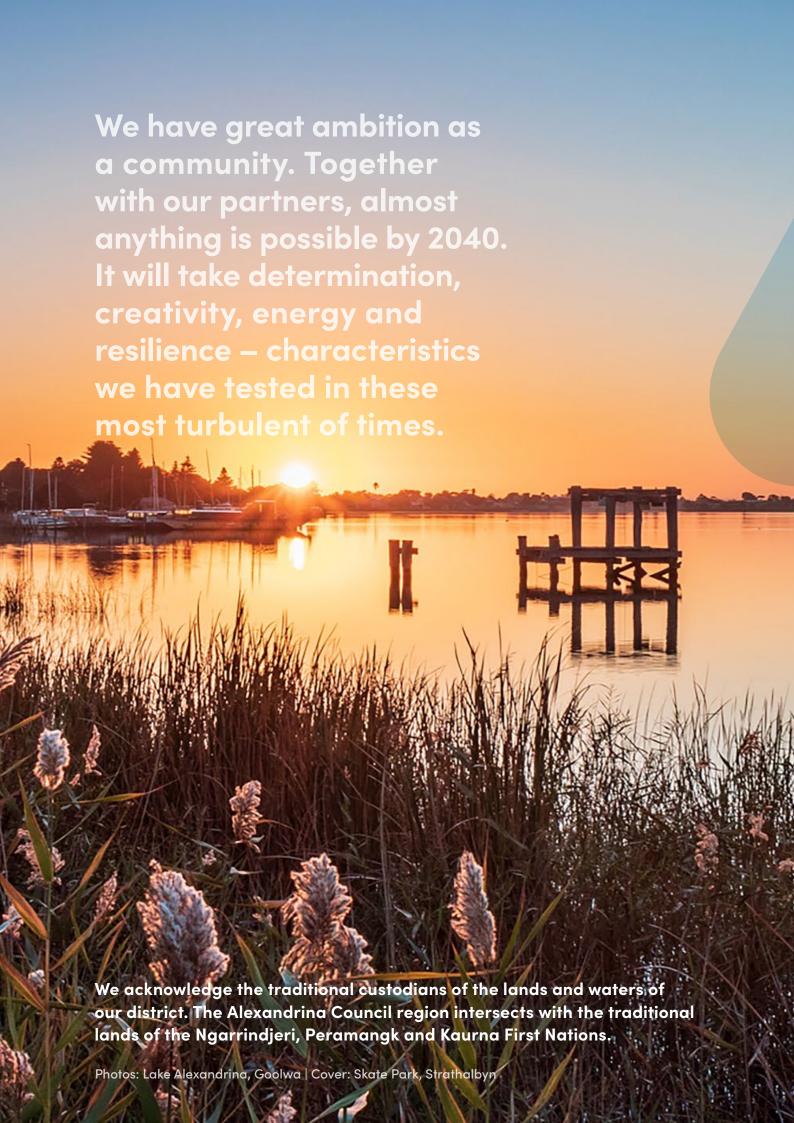




A2040

Liveable. Green. Connected.





Thriving Alexandrina

In creating Alexandrina 2040, we have consulted with over 1800 participants to develop a truly distinctive community narrative, informed by strategies emanating from key focus areas.

A2040 is our plan to thrive for the next twenty years. Across this period, the community's vision for Alexandrina to be more liveable, green and connected is addressed in plans with long-term strategic and resourcing requirements.

A2040 is our plan for this – our plan to thrive.

To bring Alexandrina 2040 to fruition, three aspirational themes have emerged from extensive consultation with our community:

- > Liveable Alexandrina is defined by distinctive villages, places and spaces, unique natural environments and transport networks that support active lifestyles, employment, vibrant cultures and productive enterprise.
- Green Alexandrina is climate-ready, a place where nature is valued and resources are managed sustainably and creatively for a new economy.
- > Connected Alexandrina is an inclusive, friendly region with strong community spirit, where all people are empowered to achieve their potential, and inspired to get involved.

This document supports the Alexandrina 2040: Our plan to thrive (A2040) and sets out how five action areas are addressed in support of our community's aspirations.

The A2040 suite of plans

Every year	Business plans and budgets Village conversations
Every	Service plans
4 years	Capital works
10–20	Asset Management Plan
years	Long Term Financial Plan
2040	



Planning village-by-village. A2040 is for, by and with the community. In years to come annual Village Innovation Conversations and Village Innovation Plans will shape our way forward through local participation and partnerships.

Innovating locally

It is vital we adopt 'ground up' communitydriven consultation and design processes and respect the strength in diversity of our localities. Central to this is our emphasis on Village Innovation Plans (VIPs) that will localise participation and partnerships to deliver local outcomes that benefit our whole community and everyone with an interest in Alexandrina.

Planning village-by-village

Village Innovation Plans will help shape the future of each town for the next 20 years and therefore need to be developed and reviewed in partnership with the community. We are committing to VIPs for each of Alexandrina's 11 townships.

The plans represent an inclusive, integrated approach that enhances established physical, natural, cultural, social and economic features of each place. Our planning approach will consider:

- exploring desired land-use informed by a community vision developed by the community, for the community
- > community infrastructure priorities to harness and enhance the unique strengths and capacities of each village, with reference to the needs of the wider region
- > society and community wellbeing by fostering collaboration and defining roles for the delivery of community building initiatives (i.e. services, programs, events and partnerships) to address local and regional wellbeing needs and aspirations
- > protection and enhancement of the environment and its place and participation in the region.

At a practical level, the VIP process will:

- guide and inform Council's strategic land-use planning directions
- localise commitments and activity for each of the A2040 action areas
- inform Council's budgeting processes, including its Long Term Financial Plan (LTFP), Asset Management Plan (AMP), informing



Argus House, Strathalbyn

strategies such as Council's Economic Development strategy and Disability Access and Inclusion Plan

- > feature in Council's delivery program, including the annual Business Plan and Budget
- > provide a strong evidence-base to support future grant applications
- guide and provide data to support Council's advocacy agenda and investment prospectus for the region.

VIPs will be developed for each township in 2021 and by 2022 will influence the LTFP and AMP through a 'community first' consultation and engagement framework delivered with the assistance of Council's cross-functional team.

Measuring success

- > 100% completion of village conversations from 2021 and 100% completion of VIPs by 2024
- > Greater than 90% customer satisfaction rate for VIP participation
- > VIP consultation and engagement framework demonstrates the application of quality continuous improvement

The community have made their priorities for action clear. There is much to do before 2040. Over the coming four years, we will respond to global, national and local challenges and opportunities. This represents the initial fifth of our 20-year timeframe.

At a local level and as a region, our commitment to A2040 needs to be both specific and strategic. We will plan for this across five key action areas:



- Appropriate Growth
- Community Inclusion
- Transport Connections
- Environmental Innovation.



Climate Response

Climate change is the issue of greatest concern to the people of Alexandrina. Increasingly frequent adverse events, the fragility of our ecosystems and the security of our water supplies led to our Climate Emergency declaration in 2019.

The region is getting warmer, drier and is vulnerable to coastal hazards, extreme storms, coastal erosion, bushfire, flood and drought.

Great opportunities also beckon with our climate response, including the prospect of increasing the 'urban forests' in our townships and streets.

We must preserve the region's pristine environment and good mix of healthy farming and natural bushland. To achieve this, we must act now and put a climate response lens across all that we do to ensure we can avert the increased risk and severity of bushfire, flood, drought and increased coastal hazards, such as erosion.

Our community is committed to exploring clean, distributed renewable energy in town centre precincts and new housing developments. It is paramount that best practice urban design is 'fit-for-purpose' for our growing population and economy, while maintaining a healthy and sustainable environment.

The community cherishes our region's national and global reputation as home to one of the country's most significant water bodies and aquatic environments, including our many rivers, the coastline and the internationally significant wetlands and habitats of the Lower Lakes, Coorong and Murray Mouth. They must be protected.



Appropriate Growth

Well managed development relies on the best available social and physical infrastructure and services. Appropriate growth supports residents, farmers, businesses, community organisations and the many visitors central to job creation and our economic destiny.

Our growing population requires the very best secondary and higher education options, well-equipped hospitals and medical centres and support for people of all ages and abilities. In catering for a more diverse demographic, our community believes there is a strong need to retain and attract youth and younger families, as well as a demand for more areas for young people to socialise that go beyond sport.

There is a strong interest from the community to retain the charm and character of our township environments, native vegetation and agricultural land, as our communities grow through land released for residential development. Equally there is awareness of the need to provide for adequate independent living and supported living options for our ageing community.

We also need to foster creative approaches to economic and community development, through arts and culture, innovative use of our main streets, government buildings, retail spaces and public spaces. We will emphasise the attraction of new businesses and industries relevant to our region's comparative advantage. It will be important for Council to partner with businesses (through the Alexandrina Business Hub) and engage with sector peak bodies to strengthen existing businesses, work experience and employment.



Bristow Smith Reserve Nature Playspace, Goolwa



Community Inclusion

Bringing generations and communities together, welcoming visitors into our region and embracing diversity will support our growing population, stimulate spending and attract investment.

Success in community inclusion will be defined by events and gatherings in our villages, beaches, open spaces, community centres and other social hubs. It is easy now to recognise the celebration of First Nations in our culture and enterprise; in our places, art, events and language. This is a source of pride for visitors and neighbours

Digital infrastructure supporting new services, better information and improved products, will make connection easier. With the gap between city and regional areas narrowing, Alexandrina will welcome increased visitation, demonstrate lifestyle affordability and provide opportunity for the digital economy to work anywhere, anytime.

Arts and culture will continue to generate opportunities to bring our community together to showcase our vibrancy, solve problems and shape relationships in ways that build social capital.

While creating greater opportunities for connection amongst older people will be a key consideration as the population ages, the younger age groups also require support, the creation of new experiences and inclusion through planning for people of all abilities. Team sports and many other forms of recreation, including aquatics, are vital to our physical and social wellbeing.



Transport Connections

Our community needs a high-quality road, water, rail and trail network that is safe, well maintained, supportive of healthy lifestyles, and environmentally sustainable.

Better transport connections within the region and with major centres and cities like Victor Harbor, Mount Barker and Adelaide requires focused advocacy, planning and investment. We need to link our major transport routes with community buses, cycling paths and recreational trails, not only to make it faster and more efficient to get from one place to another, but to prevent social isolation.

The district is heavily car-dependent and there is community expectation that roads, pathways and footpaths are well maintained and expanded to keep up with population growth.

The Community requests Council to continue its advocacy for improved State road infrastructure in our district and lead a regional lobby for expanded metropolitan transport services to the region. Investment in designated key freight routes and improved road signage and wayfinding for visitors and residents alike is vital for our future agenda.



Environmental Innovation

It is clear that we can go well beyond the management of waste, water and energy and extend to circular resource systems, regenerative farming, aquaculture and nature-based recreation and ecotourism.

Parks and gardens are also important, including establishing green spaces by adding trees, gardens and lawns to public spaces. Protecting the Murray-Darling Basin and our many natural places is also essential.

We want to be a community that reuses our resources in a circular nature. We will innovate and transform our community and region to enable it to take advantage of the benefits of a circular economy. Central to this is learning from and educating communities and partners on the benefits of consuming less and reusing more.

Council can lead by example through the delivery of 'plastic free' community events and the creation of policies and guides for plastic free private events and destinations across the Fleurieu. We can also commit to low-waste procurement policies and contracts that support the circular economy.

There may be opportunities to make use of all our organic waste within the region. It is also worth considering better ways to process, reuse and recycle resources, and use mulch and upcycled plastics in instrastructure projects and everyday Council operations.

Liveable Alexandrina is defined by distinctive villages, places, spaces and transport networks that support active lifestyles, vibrant cultures and productive enterprise.

Liveable Alexandrina

Our work to achieve A2040's Liveable aspiration takes place across five action areas.

Our Climate Response will involve preparation for the economic, social and environmental impacts of adverse natural events on community health, wellbeing and connectivity through drought planning with the LGA SA and PIRSA. Council will continue to foster proactive relationships with State Agencies and emergency services operating in the region, and continue active participation on the zone emergency management committee.

Planning policy will influence the location and design of hazard-resilient and carbon-efficient new communities in areas designated for arowth. Council will initiate code amendments to achieve desired land use outcomes in the context of climate and community change. This will be informed by the Resilient Hills and Coast 'Where we build, what we build' climate ready homes design guide. Life cycle assessment will be important to emphasise the sustainability of all infrastructure projects, including housing.

We will continue to increase township greening and tree planting for canopy cover. This will be supported by local capture, storage and re-use of water, drought-tolerant species selection and increasing biodiversity that contributes to the character of townships. A review of open space type and service standards will support a wide range of functions that include urban cooling, township amenity, stormwater management and enhanced biodiversity. Park features and facilities will also be renewed and improved through annual capital works and beautification programs that deliver accessible and inclusive parks for all generations and abilities.

Environmental Innovation will be central in the design and delivery of low-carbon communities and townships with minimal ecological footprints, especially as we deliver Village Innovation Plans. People and places will be designed sustainably and connected with



Foreshore, Port Elliot

low-emission public infrastructure, gardens and park furniture that feature upcycled plastics, mulch and other materials that emerge from convenient recycling, composting and waste disposal for residents and visitors.

Investment attraction and Appropriate Growth will be supported through a review of planning policy and targeted advocacy that support greater service and land use diversity to meet the fluctuating needs of a growing and changing population.

We must seize the opportunity to identify, define and better market the key comparative advantages of living, working and doing business in Alexandrina through an overarching brand and marketing plan.

We will also continue to actively engage with State and Federal Governments to advance local export opportunities and facilitate business and employment growth in emerging and established sectors. Sustaining and broadening Business Alexandrina's member services, support and networking opportunities will be imperative.

There is potential for a Joint Planning Board under the Planning Development and Infrastructure Act and we will explore opportunities with other councils of the Fleurieu to promote regional economic development and the benefits of sharing resources and services.

Our Economic Advisory Panel will continue to play an important leadership role in overseeing an update of the district's economic development strategy in response to the significant impacts of COVID and projected growth for the region.

Our village innovation plans will localise Community Inclusion and help us to identify and integrate services, infrastructure and programs in support of unique township visions and improved social, economic and environmental factors, including integration of First Nations' culture and stories, the arts, local wellbeing, liveability cultural expression and accessibility.

The creation of new and diverse lifestyle programs, events and activities that align, will engage and bridge the gap as well as leverage the passion, knowledge and experience of our intergenerational population both now and in the future. Our library will continue to provide essential community services and provide places for connection.

Community gardens will be the haven of social interaction and small-scale local food production with residents supported to participate in public and at home through community education and workshops.

We will involve residents in township planning to shape pedestrian-friendly environments and more paths for walking, cycling and wheeled modes of transport.

Our local area traffic management will prioritise pedestrians and contribute to more vibrant and activated main streets. Community buses and other Transport Connections have been identified as a high priority need for many community members, especially our older residents. Improved bikeways and walking trails will also support the movement and recreation of residents and visitors alike.

Liveable activities and measures

1.1 Increase township greening and tree planting for canopy cover

All village innovation plans (VIPs) to include performance targets for urban greening and tree canopy enhancements.

1.2 Attract and retain younger residents to live, work and play in Alexandrina

Facilitate and advocate accessible health, emergency and community services, activations, arts and culture, open spaces, sport, recreation, education and employment pathways that lead to a sustainable lifestyle for families

1.3 Design and locate community infrastructure to ensure safe, inclusive and convenient access for communities and individuals

Deliver our Disability Access and Inclusion Plan (DAIP) in 2021 and monitor progress through annual village conversations for each township

1.4 Advocate for a rethink of transport planning to focus on needs identification for improving accessibility, social inclusion and wellbeing

Conduct a community transport audit by 2022 to better inform VICs and ideas for change with the community

1.5 Commit to purchasing recycled materials and products in our public spaces

Design and implement an open space strategy with guidelines for recycled materials and products



Green Alexandrina is climate-ready, a place where nature is valued and resources are managed sustainably and creatively for a new economy.



Green Alexandrina

Our work to achieve A2040's Green aspiration takes place across five action areas.

Council has an opportunity to partner with community on a distributed energy strategy including rooftop solar panels, household and community batteries, electric vehicles and microgrids.

Our Climate Response will require active collaboration with neighbouring Councils, and advocacy to state and Federal governments. For example, we will continue to be a vital partner of Resilient Hills and Coasts, a collaborative, cross-sector partnership between councils, Landscape Boards, Regional Development Australia and the South Australian Government, to strengthen the resilience of our communities, economies and natural and built environments.

By being proactive and combining mitigation and adaption strategies, Council, businesses and our community will be in a better position to be climate-ready and take advantage of any opportunities.

We are committed to work in partnership with our community to protect and enhance our natural environment, to minimise the impact of our built environment on the natural world and to help our environment and community adapt to expected changes such as population growth and climate change in a sustainable way.

Our decision-making structure will continue to involve both Flected Members and community members of the Environmental Advisory Panel to guide the review and update of our Environmental Action Plan and the work of the Climate Emergency Advisory Committee.

Research that underpins Environmental **Innovation** will help us to identify opportunities to better understand the district's waste profile, decouple carbon emissions from economic growth (by better understanding our community and corporate carbon profile), explore circular economy market development initiatives (in partnership with government and the region), and encourage new industries to emerge.

Council must act within legislative frameworks and encourage new industries to emerge, but will do all in its power to advocate for Appropriate Growth, attracting sustainable development outcomes for the district, informed by a collaborative approach to Village Innovation Plans. Economic activation of townships will be supported by communityled placemaking initiatives, programs and events, provision of community grant funding, and attraction of investment and partners to revitalised town centres that deliver service and employment diversity. We can play a direct role through adaptive re-use of Council facilities.

Alexandrina has a significant nature tourism 'offer' including marine parks, coastal habitats and conservation parks supporting a range of experiences and destinations.

We have the opportunity to capitalise on our comparative strength in nature-based tourism and secure funding for initiatives that can help conserve our natural landscapes and wildlife, boost our economy and strengthen our community.

The mouth of Australia's greatest river is located in Alexandrina. We will continue to advocate for the protection of the River Murray, Lower Lakes and Coorong and the district's significant biodiversity and nature reserves, including the Lower Lakes Ramsar site of international significance as well as those industries that depend on a healthy productive environment.

Council will continue to strengthen the district's reserves and corridors which include 385 hectares of biodiversity reserves and 228 kilometres of roadside verges for conservation purposes. This work will continue to benefit from partnerships with Landscapes SA, and community and environmental groups.

Partnerships with existing volunteer groups and charitable and special interest organisations can boost Community Inclusion, matching resource needs with social enterprises such as 'men's sheds', 'repair cafes' and 'sewing circles'.

Council will continue to support a range of landscape-based volunteering opportunities including revegetation and restoration of our coastal, rural and township habitats, and both residents and visitors will have opportunities to sensitively access and appreciate our natural environments.

Our approach to **Transport Connections** will support those who choose low emission private transport through provision and promotion of electric vehicle charge points in our main streets. We will use recycled

materials and low carbon pavements for our program of annual local road improvements and incorporate Water Sensitive Urban Design to green our streets, paths and trails.

Green activities and measures

2.1 Reduce Council greenhouse gas emissions and advocate for the uptake of renewable energy

Formalise Council's role within a distributed energy strategy by 2022

2.2 Work with industry partners to identify and embed nature-based tourism experiences to secure funding to protect, conserve and enjoy our natural environment

In line with the Economic Development Strategy, facilitate opportunities that deliver new nature-tourism ventures and investment

2.3 Encourage community participation and partnerships with key stakeholders for greater involvement in sustainability issues and promote the adoption of a sustainable lifestyle

Establish indicators and monitoring processes to raise awareness of the benefits of sustainability for community wellbeing. Strategically promote performance of greater sustainability within Council and the community through sustainable design in the built environment

2.4 Explore opportunities to integrate eco-friendly and sustainable materials into the procurement process and practices to road management

Refine and implement procurement policies, contract management and asset management to better incorporate 'green' criteria

2.5 Contribute to the development of a long-term approach to waste management on the Fleurieu

In partnership with FWRA increase the diversion of all Municipal Solid Waste (MSW) from landfill by 75%



Connected Alexandrina is created for, with and by the community. We are safe, healthy and all enjoy accessible infrastructure and services.



Connected Alexandrina

Our work to achieve A2040's connected aspiration takes place across five action areas.

Council will collaborate with township communities using the village innovation planning process, design and deliver cooler and more energy-efficient facilities and environments. Together, this Climate Response can create a lower carbon future that will contribute to greater community health, wellbeing and connectivity.

Local schools, businesses and community groups are ready to partner with Council on waste and recycling initiatives, including awareness raising.

Council can support **Environmental Innovation** through the delivery of 'plastic free' community events and the creation of policies and guides for plastic free private events and destinations across the Fleurieu. Across its operations and all its work with the community, Council can lead by example with the efficient use of water, energy and other resources, while promoting creative approaches to innovation across policies, projects, procurement and procedures.

Appropriate Growth is the result of wellconnected physical and social infrastructure. There is a strong desire for greater tertiary education options for younger people that choose to stay in the district.

Council could work with the Adelaide Hills, Fleurieu and Kangaroo Island RDA to advocate for a regional study hub as part of the Business Alexandrina hub in Goolwa.



Kondoli the Whale storytelling space

There was also an interest in increased co-working and community innovation places across townships, as well more opportunities for community mentoring programs such as Shared Skills. Intergenerational connection will be encouraged through volunteering programs that build on the skills, experiences and qualifications of our growing retirement population.

In seeking a more diverse demographic profile for our community, attraction and retention of youth and you<mark>nger families will be ess</mark>ential. The social and recreational needs of young families will be integral to encouraging and retaining these new residents and businesses.

Community connection through central community precincts will enable people of all ages to socialise and share experiences through entertainment, dining, learning and play. Community Inclusion will be at the heart of our markets, concerts, culinary events, country shows, sports and recreational events and initiatives such as public wifi in townships. Visual, performing, community and public art creations also bring vibrancy to our communities. The significance of Ngarrindjeri, Permangk and Kaurna cultures in this is profound.

Our townships will be renowned as inclusive environments and destinations that support people of all abilities to connect and interact in a meaningful way. Village Innovation Plans will emphasise participatory planning with townships and rural communities.

Local road improvements and other Transport Connections will provide a safer environment for pedestrians and vehicles in townships.

Investment attraction will result in more frequent passing lanes on rural roads, and a review of roadside maintenance and vegetation management will provide for greater visibility and sightlines. Our work to expand the sealed road networks across the district will bring townships conveniently closer together and offer residents access to all the services available in larger centres within the region.



Business Alexandrina Hub, Goolwa

3 Connected activities and measures

3.1 Support prosperity and wellbeing in Alexandrina by building the resilience of our communities, the economy and the environment to a variable and changing climate

Develop a compr<mark>ehensive community ed</mark>ucation and behaviour change program to advance climate change adaption and resilience

3.2 Partner on community-led Village Innovation Plans (VIPs) to identify and enhance sustainable social, economic and environmental outcomes for Alexandrina

Complete Village Innovation Plans (VIPs) by 2024 and ensure that key informing strategies are developed to advocate for change and drive sustainable outcomes

3.3 Leverage Business Alexandrina to increase opportunities to co-design innovative solutions for industry

Develop and deliver an annual community innovation program for Alexandrina

3.4 Advocate for multiple modes of public transport that connect communities to Adelaide and across our region.

Enact an advocacy plan for improved transport safety, connectivity, infrastructure and network efficiency by 2023

3.5 Support local industry to connect, explore and pilot new initiatives

Through Business Alexandrina engage leading experts to strengthen business and community networks in the region to maximise innovation uptake and return on investment



Strategic alignment

It is Alexandrina's responsibility to lead on behalf of our community. With a commitment to strong, mutually supportive relationships, we can strategically and pragmatically partner with others in government, business and the community.

Council acknowledges the many and varied community and non-government groups that support the delivery of our vision for A2040. This includes people from all communities, with special importance placed on our relationships with Ngarrindjeri, Peramangk and Kaurna First Nations' people.

Implementation partners

Partnerships will be essential to delivering on A2040. From community wellbeing to planning; events to infrastructure; lifestyle experiences to heritage; business growth to climate action; Council delivers the best outcomes when working collaboratively with our many partners, including:

- Regional Council partnerships
- > Hills and Fleurieu Landscape Board
- Landscapes SA Department for **Environment and Water**
- Renewables SA
- > PIRSA
- Department for Infrastructure and Transport (DIT)
- > SA Health
- Green Industries SA
- Regional Development Australia Adelaide Hills, Fleurieu and Kangaroo Island
- National Parks and Wildlife Services South Australia
- District Council of Yankalilla, City of Victor Harbor, Adelaide Hills Council, Mount Barker District Council, Coorona District Council, Kangaroo Island Council, Rural City of Murray Bridge

- Fleurieu Regional Waste Authority (FRWA)
- > TAFE SA
- Southern and Hills LGA
- University Institutions
- Department of Education
- Department of Human Services
- > State Planning Commission
- Infrastructure SA
- > NBN
- National Disability Insurance Authority
- Infrastructure SA
- Department of Infrastructure and Transport
- Environment Protection Authority
- Country Fire Service (CFS)
- Local MPs
- Heritage SA.

Global, national, regional and local alignment

Our vision and aspirations for a thriving Alexandrina are strategically aligned with goals, legislation and policies at international, national, state, regional and local levels.

Obligations under specific international, national and state legislation and policies are noted in A2040 actions and supporting plans and strategies. It is important to note that all our work as a Council and in partnership with others is guided by frameworks at global and state levels.

The Global Goals



Local governments around the world are declaring their support for the 2030 Sustainable Development Goals. Adopted in 2015 by almost 200 countries, these 17 'global goals' are a declaration for governments and communities to promote prosperity while protecting the planet. We have identified powerful alignment with many of these and will keep 'clear eyes on the horizon' beyond 2030.

All goals are relevant to Alexandrina, though A2040 emphasises:

- good health and wellbeing (goal 3)
- quality education (goal 4)
- affordable and clean energy (goal 7)
- decent work and economic growth (goal 8)
- industry, innovation and infrastructure (goal 9)
- sustainable cities and communities (goal 11)
- > responsible consumption and production (goal 12)

- climate action (goal 13)
- life below the water and life on land (goals 14 and 15)
- > partnerships for the goals (goal 17).

State Planning Policies

From a planning perspective, our actions are guided by Living Adelaide: the 30-year Plan for Greater Adelaide and the suite of State Planning Policies that address Integrated Planning, Design Quality, Adaptive Reuse, Biodiversity, Climate Change, Housing Supply and Diversity, Cultural Heritage, Primary Industry, Employment Lands, Mineral and Energy Resources, Strategic Transport Infrastructure, Energy, Coastal Environment, Water Security and Quality, Natural Hazards and Emissions and Hazardous Activities.

A2040 is our opportunity to be recognised as a trusted leader, as a Council known for its forward-thinking approach, cando attitude and operational excellence.





How to contact us

11 Cadell Street, Goolwa PO Box 21, Goolwa SA 5214 www.alexandrina.sa.gov.au 08 8555 7000 alex@alexandrina.sa.gov.au