



Agriculturally rich~Naturally beautiful

2016-2020

Strategic Management Plan



Natural beauty... rich agriculture... spectacular coastline

Message from the Mayor and CEO

The Yorke Peninsula 2016-2020 Strategic Management Plan is the result of extensive process of engagement with the community drawing out the priorities and aspirations that will deliver a prosperous future for current and future generations.

We would like to express our gratitude to everyone who took the time to be involved. All submissions received were carefully considered, and where appropriate informed the development of this Plan.

A number of issues were identified during the development of the Plan, including the potential impacts of a change in Federal and State Government policies, changes in technology and the changing industry base on the Peninsula.

Yorke Peninsula is known for its rich agricultural history and agriculture will remain for quite some time as the largest source of employment and economic output on the Peninsula. However, tourism is emerging as an industry that must grow in order to ensure a sustainable future for all.

Another key shift has been the increased focus on environmental concerns; the ability to protect our natural resources and our amazing coastline. Our Council area is unique in that it is bordered by sea on three sides with an incredible 485 kilometres of coastline. This is what attracts visitors to our area and Council must ensure we have the necessary infrastructure in place to accommodate the rise in tourists.

It is these factors that have shaped our new Council vision. Therefore to achieve our new vision, five strategic goals have been developed, which Council will strive to achieve for the Yorke Peninsula community, including residents, non-residential ratepayers, workers, businesses and visitors. It is these goals that will influence the way in which Council operates and structures itself over the coming years.

Council is always mindful of achieving the best outcomes for the Peninsula, the challenge is to balance the sometimes competing interests and needs of the community with the available resources and capacity to deliver. This challenge is only going to increase over the coming years.

We are excited about working in close partnership with the Yorke Peninsula community to deliver this Plan.

Ray Agnew OAM
Mayor

Andrew Cameron
Chief Executive Officer

What is a Strategic Management Plan

The Yorke Peninsula Council 2016-2020 Strategic Management Plan sets the direction for Council and the community for the coming years.

The Plan is focussed on ensuring that the Peninsula can thrive – to be a place where the young want to stay and can find employment, where our ageing community can continue to reside, where new families want to relocate to and to be a place that attracts visitors to support our economy.

The key element of this Strategic Management Plan is the long term vision for the Peninsula. The vision was developed in consultation with residents, community groups and sporting groups from across our Council area and represents a shared understanding of our future direction.

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Our Peninsula

The Yorke Peninsula Council covers an area of 5,899 square kilometres, has a distance of approximately 175 kilometres between its northern and southern boundaries, and being a Peninsula, has a varying width east to west averaging approximately 30 kilometres. Bordered by sea on three sides with 485 kilometres of coastline.

The area contains 12 larger towns and 33 smaller townships and holiday settlement zones, the latter being predominately located along the vast coastline.

Yorke Peninsula is the traditional home of the Narungga people who have occupied the area for around 40,000 years.

11,018 – current estimated residential population

13,804 – current number of rateable properties

49% - unoccupied private dwelling (holiday houses)

2.2 – average number of people per household

54.4% - residents are in full-time employment

33.2% - residents undertake voluntary work

52 – median age of our residents

86.8% - of residents were born in Australia

Agriculture is still the predominant source of employment:

25.0% - Agriculture, forestry and fishing

11.4% - Health care and social assistance

10.2% - Retail

7.8% - Accommodation and food services

7.1% - Construction

6.8% - Education and training

5.1% - Manufacturing

4.3% Transport, postal and warehousing

3.7% - Public administration and safety

Within the 25% of 'agriculture, forestry and fishing', the sector is made up of:

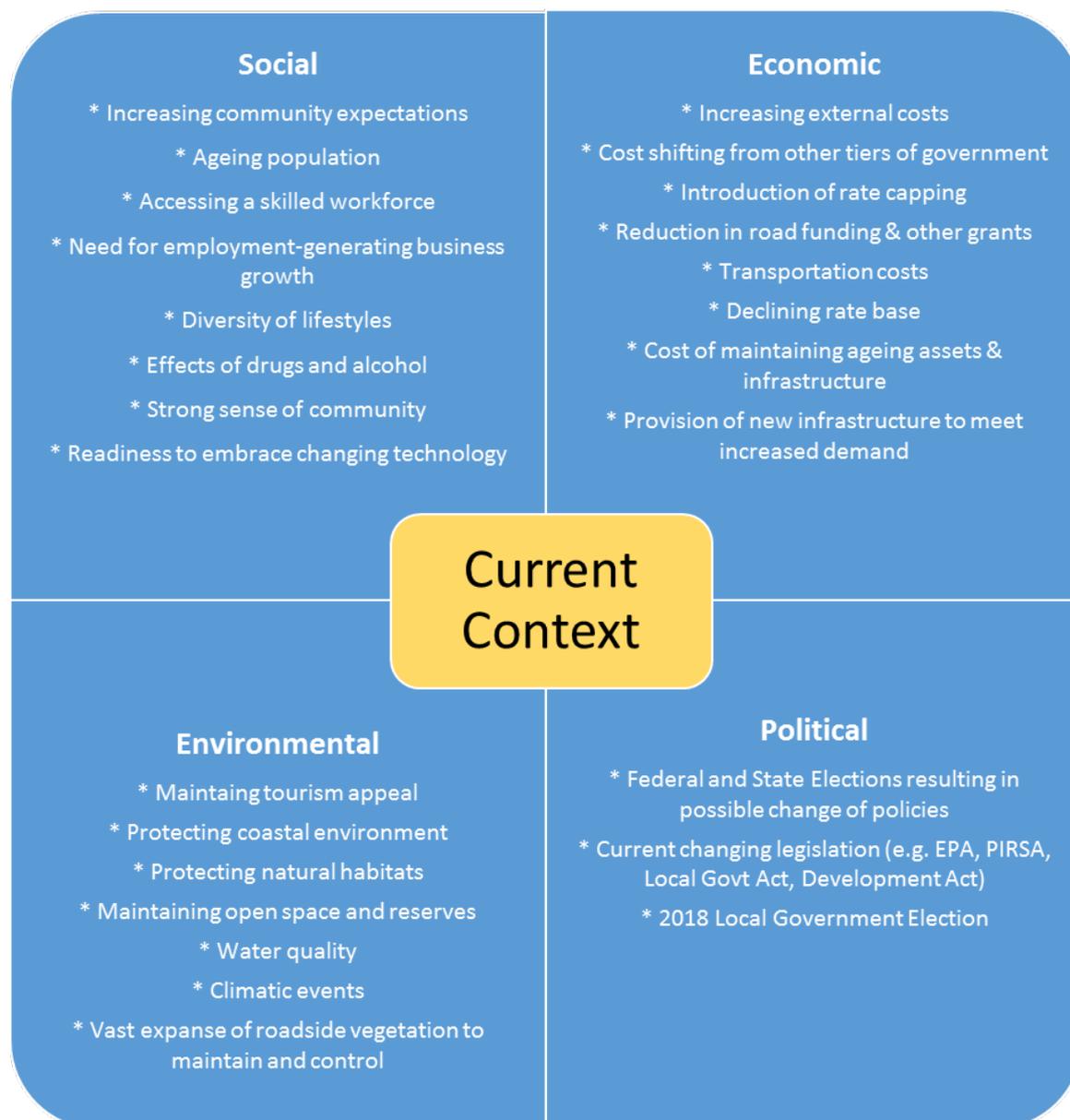
57.0% - Grains

20.4% - Sheep

10.8% - Beef

Current Context – Challenges and Opportunities

This Plan has been developed in the context of a number of significant opportunities and also challenges that affect our region now and into the future. Council does not have a direct influence over all of these challenges; and we will therefore advocate on behalf of the community for improved infrastructure and services through key partnerships and lobbying of State and Federal Governments.



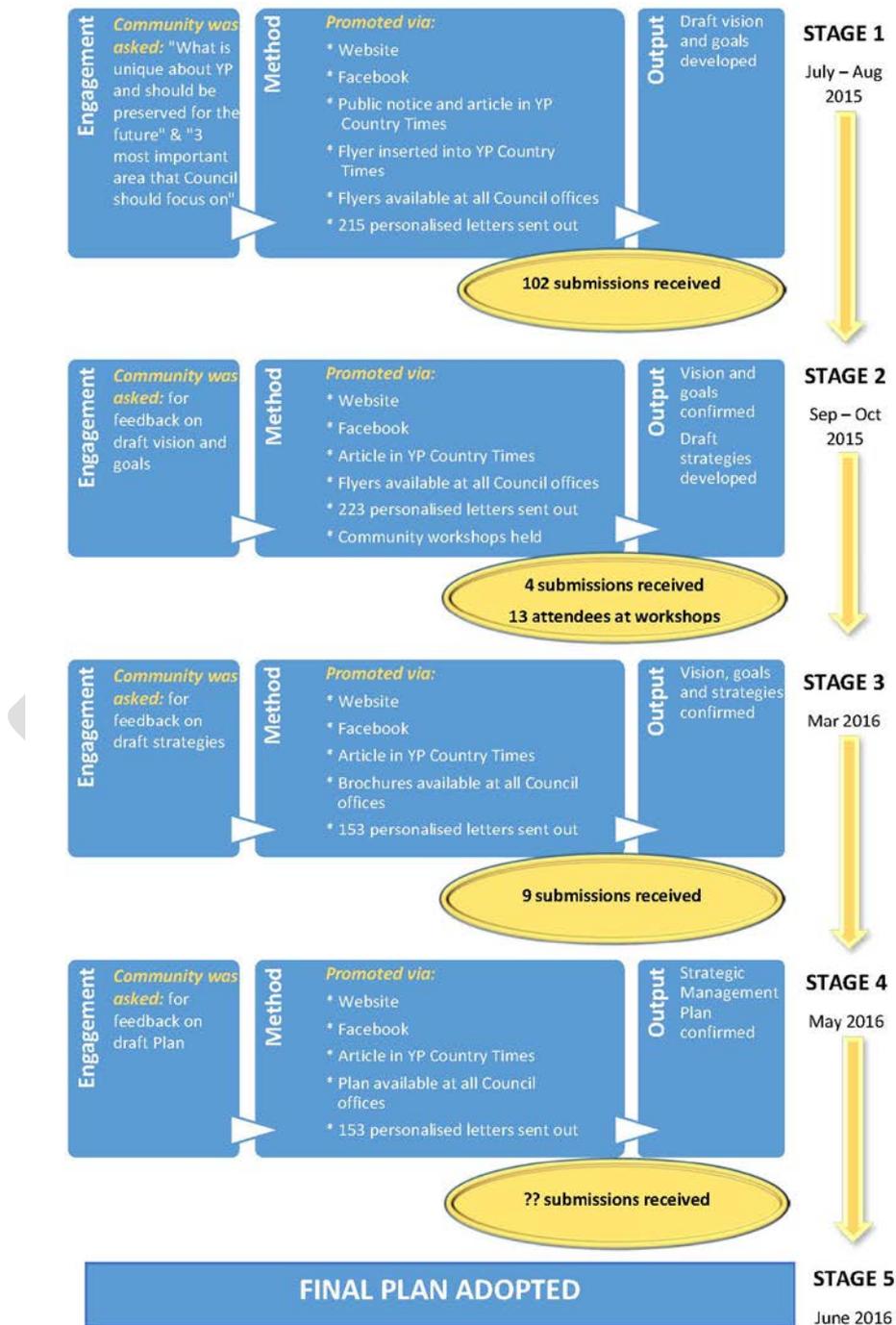
The challenges and opportunities drive our vision for the Peninsula and set the direction for our five strategic goals.

Planning a sustainable future for the Peninsula relies on being responsible today – responsible in our care of the environment, our people and culture, our heritage and our prosperity. It also relies on building and maintaining productive partnerships and strong relationships with the Yorke Peninsula community.

How this Plan was Developed

The development of this Plan has involved extensive community engagement, an analysis of the current operating environment and review and alignment to a number of external plans, most significantly, the South Australian Strategic Plan.

The development of the Plan was staged to allow the community to be involved in every step of the process as illustrated below.



The Role of Council

The Strategic Management Plan is an ongoing commitment by the Yorke Peninsula Council to achieve a more sustainable future for our community.

The Yorke Peninsula Council has the lead role in implementing the plan, however this can only be achieved through building partnerships and collaborative relationships with the community, businesses, developers and other tiers of government.

The Local Government Act 1999 states that a council is, under the system of local government established by this Act, provides government and management of its area at the local level and, in particular—

- a) to act as a representative, informed and responsible decision-maker in the interests of its community; and
- b) to provide and co-ordinate various public services and facilities and to develop its community and resources in a socially just and ecologically sustainable manner; and
- c) to encourage and develop initiatives within its community for improving the quality of life of the community; and
- d) to represent the interests of its community to the wider community; and
- e) to exercise, perform and discharge the powers, functions and duties of local government under this and other Acts in relation to the area for which it is constituted.

The various roles of Council can be summarised as:-

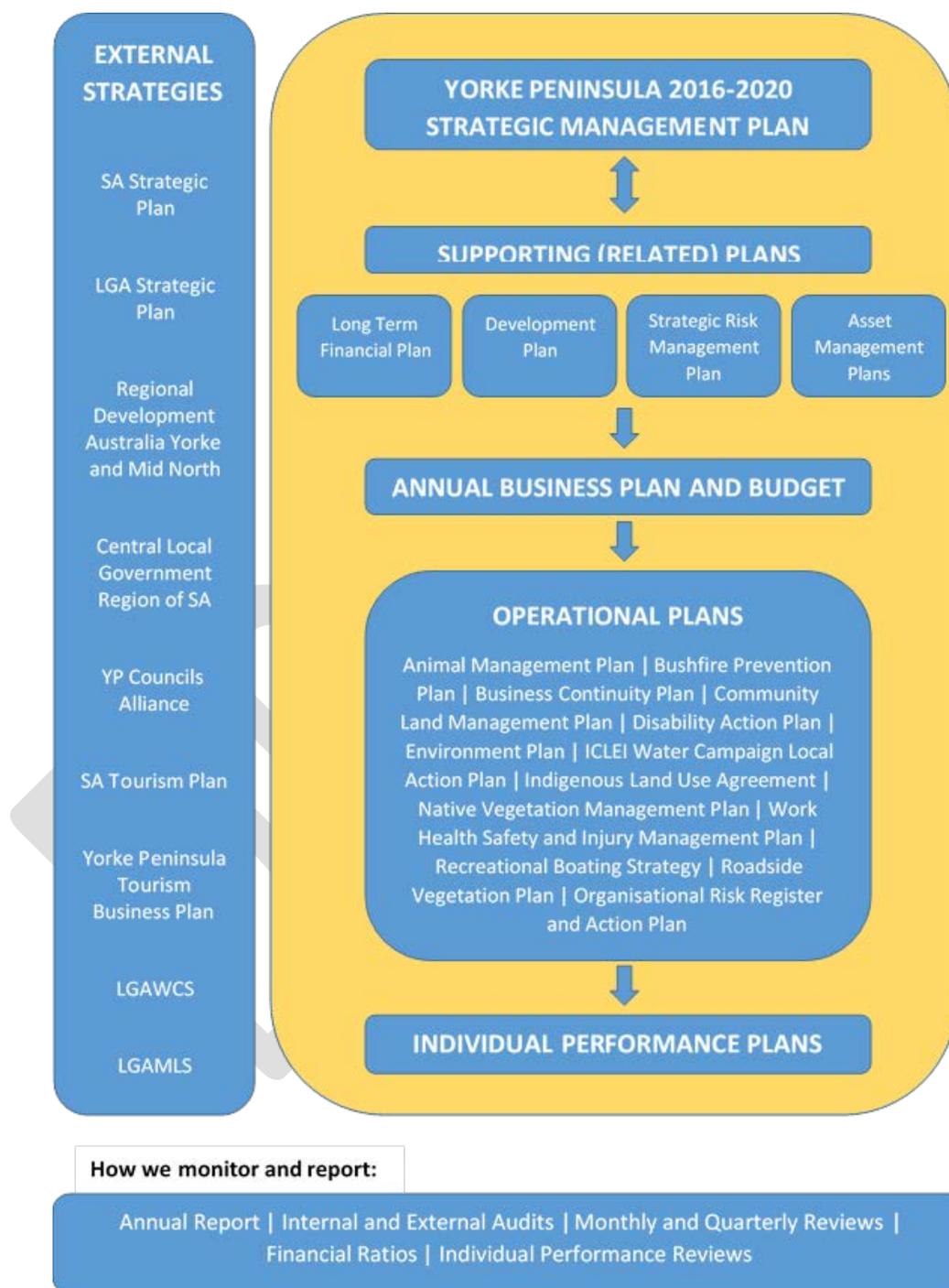
Advocate	Council lobbying or making representations on behalf of the community to another body, organisation or 'responsible authority' to achieve a desired outcome.
Facilitator	Council empowering a groups, or bringing together stakeholders to collectively pursue a shared interest or resolve an issue.
Information Provider	Council keeping the community and stakeholders informed through providing information via a number of channels such as written correspondence, website and other social media platforms.
Leader	Council leading the community by example, setting direction and planning for the future.
Listener	Council actively engaging with the community, seeking comments, opinions and feedback, which will inform future directions and improve services.

Owner / Custodian	Council managing the community's assets and infrastructure.
Partner	Council working with others to collectively pursue a shared interest and achieve a common goal. In addition, Council contributing funds or resources to a 3 rd party to achieve a specific goal.
Regulator	Council undertaking a particular role as determined by legislation.
Service Provider	Council fully funding and directly providing a service to the community.

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Our Planning Framework

The Yorke Peninsula Council 2016 – 2020 Strategic Management Plan is supported by a range of operational plans, which all work together to achieve the vision and goals. How these plans align is illustrated below.



The Plan now provides the foundation for all Council plans, strategies and actions. The key documents that underpin the success of the Strategic Management Plan are the Long Term Financial Plan, Asset Management Plans, Strategic Risk Management Plan and Development Plan.

Our Vision

As a result of our engagement with the community, our vision for the Yorke Peninsula is:

We will foster opportunities to support and enhance Yorke Peninsula which is valued for its natural beauty, rich agriculture, spectacular coastline and unique blend of seaside and rural lifestyles.

The vision for the Yorke Peninsula will be met through the achievement of five key strategic goals. These goals are underpinned by a series of outcomes and strategies that describe the community's priorities and how the Yorke Peninsula Council will implement the Plan.

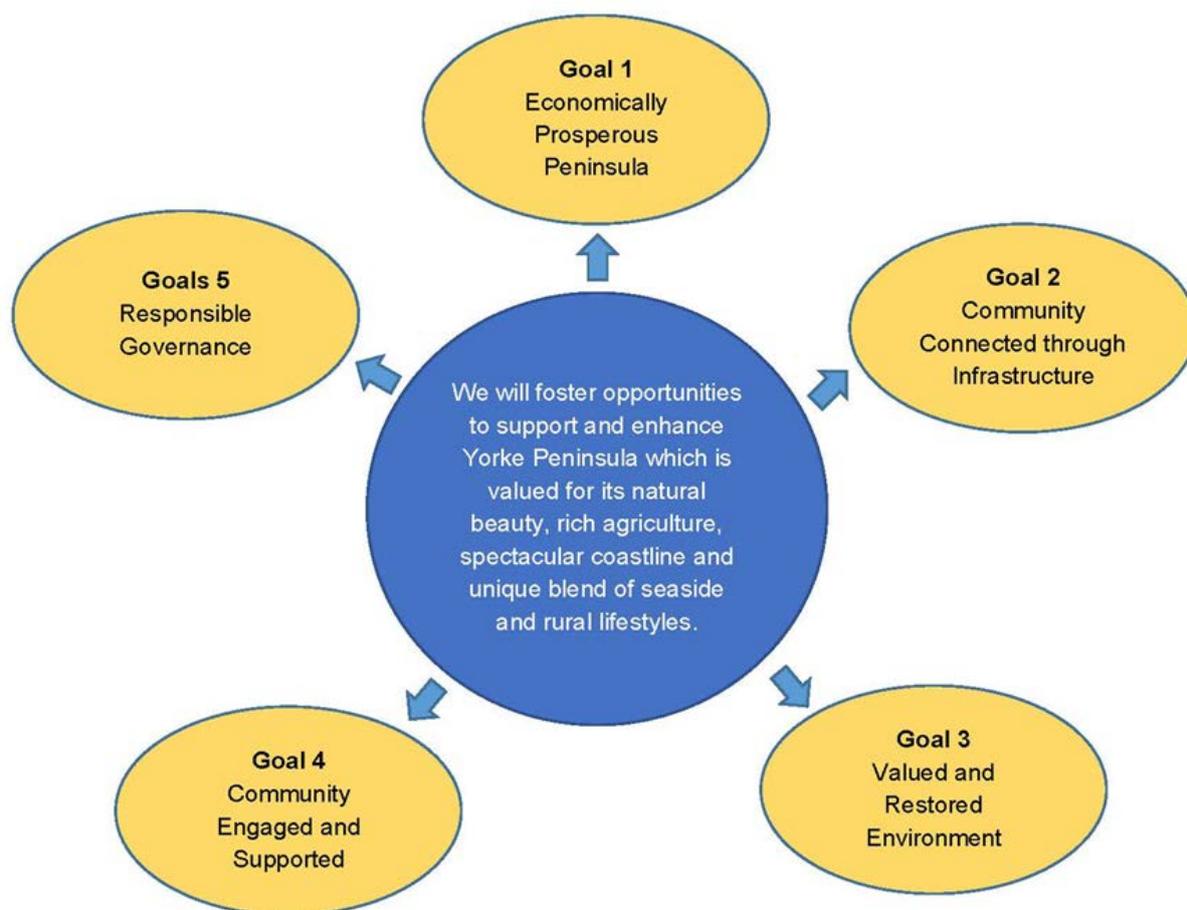
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Key Directions

Yorke Peninsula's 2016-2020 Strategic Management Plan is a response to the current and future needs of the Yorke Peninsula community. It seeks to address the unique challenges of the Peninsula by developing and benefitting from a range of opportunities and partnerships.

The Yorke Peninsula Council recognises that our community and its economic growth are dependent and a number of key factors: protecting our agricultural backbone, growing tourism and reversing the current population decline.

Therefore, this Plan is focussed on building on our strengths and working together to shape a sustainable future for current and future generations. The vision and key directions within this Plan represent the priorities that the community has voiced. To underpin the vision, five goals have been developed. The goals are high-level themes describing what success will look like if the vision is achieved. These are:-



Goal 1 – Economically Prosperous Peninsula

Create an environment that encourages and supports a strong, diverse economy that attracts more businesses, residents and visitors. Success will mean revitalisation of our towns and retaining young, active and working future generations.

Strategies: To achieve this goal we will –

- 1.1 Provide easier, streamlined development approval application process
- 1.2 Deliver strategic and responsible land use planning
- 1.3 Improve visitor experiences, infrastructure, signage, information and support
- 1.4 Support local events and help attract new events
- 1.5 Partner and build positive relationships with key stakeholders (e.g. Regional Development Australia, Central Local Government Region, YP Tourism and Progress Associations) to progress tourism and business growth, including enabling the attraction of niche businesses
- 1.6 Identify opportunities to advocate on behalf of key industries (e.g. agriculture, tourism etc.)
- 1.7 Support employment opportunities for our community
- 1.8 Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation etc.)
- 1.9 Efficient delivery of permits, leases and licences

Outcomes: We will monitor success by:-

- Number and value of development applications
- Population numbers
- Visitor numbers
- Revenue from caravan parks
- Number of new businesses
- Number of new licences approved
- Decreased median age (ABS Census data)
- Number of 'vacant' / absentee ratepayers
- Satisfaction with the Development Application process

Influence

	I	M
	I	M
	I	M
	I	M
	I	M
	I	M
	I	M
	I	M
D	I	M

D	DIRECT	Council has a direct influence on the outcome
I	INFLUENCE	Council has an influence on the outcome but other external factors impact it
M	MONITOR	Council has no influence on the outcome but will monitor it to assist in future planning

Goal 2 – Community Connected through Infrastructure

Maintain and expand the connectivity of our community through a sustainable road network and planning for the necessary infrastructure for every age group in the district.

Strategies: To achieve the goal we will:-

- 2.1 Develop and deliver on Asset Management Plans for all asset classes
- 2.2 Utilise technology to provide easy access to Council information (e.g. planned infrastructure works, location of public facilities, events etc.)
- 2.3 Provide disability access infrastructure
- 2.4 Create partnerships with State Government to maintain State's assets (roads, jetties etc.)
- 2.5 Explore provision of new infrastructure
- 2.6 Install and upgrade appropriate traffic control device management
- 2.7 Upgrade and beautification of open (recreation) spaces (e.g. playgrounds, water parks, BBQ areas etc.)

Outcomes: We will monitor success by:-

- >90% of the Annual Business Plans achieved
- Decreased number of Customer Service Requests for road/ footpath repairs and maintenance
- Number and value of new infrastructure delivered
- Total kilometres of roads and footpaths delivered (new and upgraded)
- Number of upgraded playgrounds & open (recreation) spaces
- Improved number of accessible buildings and public spaces

Influence

D	I	M
D	I	M
D	I	M
D	I	M
D	I	M
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D	DIRECT	Council has a direct influence on the outcome
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Goal 3 – Valued and Restored Environment

Council will be an investor, activator and custodian of our spectacular coastline and pristine environment. We will promote sustainable development and encourage the conservation of water, energy, the natural environment and buildings of local heritage significance and minimise waste.

Strategies: To achieve the goal we will:-

- 3.1 Improve efficiency of watering public spaces
- 3.2 Implement actions to improve water quality
- 3.3 Partnership and advocacy with NRM to secure environmental projects
- 3.4 Support Progress Associations and other community groups to improve environmental outcomes
- 3.5 Review the Roadside Vegetation Management Plan and recommend updates to the Native Vegetation Council
- 3.6 Develop Environmental Management Plan
- 3.7 Develop and implement a Coastal Management Strategy
- 3.8 Continue to effectively manage the collection, recycling and disposal of waste
- 3.9 Integrate environmental sustainability consideration in land use planning and development

Outcomes: We will monitor success by:-

- Reduced Council's water and electricity consumption by 2020
- Reduced per capita amount of kerbside waste (tonnage)
- Increased tonnage of recycling
- Reduced Council's carbon footprint
- Improved water quality from 2006/07 baseline quality
- Increased area of conservation significance (under Council's control) that is proactively managed
- Reduced number of unauthorised coastal vehicle access points to protect natural and cultural values

Influence

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I	I	M
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Goal 4 – Community Engaged and Supported

Council will continually seek innovative ways to engage and support our community and improve the quality of life on the Peninsula. Council will continue to work in partnership with Progress Associations and other key stakeholders to achieve this goal.

Strategies: To achieve the goal we will:-

- 4.1 Invest in youth activities and events
- 4.2 Explore possibility of an annual "health/wellbeing" event
- 4.3 Support and/or deliver community events, workshops and skills training, including school programs
- 4.4 Continue providing community grants, donations and sponsorships
- 4.5 Continue delivering compliance and environmental health services and inspections
- 4.6 Audit, assessment, rationalisation and upgrades of community meeting halls and meeting spaces
- 4.7 Foster productive working relationships with Progress Associations
- 4.8 Continue providing cemetery services and finalise the cemeteries project
- 4.9 Continue Dry Area management
- 4.10 Continue to provide Council's 'Leisure Options' services
- 4.11 Review and improve accessibility to library services
- 4.12 Continuous improvement in communicating with and engaging the community
- 4.13 Support key community initiatives provided by 3rd parties (e.g. YP Community Transport)

Outcomes: We will monitor success by:-

- Number of youth engaged through Council run/supported activities
- Number of community events held
- Increased library membership and usage
- Increased Facebook likes and posts
- Increased number of media releases issued
- Increased number of community engagements undertaken
- Increased number of website hits

Influence

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D	I	M
D	I	M
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D	I	M

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Investing In Our Future

The Yorke Peninsula Council is responsible for more than \$333 million worth of community assets and infrastructure. It is therefore a priority for Council to maintain these assets in a sustainable manner to meet current and future needs and aspirations of our community. Therefore the Yorke Peninsula Council is focused on long term financial planning, asset renewal and maintenance.

To this end the Yorke Peninsula Council reviews its *Long Term Financial Plan* on a regular basis using the latest available budget data as a base and incorporating all known future projects and variations to ensure a realistic forecast is presented to the Elected Body and the community alike.

Research and independent opinion is that Council should look to achieve results consistent with Local Government industry averages primarily in the areas of Operating Deficit and Asset Sustainability Ratio within that ten (10) year period to ensure financial sustainability in the longer term.

Yorke Peninsula Council's *Long Term Financial Plan* is based on a number of assumptions. These assumptions are provided in the full version of the Plan, which can be accessed via the Yorke Peninsula Council's website at www.yorke.sa.gov.au.

The key elements of the Yorke Peninsula Council's *Long Term Financial Plan* are outlined on the following page:

Yorke Peninsula Council

LTFP - Projection

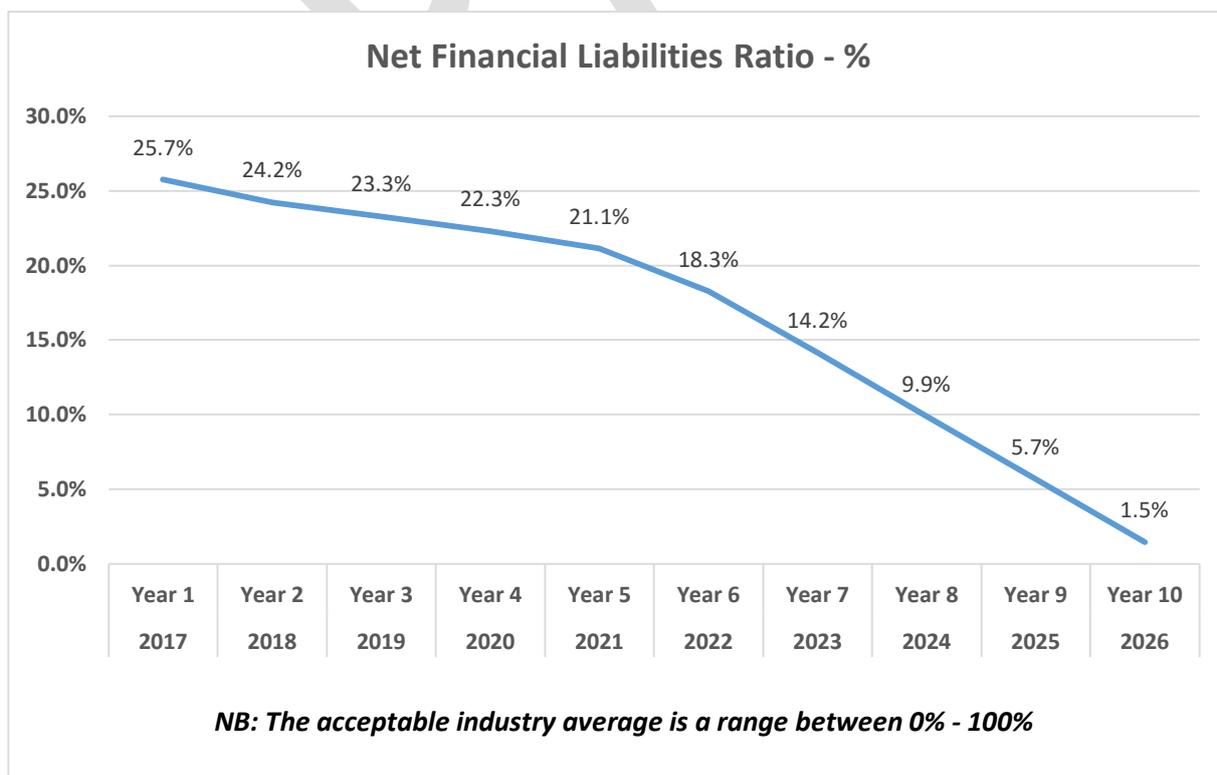
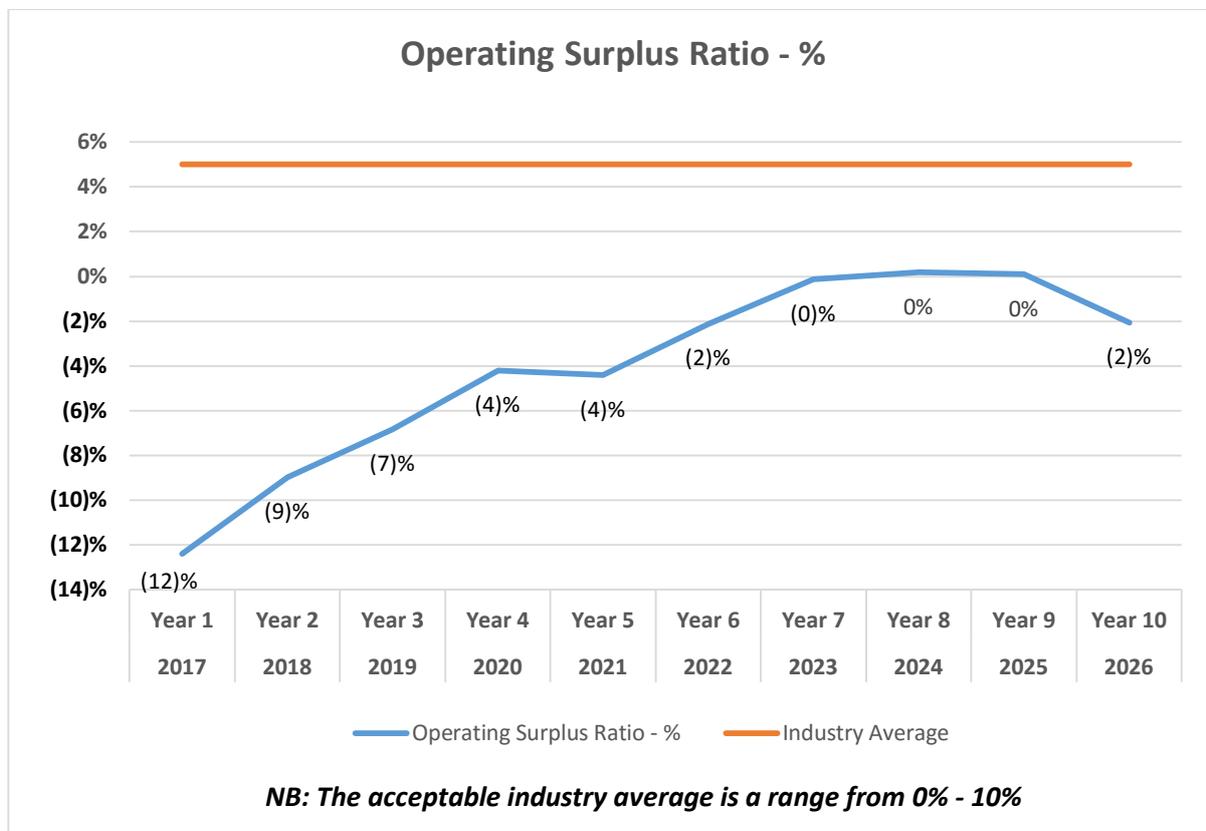
ESTIMATED COMPREHENSIVE INCOME STATEMENT

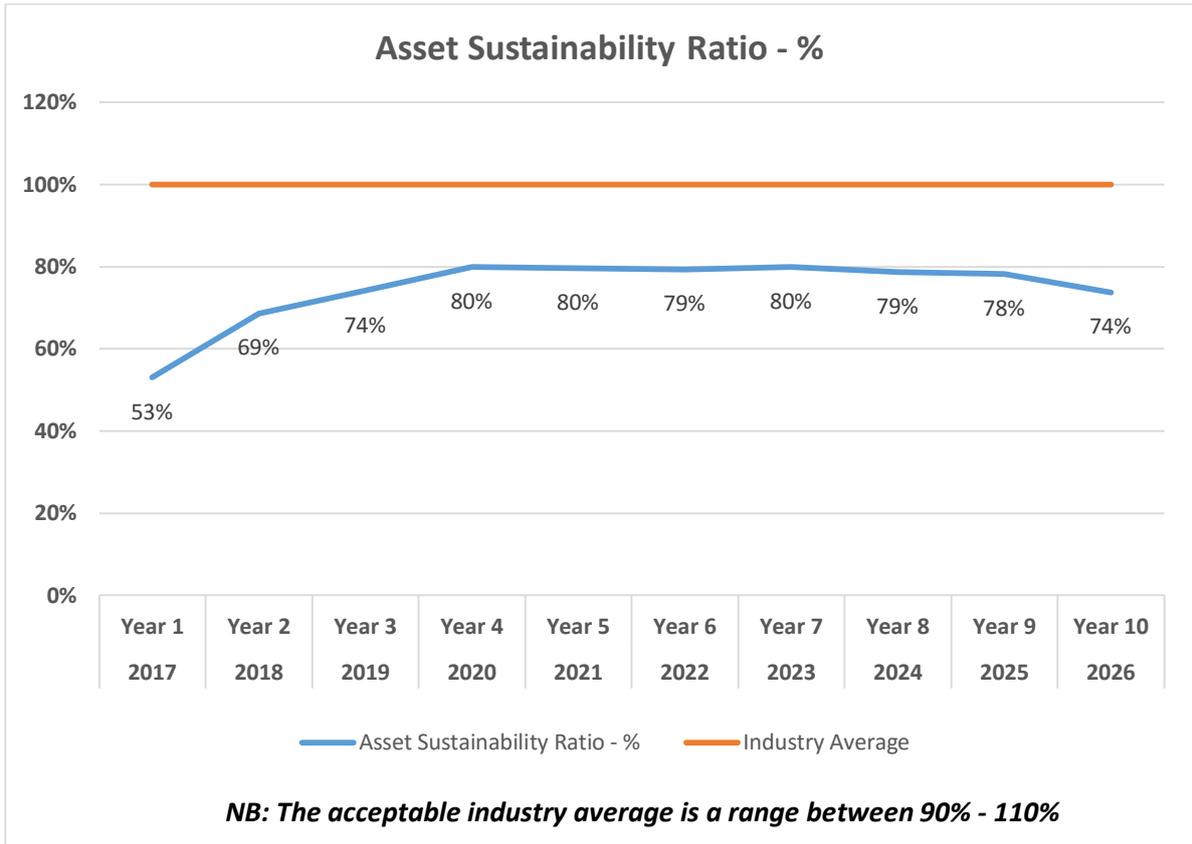
Year Ended 30 June:	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Audited	Revised	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	Financials	Budget	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)	\$('000)
INCOME												
Rates	19,110	20,039	21,183	22,153	23,172	24,242	25,366	26,547	27,798	28,439	29,094	29,765
Statutory Charges	391	398	411	420	428	437	445	454	462	472	481	491
User Charges	2,866	2,967	3,101	3,452	3,519	3,587	3,657	3,728	3,801	3,875	3,951	4,029
Grants, subsidies, contributions	4,227	2,720	2,709	2,748	2,787	2,826	2,867	2,908	2,950	2,992	3,034	3,078
Investment Income	184	175	201	185	160	132	103	78	79	104	140	177
Reimbursements	610	472	461	470	479	488	498	508	518	528	538	548
Other Income	351	94	96	98	100	102	104	106	108	110	112	114
Total Revenues	27,739	26,865	28,162	29,526	30,645	31,814	33,040	34,329	35,716	36,520	37,350	38,202
EXPENSES												
Employee costs	8,006	8,004	8,216	8,380	8,601	8,774	9,003	9,227	9,513	9,748	10,048	10,297
Materials, contracts & other expenses	12,599	12,522	13,012	13,342	13,649	13,875	14,150	14,431	14,768	15,007	15,305	15,609
Depreciation	8,510	8,700	9,075	9,327	9,547	9,789	10,639	10,897	11,161	11,436	11,717	12,688
Finance Costs	300	471	486	463	431	398	366	336	309	280	253	227
Total Expenses	29,415	29,697	30,789	31,512	32,228	32,836	34,158	34,891	35,751	36,471	37,323	38,821
OPERATING SURPLUS/(DEFICIT) BEFORE CAPITAL AMOUNTS	(1,676)	(2,832)	(2,627)	(1,986)	(1,583)	(1,022)	(1,118)	(562)	(35)	49	27	(619)
Net gain/(loss) on disposal or revaluations	(693)	15	10	10	10	10	10	10	10	10	10	10
Amounts specifically for new assets	1,204	3,615	3,854	581	581	581	581	581	581	581	581	581
NET SURPLUS/(DEFICIT)	(1,165)	798	1,237	(1,395)	(992)	(431)	(527)	29	556	640	618	(28)
Other Comprehensive Income												
Changes in revaluation surplus - IPP&E	12,389	0	0	0	6,833	19,397	0	0	0	6,800	20,473	0
Impairment (expense) / recoupments offset to asset revaluation reserve	(2,042)	0	0	0	0	0	0	0	0	0	0	0
Total Other Comprehensive Income	10,347	0	0	0	6,833	19,397	0	0	0	6,800	20,473	0
TOTAL COMPREHENSIVE INCOME	9,182	798	1,237	(1,395)	5,841	18,966	(527)	29	556	7,440	21,091	(28)

See Townsville Example

Include Key Financial Ratios that show target and industry average

Key Financial Ratios





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Alignment to External Plans

In 2011, the South Australian State Government released the revised South Australian Strategic Plan (SASP). The revised SASP has a set of 100 targets, many of which are relevant to our Strategic Plan.

Council is required to align the Yorke Peninsula 2016-2020 Strategic Management Plan strategies to the SASP. The relevant links between the Plans are identified here:

SASP Targets	Yorke Peninsula 2016-2020 Strategic Plan
Target 1: Urban spaces	2.7: Upgrade and beautification of open (recreation) spaces (e.g. playgrounds, water parks, BBQ areas etc.)
Target 4: Tourism industry	1.3: Improve visitor experiences, infrastructure, signage, information and support
	1.4: Support local events and help attract new events
Target 21: Greater safety at work	5.5: Undertake effective risk management
	5.6: Workplace wellbeing programs
Target 22: Road safety	2.6: Install and upgrade appropriate traffic control device management
Target 23: Social participation	4.1: Invest in youth activities and events
	4.3: Support and/or deliver community events, workshops and skills training, including school programs
	4.11: Review and improve accessibility to library services
Target 24: Volunteering	3.4: Support Progress Associations and other community groups to improve environmental outcomes
Target 25: Support for people with a disability	2.3: Provide disability access infrastructure
	4.10: Continue to provide Council's 'Leisure Options' services
Target 33: Government planning decisions	1.1: Provide easier, streamlined development approval application process
Target 35: Economic growth	1.5: Partner and build positive relationships with key stakeholders (e.g. Regional Development Australia, Central Local Government Region, YP Tourism and Progress Associations) to progress tourism and business growth, including enabling the attraction of niche businesses
	1.6: Identify opportunities to advocate on behalf of key industries (e.g. agriculture, tourism etc.)
Target 46: Regional population levels	3.9: Integrate environmental sustainability consideration in land use planning and development
Target 47: Jobs	1.7: Support employment opportunities for our community

SASP Targets	Yorke Peninsula 2016-2020 Strategic Plan
Target 56: Strategic infrastructure	1.8: Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation etc.)
	2.1: Develop and deliver on Asset Management Plans for all asset classes
	2.4: Create partnerships with State Government to maintain State's assets (e.g. roads, jetties etc.)
	2.5: Explore provision of new infrastructure
Target 59: Greenhouse gas emissions reduction	3.6: Develop Environmental Management Plan
Target 61: Energy efficiency – government buildings	3.6: Develop Environmental Management Plan
Target 67: Zero waste	3.7: Continue to effectively manage the collection, recycling and disposal of waste
Target 69: Lose no species	3.3: Partnership and advocacy with NRM to secure environmental projects
Target 70: Sustainable land management	3.3: Partnership and advocacy with NRM to secure environmental projects
	3.9: Integrate environmental sustainability consideration in land use planning and development
Target 72: Nature conservation	3.3: Partnership and advocacy with NRM to secure environmental projects
	3.5: Update and implement the Roadside Vegetation Management Plan
	3.7: Develop and implement a Coastal Management Strategy
Target 75: Sustainable water use	3.1: Improve efficiency of watering public spaces
	3.2: Implement actions to improve water quality
Target 78: Healthy South Australians	4.2: Explore possibility of an annual "health/wellbeing" event
	5.6: Workplace wellbeing programs
Target 81: Alcohol consumption	4.9: Continue Dry Area management

In addition to the South Australian Strategic Plan, the Yorke Peninsula Council has strived to align with other external plans where appropriate, namely the Central Local Government Region (CLGR) Ten Year Strategic Plan, the South Australian Tourism Plan 2020 and the Yorke Peninsula Tourism Plan.

Alignment with the Central Local Government Region (CLGR) Ten Year Strategic Plan is identified below:

CLGR Plan	Yorke Peninsula 2016-2020 Strategic Plan
1.3: Identify the principal decision makers and policy influencers and establish sound working relationships with them based on mutual respect and timely communication	1.5: Partner and build positive relationships with key stakeholders (e.g. Regional Development Australia, Central Local Government Region, YP Tourism and Progress Associations) to progress tourism and business growth, including enabling the attraction of niche businesses
	2.4: Create partnerships with State Government to maintain State's assets (e.g. roads, jetties etc.)
	3.3: Partnership and advocacy with NRM to secure environmental projects
2.3: Work with Regional Development Authorities, Tertiary Education Institutes and businesses to provide opportunities for young people to remain in the region to gain the skills they need to contribute to their communities.	1.5: Partner and build positive relationships with key stakeholders (e.g. Regional Development Australia, Central Local Government Region, YP Tourism and Progress Associations) to progress tourism and business growth, including enabling the attraction of niche businesses
	1.7: Support employment opportunities for our community
2.4: Encourage a healthy lifestyle in partnership with State Government and other agencies	4.2: Explore possibility of an annual "health/wellbeing" event
2.5: Explore regional and sub-regional opportunities to develop and link walking, cycling and horse riding trails	2.7: Upgrade and beautification of open (recreation) spaces (e.g. playgrounds, water parks, BBQ areas etc.)
3.1: Provide a consistent regulatory framework across the region to support appropriate economic development	1.1: Provide easier, streamlined development approval application process
3.2: Provide a safe, well-maintained and cost-effective road network that includes appropriate routes for heavy vehicles	2.4: Create partnerships with State Government to maintain State's assets (e.g. roads, jetties etc.)
	2.6: Install and upgrade appropriate traffic control device management
	1.8: Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation etc.)
3.4: Develop and maintain visitor amenities that help capture additional tourism expenditure in the region	1.3: Improve visitor experiences, infrastructure, signage, information and support
	1.4: Support local events and help attract new events

	1.8: Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation etc.)
3.5: Establish a waste management regime that reduces the volumes of hard waste going to landfill and minimises costs to Councils and their communities	3.7: Continue to effectively manage the collection, recycling and disposal of waste
4.3: Protect areas of significant biodiversity conservation value, such as roadside and remnant vegetation, coastal and marine environments and fragile soils	3.3: Partnership and advocacy with NRM to secure environmental projects
	3.5: Update and implement the Roadside Vegetation Management Plan
	3.6: Develop Environmental Management Plan
	3.7: Develop and implement a Coastal Management Strategy
	3.9: Integrate environmental sustainability consideration in land use planning and development

Alignment with the South Australian Tourism Plan 2020 and the Yorke Peninsula Tourism Plan is captured through the following Yorke Peninsula Council strategies:

- 1.3** Improve visitor experiences, infrastructure, signage, information and support
- 1.4** Support local events and help attract new events
- 1.5** Partner and build positive relationships with key stakeholders (e.g. Regional Development Australia, Central Local Government Region, YP Tourism and Progress Associations) to progress tourism and business growth, including enabling the attraction of niche businesses
- 1.6** Identify opportunities to advocate on behalf of key industries (e.g. agriculture, tourism etc.)
- 1.8** Explore opportunities for 'missing or sub-standard' infrastructure (e.g. freight movement, function centre, large accommodation etc.)
- 2.4** Create partnerships with State Government to maintain State's assets (roads, jetties etc.)
- 2.7** Upgrade and beautification of open (recreation) spaces (e.g. playgrounds, water parks, BBQ areas etc.)
- 3.7** Develop and implement a Coastal Management Strategy
- 4.4** Continue providing community grants, donations and sponsorships