



District Council of Franklin Harbour

Strategic Management Plan 2017-2021



Reviewed annually by Council and Community

www.franklinharbour.sa.gov.au

RESOLUTION 08/01/17

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Mayor's Foreword



The Strategic Management Plan enables the community of Franklin Harbour to have input into the future direction of the District. New projects and the completion of existing ones need to be reviewed. The main project that Council is investigating at the moment is the Foreshore Redevelopment and associated Boardwalk. If this is successful, it will boost our tourism opportunities and be of great benefit to Cowell and the District.

The future for the community looks favourable with the completion of the CWMS, the development of an oyster hatchery and nursery at the Four Mile and the expansion of the Lucky Bay Harbour to handle grain barges. The possible loss of mining leaves a cloud over employment enjoyed by a number of families within that industry. The adjustments necessary to adjust for the loss of Mangalo/Heggaton have now been fully factored into our plans. Issues such as sustainability and accountability are never far from Council's mind these days and it is important that both Council and the community help achieve success at all levels.

One significant strategy incorporated into this document is the underpinning requirement to fund infrastructure through sale of land supplemented by grants. The necessity to achieve grant funding is vital to delivery of all projects. It is no longer sufficient for community groups to come up with ideas if they cannot be funded.

I encourage you to read and respond where necessary to this Strategic Plan as it is Council's guide to future operations and improvements.

Robert Starr

Mayor

Overview – Chief Executive Officer



The District Council of Franklin Harbour's Strategic Management Plan sets a clear direction for its operation over the next five years. It includes significant community input and highlights a wide range of issues that need to be addressed for the benefit of our district.

The Plan recognises the social, environmental and economic needs of our district and the requirement for Council to play a role in ensuring these needs are met. It is acknowledged that in order to achieve this, Council will have to work closely with regional organisations, State and Commonwealth agencies, other Councils and the community. The fundamental premise of this strategy is the sale of land to provide the seed capital for the plans to be financed. We know there is significant potential for our area and that steps need to be taken now to ensure we have a prosperous and sustainable future.

This Strategic Management Plan is a living document that will be reviewed and revised in an ongoing manner as new directions arise and as strategies and actions are completed.

We are convinced that this Strategy will greatly assist us in meeting the current and future needs of our community and will ensure that our Plans can be met and reach a positive outcome for our district.

Chris Smith

Chief Executive Officer

The District Council of Franklin Harbour

Located on the eastern side of the Eyre Peninsula and bordering the Spencer Gulf, the District Council of Franklin Harbour is home to an estimated population of 1,273 people and covers an area of 2,895 square kilometres. Cowell is the major centre in the district, which also comprises the holiday areas of Lucky Bay and Port Gibbon and the localities of Elbow Hill and Mitchellville .

Matthew Flinders first sighted Franklin Harbour in 1802 as he sailed the Spencer Gulf on the Investigator. It was Governor Gawler who officially named the Harbour in 1840 after one of the midshipmen sailing with Flinders.

The area was first settled in 1853 by three brothers, James, Donald and Peter McKechnie, from Glasgow in Scotland.



Grain was the main product of these early settlers farming their selections. The 1870's saw the proclamation of hundreds and the subsequent surveying of land into sections suitable for agricultural development. Grain production continued to grow and by 1900 there were over 12,000 acres of land dedicated to grain production, predominantly wheat.

Governor Jervis named the township of Cowell in 1880 after a gifted British Army Engineer of the same name. The District Council of Franklin Harbour was established in 1887 through the proclamation of The District Councils Act. Early Council meetings were held in the Franklin Harbour Hotel.

The limited and unreliable availability of a potable water supply in the district had a significant effect on its early development. The construction of the Ullabidinie(Sykes) and Ulbana(Paynes) weirs and reservoirs as part of the Eyre Peninsula's first large-scale water supply and distribution network, went a long way toward addressing this problem. These sites remain present today with enormous tourism potential

Health services were a high priority for the early settlers, with the community providing funding for the establishment of the County Jervis Hospital in 1911 on the current site of the Cowell District Hospital which is now part of the Eastern Eyre Health and Aged Care group.

The first school in the district was established in 1892. The school grew quickly and was moved on several occasions before finding a final home (provided by the Education Department) in 1916 on the site where the Cowell Area School stands today.

The fishing industry of the district is believed to date back to the 1870's. The coastal regions were plentiful in species including king george whiting and snapper. The blue swimmer crab could also be found in abundance in Franklin Harbour as well as native oysters, which became a major income earner for the district. In 1967, a prawn-trawling fishery was established at Cowell, which scoured the gulf for the Western King Prawn.

The discovery of the world's largest deposits of green and black nephrite jade occurred in 1965 when Harry Schiller, a local farmer prospecting in the area, collected a 3–4 kg boulder of dense, hard rock near an outcrop of white, dolomitic marble. The Adelaide University and South Australian Museum subsequently identified the boulder as nephrite. Approximately 3,000 tonnes of Cowell jade has been produced since its discovery.

The Mt. Millar Wind Farm was a \$140 Million project commenced in 2004, with 35 turbines producing 70 Megawatts of power that is connected into the high voltage distribution grid. This was one of the largest investment projects for the district and provided valuable employment opportunities during the construction phase.



In late 2006 the SeaSA company established the long dreamed of Spencer Gulf ferry service from Wallaroo to Lucky Bay. The ferry service has the very strong potential to boost the local economy through increased tourism and associated economic activity. The further development of the barge facility is being promoted as it will deliver employment for the District.

Today the District Council of Franklin Harbour is a region of significant diversity and opportunity. The traditional agriculture industry dominated by the production of wheat, barley, oats and wool remains the primary income generator in the district. The aquaculture industry is a major force in the area primarily producing oysters, with significant potential to tap into export markets. The recent development of an oyster hatchery and nursery further enhances this reputation as the centre of the oyster industry in South Australia.

Tourism also provides significant income to the region along with the jade deposits, of which the true potential is yet to be realised. The nearby Iron Duke Mine also provides employment opportunities for the local community. In addition to the aforementioned industries, there is also a growth opportunity for the district in the retirement and aged care industries. This has been further enhanced by Council incorporating Cowell Cottages into Council as a S42 Subsidiary from July 2016.

The quality of life in the Franklin Harbour district is a strong emphasis and the community has continually endeavoured to improve service provision and protect their unique environment. This environment is supported by a variety of volunteer groups who without their help Council could not maintain the levels of service we enjoy within the town today. Our sporting culture and our teams competing in football, cricket, netball, bowls and tennis are important elements of a cohesive community. This proud and close community is well positioned to build on the strong economic, social and environmental framework that exists in the District and position it for future prosperity.

Vision

A proud, growing and unified community benefiting from a diverse and environmentally sustainable economic base.



Mission Statement

The District Council of Franklin Harbour will provide our community with:

- ~ **A high standard of essential services in a sustainable manner**
- ~ **Representation of our needs to the wider population**
- ~ **Stimulus for economic growth**
- ~ **Sound management of our valuable natural environment**

Core Values



The District Council of Franklin Harbour will be recognised for its:

- ~ **Leadership**
- ~ **Customer service**
- ~ **Ethical behaviour**
- ~ **High staff satisfaction**
- ~ **Contribution to community**
- ~ **Continuous improvement**
- ~ **Teamwork**

Strategic Plan Framework

Our plan is based on four ‘pillars’ or Strategic Focus Areas. These are:

Strategic Focus	Community Wellbeing	Economic Wellbeing	Natural & Built Environment	Governance & Organisation
Goals	Maximise the benefit to the community from improved community services	To foster a diverse and growing economic base that results in an increase in employment and population	Maintain our high quality living environment	A professional, effective and customer oriented organisation playing the lead role in community development
Outcomes	<p>Ensure the delivery of appropriate health services to the community</p> <p>Maximise the provision of aged care facilities and services</p> <p>Provide high quality sporting and recreational facilities</p> <p>Support the development and retention of the area's youth</p> <p>Improve the educational opportunities available to the community</p> <p>Facilitate improvements or increases in community services</p>	<p>Maximise the potential of the tourism industry</p> <p>Facilitate the further development of our mining sector</p> <p>Support the growth of the aquaculture industry</p> <p>Expand our aged care / retirement industry</p> <p>Assist the expansion of the agricultural sector</p> <p>Provide appropriate infrastructure for economic development</p> <p>Development of seaside areas in a sustainable manner</p> <p>Increase the size of our commercial and retail sector</p> <p>Ensure the adequate provision of power and water supplies</p> <p>Maximise the benefits to our community from relationships with appropriate organisations</p>	<p>Effectively manage the waste of the area</p> <p>Protect and enhance our foreshore, coast and marine areas</p> <p>Preservation of the built and natural heritage of the area</p> <p>Recognise and value the Indigenous heritage and culture of the area</p> <p>Enhance the aesthetics of our townships environment</p> <p>Provide high quality footpaths and roads</p> <p>Ensure public conveniences are located appropriately and are of a high standard</p> <p>Increase the number and standard of parks and gardens in our area</p> <p>Implement best practice stormwater management techniques</p>	<p>Maximisation of Council service delivery</p> <p>Improve the image and profile of Council through effective communication</p> <p>Effective utilisation of Council plant and equipment</p> <p>Encourage staff development in a safe working environment</p> <p>Provide strong leadership to our community</p> <p>Support and recognise efforts of local volunteers</p>

Key Page

This Strategic Plan is aligned with Strategic Plans of our State and Region including:

- Eyre Peninsula Local Government Association Corporate Plan 2016 – 2019
- Local Government Association of SA Strategic Plan 2016 - 2020
- South Australia's Seven Strategic Priorities
- Country Health SA Strategic Plan 2015 - 2020
- Eyre and Western Region Plan April 2012
- Regional Development Australia – Whyalla and Eyre Peninsula
- Eyre Peninsula Natural Resource Management Board
- SAPOL 2020

Where possible, strategies of other plans are uniquely coloured for quick reference. The cross-referencing may be read as follows:

South Australia's Seven Strategic Priorities

Local Government Association of SA Strategic Plan 2016-2020

Eyre Peninsula Local Government Association Corporate Plan 2016 - 2019

Country Health SA Strategic Plan 2015 - 2020

Regional Development Australia – Whyalla & Eyre Peninsula

Eyre and Western Region Plan

Eyre Peninsula Natural Resource Management Board

SAPOL 2020

COMMUNITY WELLBEING

GOAL 1 *Maximise the benefit to the community from improved community services*

Community service provision in the District Council of Franklin Harbour area is the joint responsibility of State and Federal Government agencies, Local Government and the local community. In the past, a high standard of community services has been provided to the community through the substantial efforts of all parties. The emphasis of this Plan is to maintain and build upon existing services for the benefit of the community.

Of paramount importance to the continued development of the district is the provision of adequate health and aged care facilities and services. Maintaining a high standard of these services is vital for attracting new people to the region and servicing the existing ageing population. To achieve this goal, it will be important that both the Council and the relevant service providers work together to ensure adequate funding and to provide services in a coordinated manner.

An ever-growing issue in communities across Australia is the welfare of the younger members of our society. The needs and wants of our youth have changed along with the changing nature of our society. It is important that these changes are recognised and that steps are taken to address the issues that they raise.



The sporting and recreational pursuits of our community are of enormous importance to the district. They enable the building of strong relationships amongst community members, as well as assisting in maintaining the physical health of the community. Council will continue to have a significant role in the provision and maintenance of sporting and recreational facilities in the future.

A key objective of this Plan is to ensure that activities and facilities are available for the education purposes of the entire community. This will involve Council working together with the Cowell Area School, kindergarten and the Spencer Institute of TAFE to meet identified needs of the community.

Goal outcomes:

- ~ High quality health and aged care services
- ~ Development and support for our youth
- ~ Educational services that meet the community's needs
- ~ Strategic sporting and recreational facilities



Objective 1.01: Ensure the delivery of appropriate health services to the community

1.01.01 Provision of medical services i.e. Doctors

Priority: 1 Critical strategy that can be achieved with existing or minimal additional human and financial resources

Primary Agency: Eastern Eyre Health & Aged Care Inc.

Secondary Agency: Country Health SA

Secondary Rural Doctors Agency

Country Health SA Strategic Plan 2015-2020

1.01.02 Facilitate an improvement in access to medical specialists, maintain acute service capabilities and support the Community in conjunction with the Cowell Community Health & Aged Care

Priority: 2 Critical strategy that can be achieved with significant additional human or financial resources

Primary Agency: Eastern Eyre Health & Aged Care Inc.

Secondary Agency: Australian Dept of Health & Ageing

Country Health SA Strategic Plan 2015-2020

1.01.03 Maintain a strong relationship with Eastern Eyre Health & Aged Care Inc and Country Health SA

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eastern Eyre Health & Aged Care Inc.

Secondary Agency: Country Health SA

Country Health SA Strategic Plan 2015-2020

Objective 1.02: Maximise the provision of aged care facilities and services

1.02.01 Increase the number of Hostel units in Cowell by six

Priority: 1 Critical strategy that can be achieved with existing or minimal additional human and financial resources

Primary agency: Federal Health Minister and Local Federal Member

Primary Agency: Eastern Eyre Health & Aged Care Inc.

Secondary Agency: Country Health SA

Secondary DCFH

1.02.02 Expand the number of units in Cowell Cottages as demand dictates

Priority: 2 Critical strategy that can be achieved with significant additional human or financial resources

Primary agency: District Council of Franklin Harbour

1.02.03 Review aged services requirements in collaboration with service providers

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eastern Eyre Health & Aged Care Inc.

Secondary Agency: Cowell Cottages Inc

Country Health SA Strategic Plan 2015-2020

1.02.04 Undertake regular consultation with aged members of the community to assist in planning for services and facilities

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eastern Eyre Health & Aged Care Inc.

Secondary Agency: Cowell Cottages Inc

Country Health SA Strategic Plan 2015-2020

1.02.05 Facilitate the provision of existing aged care services in an effective and efficient manner

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eastern Eyre Health & Aged Care Inc.

Secondary Agency: Cowell Cottages Inc

Country Health SA Strategic Plan 2015-2020

Objective 1.03: Provide high quality sporting and recreational facilities

1.03.01 Review options for improved swimming facilities

Priority: 5 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Franklin Harbour Boat Ramp Committee

1.03.02 Establish bicycle trails in appropriate locations along the coast

Priority: 5 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Transport SA

1.03.03 Establish town walks and rural walks in appropriate locations around the district

Priority: 5 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency:

1.03.04 Encourage and facilitate a staged improvement program for sport and recreation facilities in Cowell

Priority: 4 Important strategy that can be achieved with significant additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Sporting clubs of Cowell

1.03.05 Investigate the recommendations of the Eyre Peninsula Sport, Recreation and Open Space Strategy

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency:

Objective 1.04: Support the development and retention of the area's youth

1.04.01 Establish a youth mentoring program to encourage involvement in community organisations

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Cowell Area School

Objective 1.05: Improve the educational opportunities available to the community

1.05.01 Continue to work in close collaboration with the Area Schools to ensure the provision of appropriate services

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Cowell Area School

Secondary Agency: District Council of Franklin Harbour

Seven Strategic Priorities

1.05.02 Review facilities at the school with a view to assisting improve infrastructure. Identified initially as needing a covered PT area about the size of a basketball court for a mixture of activities

Priority: 5

Primary Agency: Cowell Area School

Secondary Agency: District Council of Franklin Harbour

Seven Strategic Priorities

1.05.03 Continue to work in close collaboration with the School/Community Library to ensure the continued library service

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Cowell Area School

Secondary Agency: District Council of Franklin Harbour

Objective 1.06: Facilitate improvements or increases in community services

1.06.01 Monitor demand for public transport services and lobby accordingly

Priority: 2 Critical strategy that can be achieved with minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Passenger Transport Board

1.06.02 Examine the possibility of creating a shuttle service to link Cowell to Whyalla to meet regional aircraft, enable doctor and specialist appointments, and shopping to purchase items not available locally.

Priority: 2 Important strategy that can be achieved with significant additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Passenger Transport Board

How will we measure our success?

% satisfaction with Council's ability to help improve the quality of life in the community

% satisfaction with Council's provision of services and facilities for the community overall

% satisfaction with Council's provision of community and cultural services

% satisfaction with Council's environmental management and health services

% satisfaction with Council's provision of quality, timely and accurate consultation with the community

% progress on Annual Report actions

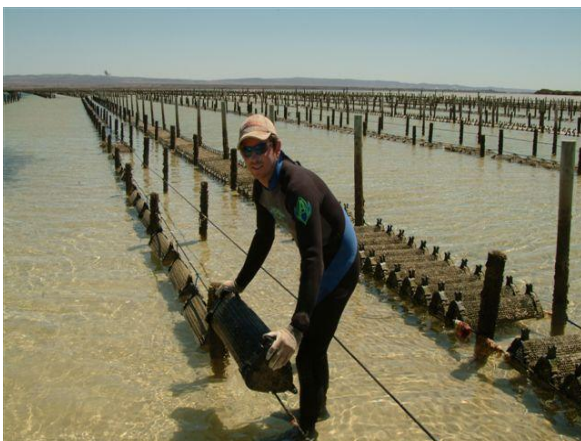
ECONOMIC WELLBEING

Goal 2 To foster a diverse and growing economic base that results in an increase in employment and population

The economy of the District Council of Franklin Harbour has long been centred upon traditional dry land farming. More recently the aquaculture and mining industries have also been significant employers in the region. Tourism has helped to stabilise and gradually expand the commercial and retail sectors of the economy.

The future of the economy of the Council area will rely significantly on the sustainment and growth of five major industries:

- ~ Agriculture
- ~ Aquaculture / fishing
- ~ Mining
- ~
- ~ Aged care / retirement
- ~ Tourism



The tourism industry has enormous potential in the region with over 200,000 vehicles passing through Cowell on the Lincoln Highway each year, and the introduction of the Wallaroo to Lucky Bay ferry service. In addition to this, it has significant natural and built heritage attractions as well as unique industrial attractions such as aquaculture and jade. This Plan aims to build upon the existing attributes of the area and capitalise on the traffic passing through the area. Various strategies will be employed to achieve this including the establishment of a visitor information centre, the undertaking of a marketing campaign and education of the local community on the importance of tourism to the area.

Jade represents a unique asset to the Franklin Harbour community. The industry has significant development potential especially for value adding activities including tourism. Council will attempt to facilitate the further development of the industry in association with the private operators and appropriate Government agencies.

The aquaculture industry in the district has experienced significant growth over the past decade. There are a number of opportunities for continued industry growth, related to oyster hatcheries, nurseries and leases, which will require the ongoing assistance of Council.

An ageing national population has considerable implications for the aged care and retirement industries. The Franklin Harbour community is well positioned to capitalise on this trend, but will require additional targeted marketing and residential facilities.



The first major economic activity in the district was agriculture. It remains the largest contributor to the economic well-being of the area and this is expected to continue. With substantial changes in the industry in recent years, new approaches to ensuring a prosperous future will be required. Investigation of labour requirements and value adding opportunities are important areas for consideration.

The infrastructure requirements for the continued economic development of the area are high. A strategic partnership approach to the provision of this infrastructure will be required.

The sustainable development of the seaside areas of the district for tourist and residential accommodation is a priority for the Council. The careful planning and marketing of the areas will be paramount to its success. Particular focus is on the tourist route from Igloo rd past Port Gibbon along Beach Road and into Cowell.

The commercial and retail sector of the districts economy will benefit from any growth in the major industries of the area. A "Buy Local" campaign will also assist in maintaining our retail sector. Whilst it is accepted that local businesses will find it difficult to compete with regional centres in the areas of price and product range, they can offer the highest quality service which should be officially recognised on a regular basis.

A number of different organisations exist to promote the economic development of regional areas including the Eyre Regional Development Board, the Eyre Peninsula Local Government Association, Eyre Peninsula Natural Resources Management Board and Tourism Eyre Peninsula. It is important that the efforts of these regional organisations are maximised for the benefit of our local community.

Goal outcomes:

- ~ Increased employment through industry growth
- ~ Continued growth in tourism
- ~ Provision of appropriate infrastructure
- ~ Maximum benefits from regional organisations
- ~ Thriving commercial and retail sector

Objective 2.01: Maximise the potential of the tourism industry

2.01.01 Progress the Foreshore Redevelopment as Council's number one priority, to enhance the towns attractiveness and liveability

Priority: 1 Essential strategy that can be achieved with significant additional human and financial resources

Primary Agency: Regional Development Board

Secondary Agency: District Council of Franklin Harbour & Local Businesses

Eyre and Western Region

2.01.02 Maintain and update the roadside visitor information bay promoting the attractions of the area and improve tourism signage linked to regional tourism themes

Priority: 1 Critical strategy that can be achieved with minimal additional human or financial resources

Primary Agency: South Australian Tourism Commission

Secondary Agency: District Council of Franklin Harbour

Eyre and Western Region

2.01.03 Establish shelter and camp facilities in strategic locations along the coast

Priority: 4 Essential strategy that can be achieved with significant additional human or financial resources

Primary Agency: SA Tourism Commission

Secondary Agency: District Council of Franklin Harbour

Eyre and Western Region

RDA Whyalla and Eyre Peninsula

2.01.04 Investigate new, and support ongoing opportunities for annual events

Priority: 4 Essential strategy that can be achieved with significant additional human or financial resources

Primary Agency: Community Groups

Secondary Agency: District Council of Franklin Harbour

2.01.05 Work with the Franklin Harbour Community Development Group to develop a Boardwalk/Footpath network from the town through the mangroves to the Harbour View Caravan Park area

Priority: 2 Essential strategy that can be achieved with significant additional human and financial resources

Primary Agency: Franklin Harbour Community Development Group

Secondary Agency: Eyre Peninsula Natural Resources Management Group

Eyre and Western Region

RDA Whyalla and Eyre Peninsula

2.01.06 Continue to support and further develop a multi-function visitor information centre linked to the aquaculture industry, fishing, environment, farming, local history and mining

Priority: 2 Critical strategy that can be achieved with minimal additional human or financial resources

Primary Agency: South Australian Tourism Commission

Secondary Agency: District Council of Franklin Harbour

2.01.07 Support the Seafood and Aquaculture Trail and the Outback & Nature Trail to highlight the seafood and minerals and gemstones of the region

Priority: 2 Critical strategy that can be achieved with significant additional human or financial resources

Primary Agency: South Australian Tourism Commission

Secondary Agency: Regional Development Board

RDA Whyalla and Eyre Peninsula

2.01.08 Encourage educational visits from schools and universities related to the mangrove areas, agriculture & aquaculture industry and mining industry

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Cowell Area School

Secondary Agency: District Council of Franklin Harbour

2.01.09 Continue to support the employment of a Tourism Officer within Council's employ

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Regional Development Board

Secondary Agency: District Council of Franklin Harbour

2.01.10 Encourage the development of boat cruises of Franklin Harbour

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Business/Industry Sectors

Secondary Agency: District Council of Franklin Harbour

2.01.11 Promote the establishment of a local tourism association comprising representatives of business, the community and Council

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Business/Industry Sectors

Secondary Agency: District Council of Franklin Harbour

2.01.12 Support the efforts to re-establish shuttle services between Franklin Harbour and other destinations

2.01.12.1 Seal the airstrip

Priority: 5 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eyre Peninsula Regional Development Board

Secondary Agency: Neighbouring Councils

2.01.13 Work with Sea Transport SA with a view to ensuring the reliability and continuous service provision of the Ferry

Priority: 3 Critical strategy that can be achieved with minimal additional human or financial resources

Primary Agency: Sea Transport

Secondary Agency: District Council of Franklin Harbour

2.01.14 Review rest stop facilities within Council boundaries

Priority: 3 Important strategy that can be achieved with minimal additional human or financial resources

Primary Agency: Department of Transport

Secondary Agency: District Council of Franklin Harbour

2.01.15 Co-operative tourism development strategy developed with neighbouring councils

Priority: 3 Critical strategy that can be achieved with minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Neighbouring Councils

EPLGA Corporate Plan 2016 – 2019

2.01.16 Partnerships with DEWNR to develop programs of works to construct roadways, parking, toilet, camping and other visitor facilities in regional parks.

Priority: 3 Critical strategy that can be achieved with significant additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: DEWNR

2.01.17 A vehicle access and parking plan in parks and along beaches with DEWNR

Priority: 3 Critical strategy that can be achieved with minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: DEWNR

Objective 2.02: Facilitate the further development of our mining sector

2.02.01 Support existing and new mining operations and options to the extent of Cowell being a dormitory for local mining

Priority: 2 Critical strategy that can be achieved with significant additional human and financial resources

Primary Agency: Department of Primary Industries and Resources

Secondary Agency: District Council of Franklin Harbour

Objective 2.03: Support the growth of the aquaculture industry

2.03.01 Provide support for efforts that add value to the aquaculture industry of the area

Priority: 2 Essential strategy that can be achieved with existing or minimal additional human and financial resources

Primary Agency: Department of Primary Industries and Resources

Secondary Agency: Eyre Regional Development Board

RDA Whyalla and Eyre Peninsula

2.03.02 Ensure that Council's Development Plan adequately caters for the future development of the aquaculture industry

2.03.02.01 Support the newly created Hatchery and nursery

2.03.02.02 Process and negotiate a Development Plan Amendment which delivers realistic boundaries for Coastal Conservation

Priority: 1 Critical strategy that can be achieved with existing or minimal additional human and financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Planning SA

RDA Whyalla and Eyre Peninsula

2.03.03 Foster relationships between Council and industry associations

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human and financial resources

Primary Agency: District Council of Franklin Harbour

RDA Whyalla and Eyre Peninsula

Objective 2.04: Expand our aged care / retirement industry

2.04.01 Facilitate the development of appropriate housing options for retirees and aged people, develop partnerships where possible with potential investors and investigate the feasibility of an upmarket retirement village in strategic location

Priority: 2 Critical strategy that can be achieved with significant additional human and financial resources

Primary Agency: Cowell Cottages Inc.

Secondary Agency: District Council of Franklin Harbour

Eyre and Western Region

2.04.02 Develop vacant land as an over 55's area in front of Cowell Hospital to function along the guidelines of a lifestyle village

Priority: 2 Essential strategy that can be achieved with significant additional human and financial resources

Primary Agency: District Council of Franklin Harbour

Eyre and Western Region

2.04.03 Undertake a targeted marketing campaign promoting the benefits of retiring to the area

Priority: 2 Essential strategy that can be achieved with significant additional human and financial resources

Primary Agency: Eyre Regional Development Board

Secondary Agency: District Council of Franklin Harbour

Objective 2.05: Assist the expansion of the agricultural sector

2.05.01 Promote the establishment of value adding activities for the agricultural sector

Priority: 4 Essential strategy that can be achieved with significant additional human and financial resources

Primary Agency: Department Primary Industries and Resources

Secondary Agency: Eyre Regional Development Board, Free Eyre

RDA Whyalla and Eyre Peninsula

2.05.02 Lobby to have the Cowell bulk grain facilities relocated to a more appropriate site in the rural zone

Priority: 1 Essential strategy that can be achieved with significant additional human and financial resources

Primary Agency: Viterra, EP Storage, CBH

Secondary Agency: Eyre Regional Development Board

2.05.03 Acknowledge the likelihood of impacts from climate change and promote education for landowners to adopt new management methods and technologies to adjust accordingly and to benefit from those changes

Priority: 2 Critical strategy that can be achieved with minimal additional human and financial resources

Primary Agency: Eyre Peninsula Natural Resource Management Board

Secondary Agency: Eyre Regional Development Board

EP Natural Resource Management Board

2.05.04 Monitor changes in growth / decline, increased development, demographic change

Priority: 2 Critical strategy that can be achieved with minimal additional human and financial resources

Primary Agency: Eyre Peninsula Natural Resource Management Board

Secondary Agency: Eyre Regional Development Board

Objective 2.06: Provide appropriate infrastructure for economic development

2.06.01 Establish a fully serviced industrial estate within the Council area

Priority: 2 Critical strategy that can be achieved with significant additional human and financial resources

Primary Agency: Eyre Regional Development Board

Secondary Agency: District Council of Franklin Harbour

RDA Whyalla and Eyre Peninsula

2.06.02 Identify, prioritise and undertake the sealing of access roads to prime seaside locations

Seal the road section Igloo Rd to Beach road as an alternate tourism route into Cowell

Priority: 2 Critical strategy that can be achieved with significant additional human and financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: South Australian Tourism Commission

2.06.03 Monitor the operational requirements of the oyster industry and maintain appropriate boat ramp and wharf facilities

2.06.03.01 Build and maintain an aquaculture park at the four mile to enable the establishment of facilities closer to their area of operation.

2.06.03.02 Build a boat ramp in the proximity of the new aquaculture zone to facilitate a more efficient oyster industry operation and access to land based facilities

Priority: 4 Essential strategy that can be achieved with some additional human and financial resources

Primary Agency: SA Boating Facilities Committee

Secondary Agency: District Council of Franklin Harbour

2.06.04 Investigate current and future housing accommodation requirements including rental, residential and commercial needs (Over 55's)

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human and financial resources

Primary Agency: Planning SA

Secondary Agency: District Council of Franklin Harbour

RDA Whyalla and Eyre Peninsula

Eyre and Western Region

2.06.05 Ensure that Council has adequate land available to enable the town to grow and attract new residents

Priority: 2 Essential strategy that can be achieved with minimal human and financial resources

Primary Agency: District Council of Franklin Harbour

Objective 2.07: Development of seaside areas in a sustainable manner

2.07.01 Ensure suitable policies for the development of identified areas are incorporated into the Development Plan

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Planning SA

2.07.02 Support the establishment of a high quality boat marina at a suitable location

Priority: 6 Important strategy that can be achieved with significant additional human or financial resources

Primary Agency: Business / Industry Sectors

Secondary Agency: District Council of Franklin Harbour

Objective 2.08: Increase the size of our commercial and retail sector

2.08.01 List business service opportunities and shortages in the town on Council's website. Encourages new businesses into the town.

Establish food hall or fast food at new foreshore site.

Establish 24 hour fuel in the town

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eyre Regional Development Board

Secondary Agency: District Council of Franklin Harbour

RDA Whyalla and Eyre Peninsula

2.08.02 Encourage local businesses to utilise the business development resources of the Eyre Regional Development Board

Priority: 2 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eyre Regional Development Board

Secondary Agency: District Council of Franklin Harbour

2.08.03 Support a 'Buy Local' campaign

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eyre Regional Development Board, Business & Industry Sectors

Secondary Agency: District Council of Franklin Harbour

Objective 2.09: Ensure the adequate provision of power and water supplies

2.09.01 Work closely with regional organisations to ensure a sustainable and reliable supply of power and water

Priority: 2 Critical strategy that can be achieved with significant human or financial resources

Primary Agency: Eyre Peninsula Local Government Association

Secondary Agency: Eyre Regional Development Board, Eyre Peninsula Natural Resources Management Board

EP Natural Resource Management Board

Objective 2.10: Maximise the benefits to our community from relationships with appropriate organisations

2.10.01 Identify partnership opportunities for the implementation of specific projects with appropriate organisations

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Eyre Peninsula Natural Resources Management Board

RDA Whyalla and Eyre Peninsula

How will we measure our success?

% increase in rateable properties

% increase in voter numbers

% increase in visitor numbers

% satisfaction with Council's economic development (eg supporting and attracting new and existing businesses, assisting with employment and economic growth)

% progress on Annual Report actions

NATURAL & BUILT ENVIRONMENT

Goal 3 *Maintain our high quality living environment*

The Franklin Harbour district is blessed with natural beauty, from its unique harbour, scenic ranges and magnificent coastal beaches. The built heritage of the area is equally attractive and important. Our community has always endeavoured to protect our distinctive natural and built heritage and this Plan outlines a clear direction for this to continue.

Council recognises the original inhabitants of the area, their heritage and culture, and will work with other Councils in the region to develop a formal Indigenous Land Use Agreement with the relevant Native Title Claimants in accordance with the Native Title Act.

The continued improvements of the aesthetics and functionality of our environment are considered of high importance to our community. The completion of the main street development will provide a centrepiece of which our community can be proud. Beautification of our town entrances, parks and gardens is important for both residents and visitors to our town. Coupled with these improvements is the necessity to improve stormwater management techniques and the standard of our public conveniences.



Council will continue to have road and footpath improvements as a high priority. The high costs associated with the construction and maintenance of such a vast road network will require additional funding from Governments. Appropriate planning will also be paramount for ensuring a high standard of road and footpath infrastructure in the longer term.

Waste, whether industrial, rural or domestic will continue to require careful management. Addressing the issue of waste management is a priority for the entire Eyre Peninsula region. The Council will need to be involved in the development of a comprehensive regional strategy. The centralised disposal and reuse of domestic waste is also a key outcome of this Plan.



Council will lead the community in recognising the potential impacts of climate change, particularly on our coastal areas, and will endeavour to identify solutions that are cost effective and practical for the community. Council also recognises that water conservation is a major and growing community issue. Council will explore ways of harvesting and re-using storm water runoff, and will ensure that any community waste water management scheme incorporates the highest available level of waste water re-use.

Goal outcomes:

- ~ Protection of our natural environment
- ~ Preservation of our heritage
- ~ An extremely attractive township environment
- ~ A high standard of roads and footpaths
- ~ Water conservation and re-use
- ~ Recognition for the original inhabitants, their heritage and culture

Objective 3.01: Effectively manage the waste of the area

3.01.01 Promote the establishment of a regional waste management strategy for the recycling service

Priority: 2 Critical strategy that can be achieved with significant additional human or financial resources

Primary Agency: Eyre Peninsula Local Government Association

Secondary Agency: Department for Environment and Heritage

EPLGA Corporate Plan 2016 – 2019

3.01.02 Promote waste minimisation and recycling within the community

Priority: 3 Essential strategy that can be achieved with minimal human and financial resources

Primary Agency: Environment Protection Authority

Secondary Agency: District Council of Franklin Harbour, Zero Waste

Objective 3.02: Protect and enhance our foreshore, coast and marine areas

3.02.01 Continue to support the Caring for our Coastline initiatives through EPNRM Board

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eyre Peninsula Natural Resources Management Board

*Secondary Agency: Coast Care Action Groups
EP Natural Resource Management Board*

3.02.02 Monitor the impacts on the marine environment of town storm water and effluent

Priority: 4 Essential strategy that can be achieved with significant additional human or financial resources

Primary Agency: Eyre Peninsula Natural Resources Management Board

Secondary Agency: District Council of Franklin Harbour

Objective 3.03: Preservation of the built and natural heritage of the area

3.03.01 Develop a promotional program to raise community and visitor awareness of our local heritage that incorporates the use of heritage plaques

Priority: 5 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Franklin Harbour Community Development Group

Eyre and Western Region

3.03.02 Assist in the implementation of the Eyre Peninsula Natural Resource Management Plan

Priority: 5 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eyre Peninsula Natural Resource Management Board

Secondary Agency: District Council of Franklin Harbour

3.03.03 Prepare a Heritage Plan which recognises and records local items of heritage value

Priority: 3 Important strategy that can be achieved with significant human and financial resources

Primary Agency: Department for Environment and Heritage

Secondary Agency: Franklin Harbour History Museum

Objective 3.04: Recognise and value the Indigenous heritage and culture of the area

3.04.01 Develop a Council wide Indigenous Land Use Agreement

Priority: 1 Critical strategy that can be achieved with significant human and financial resources

Primary Agency: Barngarla Native Title claimant group

Secondary Agency: Attorney General's Department

3.04.02 Foster and maintain a good working relationship with Indigenous leaders in the region

Priority: 3 Important strategy that can be achieved with existing human and financial resources

Primary Agency: District Council of Franklin Harbour and Barngarla representatives

Secondary Agency: Attorney General's Department

Objective 3.05: Enhance the aesthetics of our townships environment

3.05.01 Design and construct town entrances for Cowell, Lucky Bay and Port Gibbon that reflect both the individual character of the town and regional tourism themes

Priority: 2 Critical strategy that can be achieved with significant additional human or financial resources

Primary Agency: Tourism Eyre Peninsula

Secondary Agency: District Council of Franklin Harbour

Improve visitor facilities such as more seating, access to showers

Eyre and Western Region

Objective 3.06: Provide high quality footpaths and roads

3.06.01 Support the efforts of the EPLGA in sourcing additional funding for the upgrade of local roads

Priority: 1 Critical strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: Eyre Peninsula Local Government Association

Secondary Agency: District Council of Franklin Harbour

EPLGA Corporate Plan 2016 – 2019

3.06.02 Develop a five year prioritised footpath construction and upgrade program linked to an overall Townscape Development Plan

Priority: 1 Critical strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

3.06.03 Review Council's road priorities

Priority: 1 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

3.06.04 Promote Road Traffic Safety in the community

Priority: 1 Important strategy that can be achieved with minimal human and financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Department of Transport

SAPOL 2020

Objective 3.07: Ensure the public conveniences are located appropriately and are of a high standard

3.07.01 Develop and implement a staged construction, Replacement and Upgrade Plan linked to the Development Plan Amendment for Cowell, Lucky Bay and Port Gibbon

Priority: 1 Essential strategy that can be achieved with significant additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Planning SA

Objective 3.08: Increase the number and standard of parks and gardens in our area

3.08.01 Establish or improve playground equipment at appropriate locations

Priority: 3 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Community Groups

3.08.02 Investigate methods for reducing the maintenance costs of parks and gardens

Priority: 2 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency:

3.08.03 Encourage local community groups to assist in the maintenance of local parks and gardens

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Community Groups

Objective 3.09: Implement best practice stormwater management techniques

3.09.01 Develop and implement a Stormwater Management Plan to utilise storm water in the maintenance of parks, recreation areas and gardens

Priority: 1 Essential strategy that can be achieved with significant additional human or financial resources

Primary Agency: Department for Environment and Heritage

Secondary Agency: District Council of Franklin Harbour

How will we measure success?

% satisfaction with Council's provision and maintenance of roads and footpaths

% increase in the amount of material recycled

% satisfaction with Council's provision of waste disposal and recycling services and facilities

% satisfaction with Council's provision and maintenance of parks, gardens and playgrounds

% progress on Annual Report actions

GOVERNANCE & ORGANISATION

Goal 4 A professional, effective and customer oriented organisation playing the lead role in community development

There is ongoing change and expansion to the role of Local Government in today's environment. This results in increased pressure to fulfil the requirements of the community. It is critical that the organisation itself continues to evolve if it is to achieve the goals and objectives identified in this Plan.

It is important that Council is able to deliver services to the community that meet their needs. Opportunities exist for Council to share resources with neighbouring Councils to enhance the level of service delivery.

The community needs to be aware of the work Council is performing and of how it can be involved in community based projects. Council has the ongoing responsibility of ensuring effective communication mechanisms exist.

The most important assets of Council are its staff. Council must continue to encourage the professional and personal development of its workforce as well as ensuring that they operate in a safe environment. Council will develop a framework to meet Occupational Health, Safety and Welfare legislative requirements in order to maintain exempt employer status.

The value of the community's volunteer network cannot be underestimated. Appropriate support needs to be given to community groups to assist them in maintaining the number of volunteers and sourcing additional funds. Formal recognition of their contribution to the community should be a regular occurrence.



The District Council of Franklin Harbour will provide strong leadership to and representation of our local community by participating in regional governance forums and working closely with other spheres of Government.

Goal outcomes:

- ~ Effective and efficient service delivery
- ~ Regular communication with the community
- ~ Ongoing staff development
- ~ Provision of a safe work environment for all staff
- ~ Support and recognition of volunteers
- ~ Representation of local needs
- ~ Equal representation and participation by women in the community

Objective 4.01: Maximisation of Council service delivery

4.01.01 Undertake benchmarking with other Councils and establish appropriate performance measures

Priority: 2 Critical strategy that can be achieved with significant additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Office of Local Government

4.01.02 Ensure the ongoing review of Council's Strategic Plan

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency:

Objective 4.02: Improve the image and profile of Council through effective communication

4.02.01 Maintain and expand the Council website that provides information on Council activities

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency:

4.02.02 Utilise community groups for the dissemination of Council information

Priority: 5 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Community Groups

Objective 4.03: Effective utilisation of Council plant and equipment

4.03.01 Pursue opportunities for sharing of resources, plant and equipment amongst neighbouring Councils

Priority: 1 Critical strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Neighbouring Councils

EPLGA Corporate Plan 2016 – 2019

Objective 4.04: Encourage staff development in a safe working environment

4.04.01 Develop individual staff development programs to develop a skilled human resource base

Priority: 1 Critical strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency:

LGA Strategic Plan 2016 - 2020

4.04.02 Ensure ongoing equipment and work place risk assessment to encourage a safe working environment

Priority: 1 Critical strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Local Government Association Workers Compensation Scheme

4.04.03 Make WHS a part of everyday Council business

Priority: 1 Critical strategy that can be achieved with existing human and financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Local Government Association Workers Compensation Scheme

4.04.04 Promote the importance of compliance with WorkCover Exempt Employer Standards to Council with regular reporting of performance

Priority: 1 Critical strategy that can be achieved with substantial human and financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Local Government Association Workers Compensation Scheme

Objective 4.05: Provide strong leadership to our community

4.05.01 Actively participate in regional governance forums

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Eyre Peninsula Local Government Association

RDA Whyalla and Eyre Peninsula

4.05.02 Maintain ongoing liaison with other levels of Government and develop positive working relationships

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency:

RDA Whyalla and Eyre Peninsula

Objective 4.06: Support and recognise the efforts of local volunteers

4.06.01 Assist in the coordination of volunteer efforts in association with community groups

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Community Groups

4.06.02 Support community groups in the preparation of funding submissions

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Community Groups

4.06.03 Establish community volunteer awards

Priority: 5 Important strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Australia Day Awards

4.06.04 Incorporate volunteer achievements into Council's communication mechanisms

Priority: 3 Essential strategy that can be achieved with existing or minimal additional human or financial resources

Primary Agency: District Council of Franklin Harbour

Secondary Agency: Community Groups

How will we measure success?

% satisfaction with Council's provision and maintenance of roads and footpaths

% increase in the amount of material recycled

% satisfaction with Council's provision of waste disposal and recycling services and facilities

% satisfaction with Council's provision and maintenance of parks, gardens and playgrounds

% progress on Annual Report actions