

Rural City of Murray Bridge

Strategic Plan

2016 - 2020







Proud Safe Progressive



THE RURAL CITY OF MURRAY BRIDGE

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NGARRINDJERI Acknowledgement

We acknowledge the Ngarrindjeri people as the traditional owners of this land on which we meet and work. We respect and acknowledge their spiritual connection as the custodians of this land and that their cultural heritage beliefs are still important to the living people today.

We recognise the living culture and combined energies of the Ngarrindjeri people, our global pioneers and community members today for their unique contribution to the life of our region.



The Ngarrindjeri Mosaic Project located at the Local Government Centre is an imposing mosaic artwork with the design based on the Ngarrindjeri creation story of Ngurunderi, the great ancestral creator who chased pondi (Murray Cod) downstream and forged the path of the mighty Murray River. It is the oldest known story of the Murray River and teaches about Ngarrindjeri culture, the environment and spiritual beliefs

MAYOR'S FOREWORD



It is with pride that I present the Strategic Plan for 2016 to 2020.

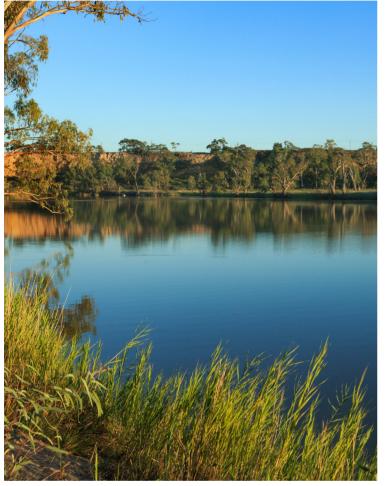
The Strategic Plan supports the Community Plan 2016-2032 by providing the blueprint for the first four years of activity to achieve our vision - **Thriving Communities**.

The focus of the Strategic Plan is to ensure a Valued Environment, Great People and Lifestyle, a Dynamic Economy and Connected Communities.

It details how we will achieve each of the objectives to ensure that the Rural City of Murray Bridge will be **proud, safe and progressive** by 2020.

Brenton Lewis Mayor

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THE RURAL CITY OF MURRAY BRIDGE Community Plan 2016-2032

The Community Plan identifies four themes, with each theme articulating the desired objectives of our community as identified during the Council's engagement with community members during July through to September 2015.

The aim of the Community Plan, its themes and objectives is to guide the planning, decision making and actions of Council, our partners, community groups and the broader community to achieve **Thriving Communities**.

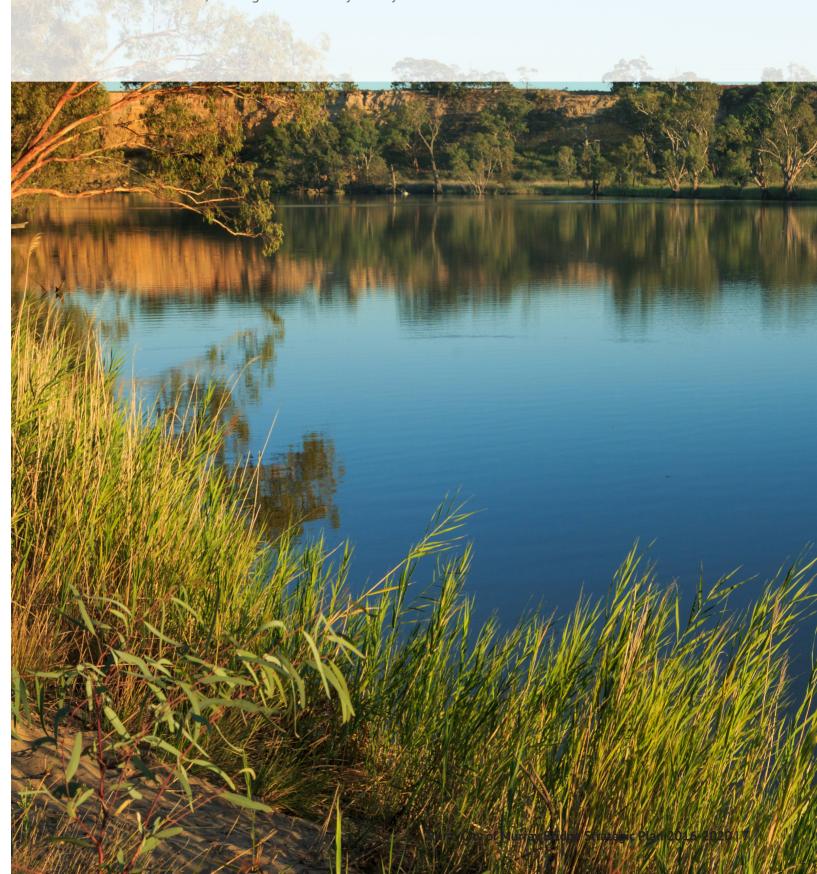


The following Strategic Plan is our four year commitment to the community to support the Community Plan 2016-2032.

VALUED ENVIRONMENT Creating the Environment



During 2016-2020 we will create a platform for development that enhances our built environment whilst adhering to our community values maintaining and enhanceing our natural assets, heritage and country lifestyle



VALUED ENVIRONMENT



Creating the Environment: 2016-2020

1.1 Current Assets

We manage our existing infrastructure and assets in a manner that demonstrates the pride we take in our built environment

We will do this by:

- 1. Implementing Council's Asset Management Plans for each asset category
- 2. Regularly reviewing and updating Council's Asset Management Plans

1.2 Infrastructure Development

We commence work on meeting the community's aspirations for future infrastructure development

We will do this by:

- 1. Working with the Murray Bridge Town Pride Project Committee and other Rural Communities and township groups to ensure our centres, streets and public spaces are safe, inviting and support a positive image
- 2. Developing and commencing a Community Space Revitalisation Program to improve landscaping, playground equipment, furniture and signage at various community spaces
- 3. Consolidating, upgrading and seeking funding for a number of boat ramps to provide better access to the river

Great places for people	Activate the River	Clean environmentally sustainable communities
 The gateways into the Rural City of Murray Bridge are attractive, fostering a sense of recognition and community pride. 	Boat ramps have been upgraded at key locations along the riverfront.	We reduce our reliance on the river by greening our open spaces using harvested stormwater.
 There are a range of inviting community spaces within the council area with facilities that 	The community has improved boating access to the river for at least three locations.	
make them attractive to residents and visitors.	The Sturt Reserve Skate Board Park is upgraded and hosts at least three competitive events.	

VALUED ENVIRONMENT



Creating the Environment: 2016-2020

1.3 Natural Assets

We are effective at protecting and conserving the high quality values of our natural environment

We will do this by:

- 1. Working in partnership with relevant organisations to ensure a sustainable environment
- 2. Protecting biodiversity for future generations
- 3. Providing opportunities and funding for community involvement in projects aimed at developing environmental sustainability
- 4. Encouraging sustainable and environmental responsible agricultural practices

1.4 Open Space

We will ensure that future growth is planned in a manner that provides access to and does not detract from, the community's environmental values

We will do this by:

- 1. Ensuring opportunities exist to access and experience natural areas
- 2. Enhancing and promoting environmental experiences to encourage the involvement of our residents and attract visitors

Great places for people	Activate the River	Clean environmentally sustainable communities
 There is increased use of open, green spaces for passive and active recreational purposes. There is an increase in the number of visitors looking for nature based activities. 	There is increased activity along the river with a range of environmental events and activities held to promote and enhance our environmental assets.	Our biodiversity is protected and enhanced.

VALUED ENVIRONMENT



Creating the Environment: 2016-2020

1.5 Planned reduction of our carbon footprint

Council will lead by example in the fields of sustainable development and resource efficiency

We will do this by:

- 1. Managing water through conservation, reuse and water quality
- 2. Reducing the environmental impact of waste and maximising conservation of natural resource
- 3. Planning our response to climate change
- 4. Demonstrating Council's commitment to the environment by reducing our carbon emissions and increasing our use of renewable energy sources

Great places for people	at places for people	
 Wetlands and lagoons created to harvest stormwater provide increased amenity and additional recreational opportunities. Council's open spaces are greened through the stormwater harvesting. 	 The Stormwater Harvesting and Re-Use Scheme ensures a reduction on our reliance on the River Murray, whilst keeping the city green and economically strong. There is a reduction in nutrient loads that are associated with urban runoff. 	 Our environment benefits from a decrease in volume of landfill and an increase in recycling and re-use. We reduce the ratio of landfill waste to recycling waste. Council is more efficient with its water usage and there is increased water reuse. There is a strong level of participation and collaboration in community based environmental protection and conservation groups.

GREAT PEOPLE AND LIFESTYLE Unlocking the Potential Unlocking the Potential



During 2016-2020 we will unlock the potential of our community by expanding and focusing our community services to ensure all our citizens have access to agreed levels of support and opportunities for growth







Unlocking the Potential - 2016-2020

2.1 Land Use

Planning that provides for future economic and lifestyle changes and continued growth whilst protecting the natural environment.

We will do this by:

- 1. Finalising planning documents for land use for the next 15 years
- 2. Advocating and planning for road, train and airport infrastructure that better connects us with the world
- 3. Developing and commencing implementation of the Riverfront Strategy

As	safe, healthy and active community	Liv	veable, connected and accessible places	0	ur history, diversity and culture is treasured
•	Land-use plans consider and plan for safety within the community People feel safe in the Rural City of Murray Bridge during the day and night	•	There are land use plans in place for staged development over the next 15 years to support economic growth and maintain the area's country lifestyle The Integrated Water Management Development Plan Amendment is completed assisting in improved water management from new developments The Regional Town Centre Expansion Development Plan Amendment is completed, resulting in increased economic potential, retail and commercial development and tourism growth The zoning of rural and primary production land use has been reviewed to reflect current best practice and provide opportunities to value add in an appropriate manner	•	Land use planning protects our Ngarrindjeri and European heritage The community values and maintains its significant cultural and heritage assets





2.2 Care for the community

We will develop our service offering to the community to ensure all members have access to required levels of support.

We will do this by:

- 1. Developing and delivering community safety initiatives that respond to local issues and concerns
- 2. Providing integrated services and facilities that encourage active living to improve health and wellbeing
- 3. Valuing and supporting our Ngarrindjeri and multicultural communities
- 4. Planning, leading and facilitating high quality services to develop the potential of children and young people
- 5. Ensuring support services and recreational activities are accessible
- 6. Providing grant programs that assist the community in delivering services and projects that align with its aspirations

A safe, healthy and active community	Liveable, connected and our history, diversity accessible places culture is treasure		
 We have vibrant and safe streets and public places 	Murray Bridge is recognised as the regional centre for the broader Murraylands	The Rural City of Murray Bridge has high quality facilities for cultural and educational pursuits	
 The Community Safety Plan ensures a range of services and programs that support community safety and a reduction in crime statistics 		1 1	
 Effective regulatory and compliance services and programs are in place to ensure public health and safety 		In partnership with the Ngarrindjeri community facilitate significant events that celebrate their culture and make it accessible to visitors and locals	
 Working in partnership with relevant organization to identify and address safety issues 		There is an integrated approach to events that celebrate our vibrant and diverse lifestyle	





Unlocking the Potential - 2016-2020

2.3 Recreational and cultural pursuits

We will ensure that community members are provided with opportunities for cultural growth and development through provision of innovative services and programs

We will do this by:

- 1. Delivering a network of safe and convenient walking trails and cycle paths linking relevant land uses and recreation opportunities
- 2. Providing library programs, resources and facilities that respond to the changing needs for knowledge, education and leisure
- 3. Facilitating a range of sporting and leisure activities
- 4. Providing services, programs and facilities for the community to participate in a broad range of arts and cultural activities
- 5. Celebrating our cultural diversity

A safe, healthy and active community	Liveable, connected and accessible places	Our history, diversity and culture is treasured
 The Rural City of Murray Bridge has a variety of open spaces and facilities that provide opportunities for recreation, relaxation and interaction to meet our community's diverse needs Our playgrounds, parks and trails are well utilised by residents and visitors 	 Our community is inclusive and cohesive with individuals able to participate and be actively involved in community life We have a comprehensive program of community development, social and cultural activities that enhance well-being 	 Art and culture play a key role in creating a sense of community Heritage is accessible, promoted and on display Recreation trails connect, interpret and promote areas of cultural, environmental and heritage significance
We are attracting sporting events to the area due to our facilities and sporting reputation	 Attendance at library events increases each year There are opportunities for youth to be involved in a range of recreational and leisure activities 	There is increased participation in art and cultural activities and programs provided by the Regional Arts Centre and Town Hall facility

DYNAMIC ECONOMYGame Changers



During 2016-2020 we will address the urgent, and important tasks that will deliver 'quick wins' as well as providing a sound basis for the more ambitious goals set out for 2020-2030.



Game Changers: 2016-2020



3.1 Identity

Establish a strong, positive, aspirational identity that includes the message that the Rural City of Murray Bridge is 'Open for Business'

We will do this by:

- 1. Beautifying town entrances and public spaces
- 2. Investigating a refreshed brand for the Rural City of Murray Bridge
- 3. Generating positive messages about Murray Bridge and its townships that are heard and recognised across our region, in Adelaide and across the country
- 4. Addressing how we plan for development and process applications
- 5. Engaging our leaders in strategies to address current barriers and in shaping the future
- 6. Capitalising on and promoting the benefits of a multicultural community

A robust and diverse regional economy	A desirable place to live, work and visit	A progressive, productive community
New business investment is drawn to Murray Bridge	 Murray Bridge has national appeal as an attractive, vibrant city 	Our community is proud of itself and the region
 Our small to medium enterprise base grows by 10% per year We have attracted at least two additional large business by 2020 Current gaps in labour supply have been addressed, and strategies are in place to avoid the lag between labour demand and supply in the future 	 We consistently hear and see good news stories in social and traditional media Capable, ambitious people are moving into our region 	 We have a strong leadership development program that challenges old stereotypes Our community is developing and activating creative solutions to its challenges We embrace our cultural diversity and capitalise on the skills and abilities this brings

Game Changers: 2016-2020



3.2 Appealing and affordable housing for growth

We have appealing and affordable housing appropriate to incomes, aspirations and cultures to attract and retain new residents

We will do this by:

- 1. Planning for housing growth that retains the rural and lifestyle charm of the region, and provides a range of housing options to suit students, workers, managers along with people and cultures with special needs
- 2. Reviewing and adapting our zoning and planning processes to allow for highend accommodation with River views and access, to attract professionals and people with discretionary spending capacity
- 3. Working with the real estate sector, employers, educators, retailers and services to develop and implement a Relocation Package that assists skilled migrants to settle quickly and build a life for themselves and their families in the Murray Bridge region
- 4. Lobby the State Government to allow creation of lifestyle blocks based on existing homesteads in appropriate rural areas

A	robust and diverse regional economy	A desirable place to live, work and visit	A progressive, productive community
•	Housing is a draw-card for new residents with the skills to grow the Murray Bridge region 300 new homes are constructed	 A range of housing types are available The market has tested housing models that support population 	 Our excellent reputation for supporting and including new residents is a point-of-difference that brings migrant labour into the region
•	each year The local construction sector has grown by 10% to cater for increased demand for housing	growth without undermining the amenity of the region	 Murray Bridge and surrounds is a highly desirable location for skilled migrants who aim to stay for the long-term
		 Murray Bridge and its townships provide rural and River living for people who commute to work in Adelaide and the Hills Our small towns benefit from an influx of new residents 	

Game Changers: 2016-2020



3.3 Career, education and entrepreneurship pathways

We are driving the development of local career, education and entrepreneurship pathways that build skills to grow the economy, facilitate new businesses, and provide exciting and relevant employment opportunities for our young people

We will do this by:

- 1. Developing and implementing programs that support small business entrepreneurship and incubation, including opportunities for youth entrepreneurs
- 2. Supporting initiatives such as the Chaffey Learning Exchange that facilitate the expansion of regional tertiary education programs and e-learning support
- 3. Facilitating the growth of high quality secondary and tertiary education facilities to cater for our increasing population
- 4. Supporting the Regional Development Australia (Murraylands and Riverland), industry and relevant government agencies to develop and implement employment skills programs to provide a local labour market that supports industry growth

A	robust and diverse regional economy	A desirable place to live, work and visit	A progressive, productive community
•	Our community can access quality education and skill development within the region to support the development of a diverse and robust economy	 People whose priority is to develop their career, see work and educational opportunity as a good reason to live in the Murray Bridge region 	 Our residents are capitalising on greater access to development programs The outward migration of young people has dropped by 5%, at
•	Vocational Education and Training courses that address key regional skill needs are delivered in Murray Bridge	 Employers are reporting higher success rates in attraction and retention of key workers 	the same time as the take-up of higher education by young people has increased by 5%
•	Our schools have excellent connection to industry, employers are reporting a 10% increase in employment of young people from this region Our employers have a strong pool of reliable local labour	 Partners of workers moving into the region are successful in finding local work Our residents have access to excellent local education and career pathways 	 Our entrepreneurship programs are creating a culture of innovation and excitement - there are no empty shops within the Council region The Murraylands Education Precinct has been fully activated

Game Changers: 2016-2020



3.4 Tourism is contributing to a diverse economy and creating opportunity

Murray Bridge, its townships and the tourism region are positioned as a unique and desirable activity-based destination for travellers and Adelaide day trippers

We will do this by:

- 1. Encouraging the development of interesting niche businesses in our shops and public places, particularly aimed at weekend place activation, day trip tourism and experiences that complement key tourism drivers
- 2. Working with neighbouring Councils to develop and promote an integrated schedule of events that increases residential amenity and attracts tourists
- 3. Zoning and planning processes that support River-based tourism activity and the development of high end accommodation and eateries
- 4. Facilitating the provision of quality Visitor Information Services that address face-to-face information needs as well as adapting to trends in online information and booking services
- 5. Working with Adelaide City and the South Australian Tourism Commission to develop dispersal strategies that bring tourists into the region

We know we will have achieved this when:

A robust and diverse regional economy A desirable place to live, community

- Tourism provides opportunities for new ventures and the growth of existing businesses
- The level of visitation to Murray Lakes and Coorong Tourism Region has increased by 20% by 2020
- 100 new high-end rooms are available by 2018
- The Murray Bridge Visitor Information Centre has a close working relationship with tourism operators and event/activation programs and maintains VIC accreditation
- We are effectively capitalising on key tourism drivers

- Murray Bridge and townships are interesting and exciting places
- Every weekend there are well publicised events and activities that appeal to locals and tourists
- Visitors can experience Riverbased activity (such as water skiing and kayaking) without prebooking
- Murray Bridge region has at least one successful four star restaurant
- Our trails, playgrounds and parks, and our sporting events, provide activities for locals as well as tourism attractors

- Creativity and entrepreneurship is expressed through markets, events, popups (e.g. cafes, bars and shops) and river-based activity
- Our programs and approvals processes generate constant entrepreneurial and creative activity in public spaces
- Our tourism activities are well represented online and we are above regional average in % of offerings listed on the Australian Tourism Data Warehouse
- Our Indigenous Cultural Heritage is valued locally and generates cultural tourism initiatives

Game Changers: 2016-2020



3.5 Regional collaboration

Significant planning work has been done by Council and Regional Development Australia Murraylands & Riverland to identify targeted investment zones, it is time to activate these zones. Councils within the region are keen to collaborate on a number of initiatives including planning and development, infrastructure, and tourism (addressed in 1.4).

We will do this by:

- 1. Collaborating with Regional Development Australia (Murraylands & Riverland) to update the Murray Bridge Investment Prospectus
- 2. Taking an active role in regional working groups to realise major regional initiatives such as Gifford Hill, Monarto Transport Hub, Lower Murray Floodplains, Motorsport Park, the Monarto Zoo 20 Year Masterplan, and the RCMB Riverfront Strategy
- 3. Encouraging growth and diversity in the food production and processing industries
- 4. Working with other local government areas to develop cross-regional plans and initiatives
- 5. Advocating for key initiatives with State and Commonwealth Governments

A	robust and diverse regional economy	A	desirable place to live, work and visit	A	progressive, productive community
•	There is commitment for government and business investment in target zones	•	Investment generates housing, jobs, amenity and opportunity	•	Training for new skills is available in the region
•	Additional major investment has been realised in Monarto	•	The Gifford Hill racing and community facility is fully operational, and 30% of the predicted housing is under	•	New employment opportunities have been identified and skill development programs have been implemented
•	The South Australian Government has delivered in-principle agreement that Monarto will be the site of the second major Adelaide airport		Motorsport Park has created new and expanded opportunities for Murray Bridge businesses	•	We have a unified consistent approach across neighbouring Councils that encourages people to live, work, invest and visit the region
•	20% of the currently vacant land in the Floodplains is in production				
•	We have identified future regional investment zones				

CONNECTED COMMUNITIESEngagement



During 2016-2020 we will establish all the foundation stones required to build strong and connected communities



CONNECTED COMMUNITIES

Engagement: 2016-2020



4.1 Community based organisations and networks

Our community groups and networks develop and grow to achieve their aspirations

We will do this by:

- 1. Fostering and supporting community based organisations
- 2. Supporting programs that allow our community groups to be more effective in achieving their goals
- 3. Reviewing and implementing Council's Volunteer Management Plan to maximise the benefit of volunteering to the community

	Collaboration and partnerships		Well informed communities		Community capacity
•	Partnerships are used to deliver community outcomes	•	Community groups understand the work of Council including how to get involved and contribute	•	We have strong, involved community leaders and groups
•	At least three projects are delivered through a partnership approach	•	Local community groups are aware of available grants and funding opportunities	•	At least five community groups or organisations participate in development activities
•	Council takes every opportunity to involve partners to deliver desired outcomes	•	At least four community groups are assisted in seeking external funding to undertake a project or	•	Community groups initiate and lead projects that achieve desired outcomes
•	Youth are successfully involved in leadership and decision making through the Youth Advisory Council (YAC) and other	•	provide a service Council hosts at least one community group forum each	•	The number of community groups and their membership increases each year
	mechanisms		year	•	There is an increased number of volunteer programs and participants

CONNECTED COMMUNITIES

Engagement: 2016-2020



4.2 Effective communication

The community's thoughts and ideas are valued, shared and instrumental in Council's decision making

We will do this by:

- 1. Establishing community communication processes
- 2. Ensuring Council's website and use of social media responds to community expectations
- 3. Providing quality and informative customer services

Collaboration and partnerships	Well informed communities	Community capacity
 Local people are willing to drive action There will be increased attendance at community forums and action groups A Youth Council has been established 	 Communication systems and processes ensure that the community has access to relevant, accurate and timely information Within the community there are at least three methods of receiving information and means to respond Council's corporate reporting framework informs the community of Community and Strategic Plan outcomes and outputs Notice boards are provided in key locations within the Council area and updated regularly Membership on the let's talk website increases each year Our communication style is clear, accurate and consistent 	 Residents actively participate in decisions that affect them Council receives increased feedback during consultation of its Annual Business Plan

CONNECTED COMMUNITIES

Engagement: 2016-2020



4.3 Sense of community

We foster a sense of community by encouraging and supporting participation in community life

We will do this by:

- 1. Supporting community programs that encourage interaction and promote a sense of community
- 2. Providing opportunities to enable our community to be supported and involved
- 3. Raising awareness of community accomplishments
- 4. In collaboration with the community, develop hubs as meeting places

Collaboration and partnerships	Well informed communities	Community capacity
 Our community is proud of its townships and their achievements There is increased participation in local events each year 	Our community has access to and knowledge of the variety of services, programs, events and community spaces	·
 Community groups are involved in the development of meeting places 	 Council has undertaken a campaign to inform and engage residents about the opportunities and benefits of participating in community activities 	 There is an increase in participation in engagement activities each year
The Community Grants Program is promoted and well utilised by a cross section of the community		 Council regularly promotes the accomplishments of our community members and groups

OUR COMMITMENTEnsuring delivery

During 2016-2020 we are committed to ensuring that we deliver services and programs in an effective, sustainable, responsive and transparent manner that reflect our values



OUR COMMITMENT

Ensuring delivery

5.1 Effective

Council will ensure that all work is undertaken in a cost effective manner providing value-for money to the community

We will have a focus on quality in the delivery of all services and programs Our internal systems will be efficient and will focus on enabling effective delivery

5.2 Sustainable

Council will operate within its means, developing budgets that are affordable by the community with debt levels that do not constrain future development activities

5.3 Responsive

We recognise that the community is our customer and employer. We will operate with a strong customer service focus in all our work

We will enable the community to provide feedback on our activities and we will respond to our stakeholders concerns in a timely manner

5.4 Transparent

We will report regularly to the community on progress against this plan

Our Values

As an organisation we will

- be **Accountable** effective, equitable, open and honest
- be Respectful respect and support for the diversity of our ideas and culture
- be **Innovative** strong commitment to continuous improvement in all business processes
- be **Collaborative** focus on teamwork within our organisation and create external partnerships to achieve our vision
- be Inclusive value and incorporate local knowledge and viewpoints through effective community engagement
- have Integrity being open and honest in all our dealings and maintaining the highest ethical standards at all times

STAY IN TOUCH

Visitor Information Centre

3 South Terrace Murray Bridge t 08 8539 1142 Works Depot 21 Hindmarsh Road Murray Bridge

t 08 8539 1160

Lewin Nursing Home

67 Joyce Street Murray Bridge t 08 8539 1185 Youth Centre

3-5 Railway Terrace Murray Bridge T 08 8539 2122 **Public Library**

Level 2 Murray Bridge Market Place Murray Bridge t 08 8539 1175

Town Hall

13-17 Bridge Street Murray Bridge t 08 8539 1430 **Regional Gallery**

27 Sixth Street Murray Bridge t 08 8539 1420

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