



PORT PIRIE REGIONAL COUNCIL
Community Plan 2020 - 2025

November 2020



FOREWARD

It gives Council great pleasure to present the "Port Pirie Regional Council Community Plan 2020 – 2025". This Community Plan is the lead plan that sets out the Council's vision, mission and future directions.

This version of the Community Plan is being cast during the COVID 19 pandemic, which has dramatically impacted the level of surety in which we can confidently plan for the future. For this reason, the Community Plan looks forward for a period of five years, with a view that within that time the impact of COVID 19 will be better understood and allow for a longer term Plan to be developed with greater confidence.

The Community Plan has been shaped by a detailed survey to inform us of current views and preferences of our community and the distinct towns and areas within our district.

Our optimism and vision for our region remains clear and unchanged, being that by 2030 the Port Pirie Region will be the premier regional centre in South Australia where residents and visitors want to be.

Whilst the Community Plan by definition will include broad strategies and goals to achieve this vision, Council wants to be increasingly focused on that we will do, and not do, to achieve the outcomes we have included in the Plan.

Whilst this plan continues to contemplate additional infrastructure provision, our focus has been refined slightly to include how we support the people of our communities achieve an improved lifestyle, how we identify and work with others to improve our region and what it has to offer, diversify our economic base, and in doing so continue the transformation of Port Pirie

into an attractive modern regional capital supported by a prosperous region. Importantly we recognize that in these difficult times, we need to be increasingly accountable, transparent and open in our decision making, as leaders of our community.

With this in mind we have reviewed the numerous past plans and strategies that have been consulted on over the years which contained promises of things to be done. Some of these plans were fully implemented and some partially.

We have retained only those plans that contain actions that Council considers will advance the strategies and goals of this Community Plan. These retained plans are listed to the rear of this document.

During the life of this Community Plan, we will allocate timeframes and priorities to the actions to increase surety about what is being delivered and when, and in doing so increase the communities trust in the integrity of Council. Any new plans and strategies that are developed during the life of this Plan will likewise be prioritized so that we don't over promise and under deliver.

1. **Our Community**
2. **Our Economy**
3. **Our Lifestyle**
4. **Our Leadership**

The Community Plan is structured around four main themes that each contain several key strategies that we consider are integral to advancing our Vision, these being:

We believe that our region is well placed for growth and prosperity, having strong foundations to build upon, including the recently announced new \$10m Southern Flinders Ranges Precinct which will see an influx of tourists to experience the natural beauty of a range of new walks to be developed adjacent Napperby and Nelshaby, the Silver 2 Sea Way, a \$6.452m project to tell the story of the rail way connecting Port Pirie and Broken Hill, approved solar and wind farms expected to commence construction during the life of this Plan, rounded out by the expected completion of the transformation of Nyrstar.

We wish to thank those who took the time to provide input into the Community Plan and help us build a better more prosperous community. We look forward to working with you to achieve the significant objectives set out in this Community Plan.

Leon Stephens
Mayor



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OUR VISION

REGIONAL LEADER
ECONOMIC HUB
QUALITY LIFESTYLE



By 2030 the Port Pirie Region is the premier regional centre in South Australia where residents and visitors want to be.

Our Mission

To be a progressive organisation that strives for excellence, leads with integrity and delivers positive outcomes for the community.

Our Values

Port Pirie Regional Council is committed to being a value driven organisation. Through our actions and decisions, we will demonstrate:

Service Delivery Excellence.

Council will ensure that its services meet quality, cost and efficiency standards; are responsive to the needs of the community, accessible to all members of the community for whom they are intended and represent value for money.

Accountability

Council acts on behalf of its communities and accepts accountability for its decisions and actions.

Honesty, Integrity and Transparency

Council through its actions and open and honest communication will strive to be valued and trusted by the community.

Ethical Behavior and Good Governance

Council values ethical conduct and employs principles of good governance.

Inclusivity

We act on behalf of all residents and rate-payers. We value the community and will treat all people with dignity, respect and equity.

Team Work and Professionalism

We value a cohesive team approach where the elected Council and the administration work together to lead the region forward with appropriate skills, knowledge and experience.

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AT A GLANCE ...



\$30m
Total Revenue



8,073*
Visitors to the
Visitor Information
Centre
(* Impacted by Covid-19)



9
Sports Assets



17,630
Total Population



326km
Sealed Roads



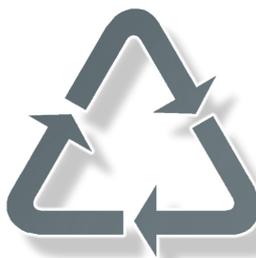
6
Bridges



65
Parks and
Reserves



11
Jetties, Boat Ramps
& Pontoons



3%
Reduction in
waste sent to
landfill in 2019/20



55,230*
Visitors to both the Port Pirie
and Crystal Brook Libraries
(* Impacted by Covid-19)



22
Playgrounds

STRATEGIC FRAMEWORK

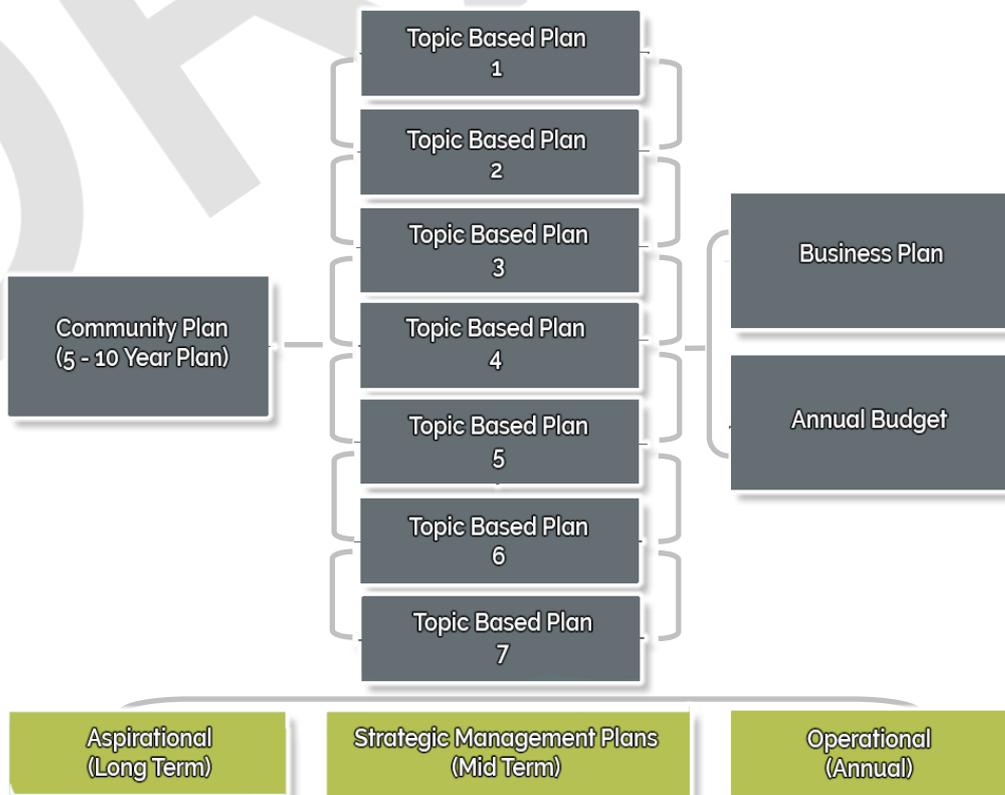
The South Australian Government has identified nine areas of growth and how government can support business expansion and job creation through a competitive business environment. These growth areas are described in "Growth State – Our Plan for Prosperity" The Upper Spencer Gulf is poised to be a significant contributor to the State's Growth targets and Port Pirie has a key role to play in this .

The nine priority sectors are:

- Defense industry
- Space industry
- Hi-Tech
- Food, wine and agribusiness
- International education
- Tourism
- Energy and mining
- Health and medical industries
- Creative industries

As a regional city and adjoining hinterland, Port Pirie is not a direct contributor to every one of the Growth Sectors, but will continue to maximise its contribution to the success of South Australia by aligning our local project priorities and opportunities to State priorities.

In preparation for this review of the Community Plan, Council undertook a comprehensive review of the range of topic based strategic plans that it had created over a number of years. Topic based strategic plans add the detail around the directions contained in the Community Plan, and are used to compile our Annual Budget to progress the specific works and projects contemplated in the plans.



Theme 1

OUR COMMUNITY

Port Pirie Regional Council supports our communities to be connected, engaged, resilient and improve their quality of life and well-being through the provision of a range of services and facilities throughout the Council area. These services are provided through libraries, public open space and sporting facilities, as well as direct community based delivery programs and indirectly by supporting key community groups that support the community and by coordinating volunteer programs. We will also invite service providers to look to better coordination of services and reduction of duplication.

We value our culturally diverse community and will encourage greater opportunities for inclusivity and diversity

- Community satisfaction towards all Council services is greater than, or equal to, the State average.
- High levels of community representation and input into Council decision making that includes a representative cross section of the community.
- Townships that are vibrant with activities in public spaces.
- A community that feels safe.
- High level of Civic pride.
- Reduction of lead pathways results in reduced blood lead levels in Port Pirie children.

Objective

Establish Port Pirie and the wider Council area as the region of choice for residents based on its strong sense of community and identity, opportunities for a healthy lifestyle, quality services and welcoming to all.

Overall Success Indicators

- A vibrant community with opportunities to access a wide range of activities and services in the Council area.
- Well used community facilities (including parks, libraries, swimming pools) and sustainable sporting and community organisation club membership levels.



Theme 1

INCLUSIVITY & DIVERSITY

Goal

An active community that is connected and has opportunities to participate in community life.

Key Projects

- Formalize arrangements with key volunteer organizations for structured input into community based projects.
- Create and implement the Discovery Trails project across the region.
- Silo Projection project delivered.
- Disability Inclusion Access Plan adopted and implementation commenced.
- Expanded community art / mural program.
- Aboriginal Engagement Policy developed

Strategies	Role
1.1.1 Leadership in the community is valued, encouraged and supported	
1.1.2 Volunteering is fostered for its contribution to the community and personal wellbeing	
1.1.3 Community facilities and services are welcoming and accessible.	
1.1.4 The strong identity of a culturally rich community is celebrated.	
1.1.5 Cultural and creative based organisations and activities are supported.	



Leader / Decision Maker



Advocate



Service Provider



Partner / Facilitator



Regulator

Theme 1

RESILIENCE

Goal

A community that is able to unite and deal with adversity.

Key Projects

- Regular events to drive economic and community wellbeing outcomes
- Streetlights transitioned to LED and public lighting strategy implemented
- Unsightly premises strategy developed and implementation commences

Strategies	Role
1.2.1 Our community is supported through events that enhance community connectedness and build community pride.	
1.2.2 Our community is prepared for and able to respond to emergency situations.	
1.2.3 Lifelong learning underpins our mental wellbeing.	
1.2.4 Our community feels safe.	



Leader / Decision Maker



Advocate



Service Provider



Partner / Facilitator



Regulator

Theme 1

WELLBEING

Goal

A Community that is physically and mentally healthy

Key Projects

- Pump track investigations complete
- Sport and recreation facilities needs analysis complete
- Dog Parks upgraded in Port Pirie and established in Crystal Brook
- Greening Project plan agreed with TLAP and implemented
- Appearance and visitor impact of Warnertown Road and Three Chain Road entrances improved

	Strategies	Role
1.3.1	A wide range of sporting and recreational opportunities are available	   
1.3.2	Community facilities are vibrant and increasingly multi use.	  
1.3.3	Community wellbeing is enhanced through positive health outcomes.	  
1.3.4	Coordinated initiatives and activities reduce lead exposure in the community.	 
1.3.5	Open spaces are enhanced through well maintained and attractive landscaping providing opportunity for increased community activity	  
1.3.6	Our townships and areas of significance are recognised by a strong sense of place that engenders community pride.	 



Leader / Decision Maker



Advocate



Service Provider



Partner / Facilitator



Regulator

Theme 2

OUR ECONOMY

The strength of the Port Pirie region's economy is closely linked to the quality of life enjoyed by its communities.

A vibrant, local economy provides local employment opportunities and access to an increased range of goods, services and facilities.

Port Pirie's economy is inextricably linked with Nyrstar as the major single employer in the region who is close to completing its major transformation.

Recent announcements of the \$10m Southern Flinders Ranges National Park and the \$6.452m Silver 2 Sea Way project, both of which will result in significant new and upgraded tourism based infrastructure in the Council area, are expected to stimulate our tourism and hospitality services sectors.

Council is planning to reinvent its Riverfront Precinct with the opportunity for food outlets to reflect the water side experiences offered elsewhere. Coupled with the recent approval of two significant renewable energy projects within the Council area and a large scale steel salvage operation, the foundation is being realized for business expansion and employment outcomes. Council understands that local planning policy and approvals shape and support commercial growth, opportunities and investment and are therefore integral to the economic wellbeing and future of local communities



Objective

Build a sustainable diverse regional economy based on our strengths capturing emerging opportunities around tourism and recyclables.

Overall Success Indicators

- Annual population growth in excess of the last 10-year average.
- Increasing number of underemployed being job hardened
- Support facilities exist for working families
- Opportunities from the Southern Flinders Ranges National Park and the Silver 2 Sea Way project are captured locally
- Partnerships with Nyrstar and other key major employers are mutually beneficial
- The Port of Pirie is increasingly used

Theme 2

EDUCATION AND JOBS

Goal

A regional workforce with capacity to adapt, transition and thrive in changing circumstances and respond to structural challenges and opportunities.

Key Projects

- Maximize the opportunities from the Federal Governments Employment Facilitator for this region
- Work hardening projects are delivered in the region
- Child care options are available in Crystal Brook.

	Strategies	Role
2.1.1	State and Federal Governments partner to support local employment opportunities.	 
2.1.2	Members of our community are increasingly work ready to fill the jobs created by local business and industry.	 
2.1.3	The Region's population is stabilized and grows over time.	 
2.1.4	Facilities are available to support increased population participating in workforce.	  



Leader / Decision Maker



Advocate



Service Provider



Partner / Facilitator



Regulator

Theme 2

BUSINESS AND INDUSTRY

Goal

Vibrant businesses and diversified industry sectors that grow the regional economy.

Key Projects

- Investigate and seek funding for boat mooring and increased food outlets as part of the Riverfront Masterplan
- Stage 1 of the Southern Flinders Ranges National Park is delivered and stage 2 projects are identified and pursued
- Pirie Meats is established and operating
- A masterplan for Port Pirie is developed in conjunction with the State Government
- The next stage of Flinders Industrial Estate is planned and delivered

	Strategies	Role
2.2.1	Local businesses are supported to grow and expand.	
2.2.2	The Region's traditional industrial and agricultural base is maintained and expanded.	
2.2.3	Opportunities to diversify our economic base into other sectors such as tourism, renewables and value added agriculture are pursued.	
2.2.4	New businesses are encouraged to invest and locate within the Council area	
2.2.5	There is an adequate supply of land zoned to accommodate industry, retail and other employment and economic generating activities.	
2.2.6	Investment, additional infrastructure and employment opportunities are attracted to the region.	



Leader / Decision Maker



Advocate



Service Provider



Partner / Facilitator



Regulator

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Port Pirie Regional Council
Community Plan 2020 - 2025

Theme 2

TOURISM

Goal

The natural beauty, unique history and attractions of our region and towns provide memorable experiences for increasing numbers of guests.

Key Projects

- A concept for the development of Bowman Park is agreed and implementation commenced
- An expanded Recreational Vehicle short term parking opportunity is developed in Port Pirie
- An events Strategy is developed and regular events are held for community wellbeing and economic benefits

Strategies	Role
2.3.1 Increasing visitation leads to new and expanded tourism attractions and experiences.	
2.3.2 Our region is increasingly recognised for its events and cultural experiences.	



Leader / Decision Maker



Advocate



Service Provider



Partner / Facilitator



Regulator

Theme 3

OUR LIFESTYLE

Council supports a move towards greater sustainability and environmental adaptability and will continue to develop policies and practices that explore more efficient use of fuels and electricity and look to alternative forms of energy, particularly renewable energies.

Understanding and promotion of climate variability impacts and planning for adaptability will be a major focus for Council, along with assisting the business sector to adapt in a cost effective manner.

Council is a major user of water within the community given the extensive facilities that it maintains. Creating and maintaining a green environment is instrumental to providing a quality lifestyle. For this reason, Council will explore all opportunities to water proof the region and reduce its reliance on the River Murray

Investigation in to options for waste minimisation will continue, including the separation of Food and Garden Organics

Council managed assets are key contributors to the efficiency of our economy and the social connectedness and wellbeing of our community. Our regional road network will be a key focus to ensure support for our primary industry sector as well as plans to focus on our urban networks to provide for safe access and more cycle / walking linkages.



Objective

Manage our environment both natural and built, minimise our ecological footprint and head towards sustainability in all endeavors.

Overall Success Indicators

- Reduce Council and the Community's environmental footprint.
- Increased opportunities for alternative water supply and efficient use.
- Sustainability and environmental factors are reflected holistically across Council's programs and decision making processes.
- Industry is adaptive to changing climate and remains economically viable.
- Waste to landfill continues to reduce.
- Watercourses are healthy.
- Biodiversity is protected and enhanced.

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Theme 3

BUILT ENVIRONMENT

Goal

Our rich cultural and built heritage is valued, celebrated and enhanced by new developments.

Key Projects

- Councils Development Plan is reviewed and the new Planning and Design Code has been successfully implemented
- Riverbank Precinct Masterplan has been developed and implementation is well advanced
- The Memorial Park Masterplan has been developed and implementation is well advanced

	Strategies	Role
3.1.1	Provide opportunity for a wide range of social, residential, retail, commercial and industrial activity and development.	
3.1.2	Our unique character areas and iconic sites are identified, protected and promoted	
3.1.3	Our public spaces are inspiring, stimulating and welcoming and encourage social interaction, gatherings and activity.	



Leader / Decision Maker



Advocate



Service Provider



Partner / Facilitator



Regulator

Theme 3

INFRASTRUCTURE

Goal

Infrastructure is renewed and provided that meets current and potential future needs.

Key Projects

- Identified footpaths are improved for pedestrian access and new cycle and walking paths have been developed.
- Council owned buildings have been reviewed for underperforming assets and consultation undertaken regarding their future.
- The Port of Pirie sustains increased and diversified use.
- Allied use for the Port Pirie Airport is identified and encouraged.
- Unsealed road re-sheeting and maintenance is better planned and maintaining an acceptable level of access and use. Unsealed roads in the urban area are progressively sealed.
- Priority for upgrades to road network to support heavy vehicle access are determined and implementation advanced.

Strategies	Role
3.2.1 Township road networks support pedestrian, cycle and vehicle use.	 
3.2.2 Regional transport networks are prioritised to support primary and other industrial use.	  
3.2.3 Council provided assets are fit for purpose, proactively maintained and renewal recognises future demand.	 
3.2.4 Port Pirie's Port facilities are increasingly used and support economic diversification.	



Leader / Decision Maker



Advocate



Service Provider



Partner / Facilitator



Regulator

Theme 3

SUSTAINABILITY

Goal

Sustainability considerations form part of our planning and decision making.

Key Projects

- Identified alternatives for increased water supply and its application on Council properties is increasingly efficient.
- Variable Climate Policy is developed, specifically focusing on the potential for flooding and inundation.
- Investigations complete into option for segregation of Food and Garden Organics from putrescible waste stream.
- Investigations completed into the options for a salvage yard at the Pirie Waste Transfer Station to reduce the volume of waste to landfill.
- The opportunity for a community level virtual power plant is explored.

Strategies	Role
3.3.1 Reduce water consumption and secure increased water supply.	 
3.3.2 Adapt to and reduce impacts of a variable climate.	  
3.3.3 New initiatives that maximise waste diversion and resource recovery are identified and supported leading to an increased recognition of Port Pirie as a Green Industrial City.	 
3.3.4 Energy generation and local use is increasingly environmentally sensitive.	



Leader / Decision Maker



Advocate



Service Provider



Partner / Facilitator



Regulator

Theme 3

NATURAL ENVIRONMENT

Goal

Our natural environment is retained, healthy and adds to the experience of the region.

Key Projects

- Bowman Park Management Plan developed to protect the environment and built history but in a manner that contemplates sensitive commercial development.
- Native Vegetation Management Plan is reviewed and applied to operational activities.

Strategies	Role
3.4.1 Our natural landscapes are secured and form a significant part of the appeal of our region.	 
3.4.2 Our valuable coastal assets are supported and enjoyed sensitively.	 



Theme 4

OUR LEADERSHIP

Together the elected Council and the operational capacity of Council work together on behalf of 'our' community. To effectively achieve outcomes, the Council works with the local community and also with other service providers, the State Government and the Federal Government to address issues that affect our community resulting in more collaborative decision making, leading to continually improving and efficient service delivery that will achieve the community vision.

Commitment to the long term vision for our community is required, based on a strong focus on practical action and effective consistent engagement with the community at a range of levels.

Port Pirie Regional Council is committed to providing strong leadership and accountable governance for our community and always seeks improvement to build the capacity of the organisation.

Improved and regular communication across a range of mediums and transparent reporting to our community will lead to increased organisational integrity.

Our willingness to question what we do, embrace new technologies and measure our outputs will provide the community with better services and an understanding of value for money.

To achieve the best for our community we need to identify and foster key partnerships in government, not for profit organisations and the private sector.

Objective

A proactive and forward thinking organisation, open to questioning and committed to consistent and accountable decision making with a focus on asking how can this be done better.



Overall Success Indicators

- Community satisfaction with Council's services and facilities is greater than, or equal to, the State average.
- Community satisfaction with accessibility to Council information, documents and meetings is greater than, or equal to, the State average.
- Number of formal complaints to the Ombudsman is less than, or equal to, the State average.
- Establishment of beneficial partnerships and working relationships.
- The Integrated Business Improvement Strategy is providing financial and non-financial benefit year on year

Theme 4

COMMUNITY ENGAGEMENT

Goal

Council decision making is informed, transparent, accountable and reflective of the Community Plan with avenues for community input.

Key Projects

- Increased awareness of opportunities to participate in the Local Government Elections in 2022
- Facilitate coordination of existing youth engagement efforts
- Council's Integrated Planning and Reporting software is fully implemented and drives project completion and increased accountability to the community.
- Increased frequency of information and wider content is available to the community over a wide range of platforms

Strategies	Role
4.1.1 Increase participation in Council decision making processes.	 
4.1.2 Ensure that Council's plans, projects and activities are aligned with the strategies of the Community Plan.	



Leader /
Decision Maker



Advocate



Service
Provider



Partner /
Facilitator



Regulator

Theme 4

ORGANISATIONAL EXCELLENCE

Goal

We deliver what we promise and strive to continually improve.

Key Projects

- Review and improve the responsiveness of the customer request system including closing the loop to the person lodging the request.
- Technological tools increasingly integrated into operations to provide efficiencies and point in time information.
- Review the operation of the Cultural Precinct to determine alignment to future needs and emerging trends.
- Revise Council's Risk Management Framework to determine appetite for risk across all functions.
- The Integrated Business Improvement Strategy is providing financial and non-financial benefit year on year with savings and efficiency gains reflected in the long term financial plan and service levels.

	Strategies	Role
4.2.1	One Council focused on consistent quality services underpinned by transparent and accountable decision making.	 
4.2.2	Deliver services which meet community need and priorities at the right price based on innovation and continuous improvement.	  
4.2.3	Risk is understood and managed .	
4.2.4	Council will be financially responsible and sustainable across generations.	
4.2.5	There is positive culture of leadership and empowerment across the Council.	



Leader /
Decision Maker



Advocate



Service
Provider



Partner /
Facilitator



Regulator

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Port Pirie Regional Council
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Theme 4

PARTNERSHIPS

Goal L&G4

We develop strong mutually beneficial partnerships to advance key aspects of this Community Plan.

Key Projects

- Existing resource sharing partnerships are maintained and opportunities for further partnerships are explored.
- The service relationship with Regional Development Australia Yorke and Mid North is further clarified and defined.
- The alliance with the District Council of Mount Remarkable and Northern Areas Council is pursued to investigate other opportunities for a proposed stage 2 of the Remarkable Southern Flinders Ranges
- An increasingly proactive and productive relationship is forged with Nyrstar and TLAP to advance community outcomes.

Strategies	Role
4.3.1 Increase the opportunity for greater outcomes through mutually beneficial partnerships.	
4.3.2 Enhance Councils regional leadership through opportunities for resource sharing and service provision.	



Leader /
Decision Maker



Advocate



Service
Provider



Partner /
Facilitator



Regulator

Existing topic based strategic plans that inform the **Community Plan**

The following existing topic based strategic plans influence the activities, projects and initiatives that will be undertaken during the life of this Community Plan.

Disability Inclusion Access Plan (Draft)	Road Safety Audit
DDA Bus Stop Plan	Road Safety of Roundabout Report
Public Art Plan	Rail Audit
Nelshaby Flood Mitigation Plan	Asset Management Plan
Napperby Flood Mitigation Plan	Community Land Management Plan
Broughton River Flood Plain Management Plan	Long Term Financial Plan
South West Drainage Scheme (Pirie)	Waste and Resource Recovery Strategy
Port Pirie Flood Study	Regional Waste Strategy
City Centre and Dead Horse Creek Catchment Study	Legatus Waste Strategy
Alpha Terrace Catchment Study	Upper Spencer Gulf Waste Strategy
Harris Road Catchment Study	Port Pirie Landfill Closure Management Plan
Crystal Brook Stormwater Management Plan	Waste Transfer Station Options Study
Bushfire Management Plan	Council Energy Audit
Wandearah Road Catchment Plan	Aerodrome Masterplan (draft)
Port Pirie Library Business Plan	Phoenix Park Wetlands
Library Digitisation Plan	White Cliffs Reserve Management Plan
Regional Public Health Plan (Draft)	Development and Regulation Department Review
Animal Management Plan	ICT Strategic Plan
Parks Strategy	Records Management Action Plan
Trees Strategy	Integrated Business Improvement Strategy
Pirie CBD Masterplan	
Solomontown Beach Jetty Report	