



Naracoorte Lucindale Council

Draft Strategic Plan

2016-2026

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1. Mayor/CEO Message

The Naracoorte Lucindale Council is pleased to present the Strategic Plan 2016 - 2026.

The review of the Strategic Plan enables Council to seek widespread feedback from the community on the direction for our district. It is an opportunity to take stock of the achievements of the past four years, as well as consider the changes, particularly in the global economic and environmental context, that will drive Council business in the future.

The review of the Strategic Plan is a welcome opportunity to reflect on what makes the Naracoorte Lucindale Council area great: our land and water resources, the diversity of primary industries, the vibrancy of the Naracoorte main street precinct, the remarkable visitor attractions and, most importantly, the committed and innovative community who choose to live here. These qualities were echoed many times during our discussions with community members in the preparation of this Plan.

Accordingly, the direction of this Strategic Plan continues to build on these strengths, with a renewed focus on growing the visitor economy, supporting our primary industries and keeping the main streets busy. A consistent message through our consultation was the opportunity to capitalise on our position as the geographic centre of the Limestone Coast. This recognises that the Naracoorte Lucindale district can serve as a regional hub for industry, for business and for the tourism market.

Alongside this, our consultation also confirmed that the local community value inclusivity, opportunities for learning, a healthy lifestyle, open spaces and the adaptation of our townships in response to community trends, such as an aging population. These elements also form important parts of the Strategic Plan.

Thank you to those who provided input into the review of the Strategic Plan. It is a shared document for Council and the community, and relies on a shared commitment to achieve the Community Vision for the Naracoorte Lucindale district.

Erika Vickery
Mayor

Dr. Helen Macdonald
Chief Executive Officer

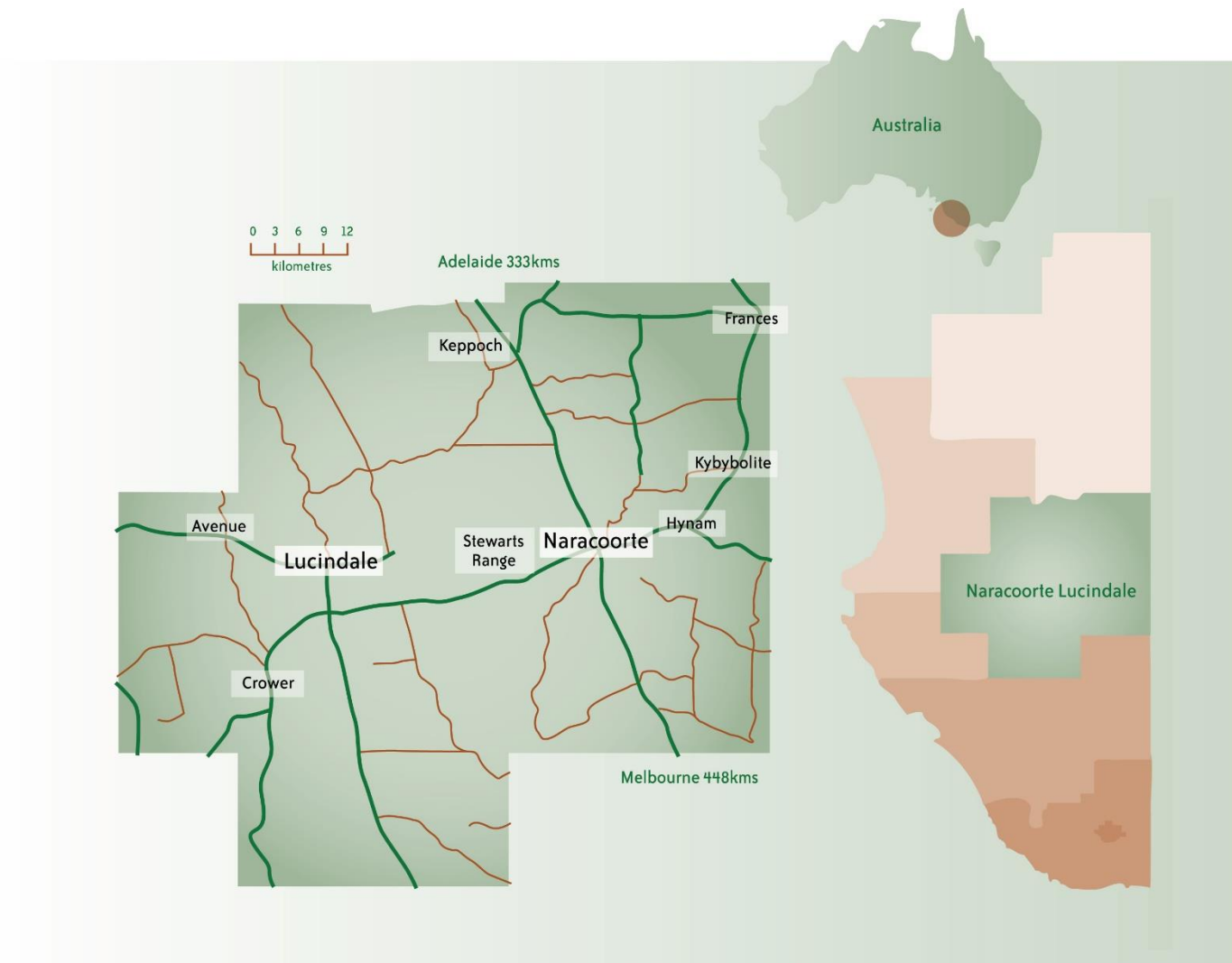
2. The Naracoorte Lucindale Story

The Naracoorte Lucindale Council is located at the heart of the Limestone Coast region. The Council is approximately 300 kilometres from Adelaide and 450 kilometres from Melbourne. Naracoorte is the main service centre for the Council district, which also contains the smaller communities of Lucindale, Hynam, Kybybolite and Frances. Settlement began in the 1840s. The Naracoorte town layout is a result of its beginning as two separate towns. Prior to European settlement, several groups of Indigenous peoples occupied the region, with the Meintangk most closely aligned to our district.

The district is characterised by reliable rainfall and contains prime agricultural land and accessible underground water. It is home to a thriving and vibrant rural economy; featuring beef and dairy cattle, sheep for both wool and meat, and cereal growing. Two large enterprises; Teys Australia abattoir and Mini Jumbuk wool manufacturing centre value add to the primary produce with large grain storage facilities supporting the cereal growing industry. Naracoorte Lucindale Council is central to some of Australia's best wine producing areas with parts of both the Wrattenbully and Padthaway wine regions within the district.

There is a strong tourism industry in the Council area supported by the Visitor Information Centre in Naracoorte. South Australia's only World Heritage site, Naracoorte Caves and Bool Lagoon Game Reserve, a wetland of international importance, are the district's two best known natural features. Several more conservation parks and reserves are home to abundant wildlife. Other attractions in the area include the Sheep's Back Museum, Mini Jumbuk Centre, Cockatoo Lake, Limestone Coast Cheese Factory, Naracoorte Golf Club, Lucindale Country Club and the Naracoorte Swimming Lake.

The official population count from the 2011 Census is 8310, with 51.3% males and 48.7% females. This was a small decline from the 2006 Census. Since the 2006 Census, there has been an increase in migrants settling in Naracoorte, reflected by the decrease in Australian born residents from 88% to 85% with 6% from non-English speaking backgrounds. Employment levels remain high at over 96% of the labour force. Of these 64% are working fulltime.



3. Community Vision - What do we want to look like in ten years?

Community Vision

By 2026 NLC will be:

The best place in regional South Australia to live, work, do business, raise a family and retire.

*Created by having a **Prosperous Community** with **Healthy Landscapes**, **Liveable Neighbourhoods** and a focus on **Harmony and Culture**.*

An organisation known for:

Progressive Leadership with strong community connections, efficiently managing our shared assets, services and natural resources.



4. How we plan to get there?

The Strategic Plan is the key document guiding the direction of Council. It is structured so that Council's decision making can be informed by the outcomes and actions set in the Strategic Plan.

The Strategic Plan sets out the elements required to achieve the Community Vision:

- i. **Themes** - these are described in the Vision and indicate the principal goals that we are striving to achieve.
- ii. **Outcomes** - these are the specific results that we need to focus on to achieve the Vision.
- iii. **Actions** - these indicate how we will go about achieving the Outcomes.
- iv. **Targets** - give us concrete and measurable milestones that we need to achieve in the coming four years.
- v. **Measures** - the basis on which we will determine whether we have achieved our targets.

5. How will we know we have got there?

Council's responsibility is to deliver the Community Vision by being a progressive leader and creating an organisation that promotes continuous improvement.

A set of performance measures will be developed so that progress towards the 2026 Community Vision can be measured.

Annual performance measures are derived from these and will be published in the Annual Business Plan. They will be reported each quarter to Council as well as in the Annual Report.

6. Council's role

It is important to understand that Council cannot achieve the Community Vision on its own. Many of the strategies contained in this plan rely on working in partnership with others. Council may be able to take a supporting or facilitating role, however we know that this plan cannot be achieved without the hard work, passion and dedication of the community.

Council's Role	Description. Council will . . .	Examples
Leader	Lead by example	Water treatment plant at the NRLE that reduces the draw-down on the underground water resource
Service Provider	Fund or partially fund the provision of a service	Public Library
Information Provider	Provide and distribute information	Inform local clubs of grant opportunities
Facilitator/Initiator	Bring together stakeholders to deliver a shared interest, service or resolve an issue	Discussions with real estate companies and developers to understand their needs
Partner/Collaborator	Contribute funds or resources towards a service that will be delivered by another party	Contribute funds to the regional government body (LCLGA) which are used to employ a regional tourism officer.
Advocate	Make representations on behalf of the community	Submissions to Ministers
Owner/Custodian	Responsible for the management of community assets	Maintenance of parks and gardens
Regulator	Carry out a legislated role or responsibility	Assessment of building and planning applications

7. Structure of Plan

The plan has four themes which contribute to achieving the Community Vision:

PROSPEROUS COMMUNITY	HEALTHY LANDSCAPES	LIVEABLE NEIGHBOURHOODS	HARMONY AND CULTURE
<i>A sought after visitor destination</i>	<i>Contribute to sustainable land management practices</i>	<i>A well-planned district that meets the current and future needs of the community</i>	<i>An inclusive community</i>
<i>A vibrant and progressive business centre and townships</i>	<i>Water resources and ecosystems are protected and restored</i>	<i>A safe and integrated transport network</i>	<i>A creative and artistic community</i>
<i>Diverse range of thriving primary industries</i>		<i>Preserve the built heritage & character of the district</i>	<i>A learning community</i>
			<i>A healthy and resilient community</i>

The fifth theme focuses on Council as an organisation and what is required for it to be effective in the various roles that it has to play in the community.

PROGRESSIVE LEADERSHIP	
<i>Progressive and representative Elected Member leadership</i>	<i>Effective community communication and engagement</i>
<i>Organisational excellence</i>	<i>Engage external stakeholders to leverage local opportunities</i>
<i>Sustainable community finances and assets</i>	<i>Council is a preferred employer</i>
<i>Effective delivery of projects and services</i>	

THEME 1 - Prosperous community - Facilitating and supporting sustainable growth to achieve economic prosperity

Outcome	Our role	Our actions	Our targets
A sought after visitor destination	Partner Facilitator Information Provider	<ul style="list-style-type: none"> Partner with local tourism operators and businesses to promote and protect the district's natural and cultural assets. Position the district as a regional centre for visitors, with attractive services, facilities, signage and promotions. 	<ul style="list-style-type: none"> Work in partnership with business and community groups, State and other Local Governments to develop the local visitor economy, as part of the regional visitor and branding strategy. Lead a process with local businesses and the community to achieve an integrated visitor offering that includes both Naracoorte and the World Heritage site. Establish an interpretive trail to link Naracoorte with the World Heritage Naracoorte Caves site. Support the sustainable events delivered in our district, and where possible utilise existing sites such as Lucindale's Yakka Park. Promote the Naracoorte Town Hall as a premier conference and meeting facility in the region. Develop a strategy to promote the location, identity and 'story' of our townships and local features (includes, signage, information bays, town entrances, online presence).
A vibrant and progressive business centre and townships	Leader Advocate Regulator Facilitator	<ul style="list-style-type: none"> Create and maintain a vibrant retail hub in the centre of Naracoorte. Create an environment that encourages innovation and investment (CAN DO attitude) Engage local business to understand their needs 	<ul style="list-style-type: none"> Develop a Naracoorte Main Street Strategy as part of the CBD Master Plan to guide a collaborative effort to build on the strengths of Naracoorte as a retail and business centre. Promote local business growth and innovation through regular targeted support programs, such as entrepreneur and innovation grants, and access to business support. Engage the local business community through a number of forums to discuss opportunities and issues. Review Council's Economic Development Plan by 2017.

Diverse range of thriving primary industries	Facilitator Advocate	<ul style="list-style-type: none"> • Facilitate primary industries through supporting infrastructure and facilities • Advocate for improved profitability for primary production businesses • Ensure agricultural land is protected through appropriate land use zoning • Identify value adding opportunities 	<ul style="list-style-type: none"> • Implement the Strategic Plan for the Naracoorte Regional Livestock Exchange, positioning the facility as the premier saleyards in South Australia with a focus on animal welfare, work safety, accreditation and environmental sustainability. • Continue to support economic development projects for primary industries, such as the Limestone Coast Red Meat Cluster. • Advocate for advanced education and research support for primary and secondary industries. • Facilitate linkages and support for businesses to access local, national and international markets and investment. • Work collaboratively with primary producers to implement strategies from the Regional Climate Change Adaptation Plan.
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THEME 2 - Healthy Landscapes - Working together to protect and enhance our natural environment for the future.

Outcome	Our role	Our actions	Our targets
Contribute to sustainable land management practices	Leader Collaborator Information Provider	<ul style="list-style-type: none"> • Ensure Council activities have a minimal impact on the natural environment • Effective management of native vegetation on roads and Council reserves • Reduce waste going to landfill • Enhance the urban landscape with appropriate plantings 	<ul style="list-style-type: none"> • Implement one biodiversity project on available Council land each year (e.g. restoration of habitat for native species). • Update Council's Roadside Vegetation Management Plan by 2017. • Work collaboratively with regional Local Government to employ waste reduction strategies, increase recycling and find efficiencies in waste collection and transport. • Implement the tree management policy to ensure appropriate and attractive plantings.
Water resources and ecosystems are protected and restored	Leader Facilitator	<ul style="list-style-type: none"> • Implement water sensitive urban design principles • Promote water conservation and reuse initiatives • Protect surface and groundwater resources and support the Lower Limestone Coast Water Allocation Plan 	<ul style="list-style-type: none"> • Lead water conservation practices in Council open spaces, parks and gardens, and Council facilities, and support schools and sporting clubs to conserve water. • Develop and implement a management plan for Naracoorte Creek in partnership with Natural Resources SE, Native Vegetation Council, Naracoorte High School and local stakeholders, to protect biodiversity values, provide effective flood mitigation and enhance recreation values. • Improve groundwater salinity in the vicinity of the Livestock Exchange by reducing take from the aquifer. • Implement water sensitive urban design and aquifer recharge projects, where appropriate. • Ensure ephemeral waterways remain pollution free with no reports of pollution.

THEME 3 - Harmony and Culture -A safe, healthy and diverse community celebrating our similarities and differences.

Outcome	Our role	Our actions	Our targets
An inclusive community	Leader Facilitator Advocate	<ul style="list-style-type: none"> Strengthen identity and culture through celebration of festivals and events Council plans reflect the aspirations of the community Facilitate community interaction through appropriate planning Support and grow community volunteering 	<ul style="list-style-type: none"> Deliver a program of events and activities that celebrate our diverse community, including for young people, the aged and Harmony Day (e.g. Youth Week, Volunteer Week and Every Generation Festival). Support community and civic events that enrich the cultural identity of our district (e.g. Australia Day, Anzac Day, Remembrance Day and South East Field Days). Advocate for services required for new arrivals to ensure accessibility of education, services, language skills and community connection. Create a place to reflect on the indigenous heritage of the district. Implement a program by 2017 to connect Elected Members with young people to discuss key opportunities and decision making, in partnership with the local schools. Implement the structure plan to provide for community interaction and shared places.
A creative an artistic community	Facilitator Partner	<ul style="list-style-type: none"> Recognise and support artistic creativity Use art to create a sense of place and identity 	<ul style="list-style-type: none"> Support and work with the Naracoorte Cultural Trust to develop and implement its strategic plan. Implement the Art Framework by 2018 to include public art, artists in residence, grants and funding, and opportunities to celebrate our unique identity.

Learning community	Leader Facilitator Service Provider Advocate	<ul style="list-style-type: none"> • Provide learning experiences for the community and enable lifelong learning opportunities • Ensure the Naracoorte Caves has a function in the life of the community 	<ul style="list-style-type: none"> • Develop the library service into a modern community learning hub to cater for current and future community needs by 2020. • Advocate for the South Australian Government to invest locally to ensure that our district has high quality education services, to retain students and attract families to our community. • Capitalise on the learning opportunities that come from having a World Heritage site in our backyard. Collaborate with other agencies to develop a district educational package and increase the number of schools visiting our district.
A healthy and resilient community	Leader Facilitator	<ul style="list-style-type: none"> • Development of open spaces to improve community lifestyles • Encourage participation in physical activity and healthy lifestyles • Ensure access to a range of high quality active and passive recreation facilities • Support emergency preparedness and disaster response planning 	<ul style="list-style-type: none"> • Complete and implement the Concept Plan for the Naracoorte Creek Walk upgrade by 2018. • Progressively link recreational areas with trails. • Progressively implement outcomes from the Cycling and Walking Plan. • Improve the facilities of Leicester Square and McTernan Park by 2017. • Support sporting and recreational clubs to partner on shared infrastructure and facilities to improve club sustainability. • Continue support for the Starclub Development Program for sporting and active recreation clubs. • Support the Limestone Coast Region-of Wellbeing project. • Integrate Wellbeing and Resilience initiatives into Council events / activities. • Support the Limestone Coast Community Services Roundtable and other forums. • Provide support to ensure compliance with food handling requirements. • Continue to be actively involved in Zone Emergency Management Committee and regional disaster planning. • Develop and implement Community Emergency Risk Management Plan

THEME 4 - Liveable neighbourhoods - a range of well-planned neighbourhoods and public space, designed with a strong sense of identity and place

Outcome	Our role	Our actions	Our targets
A well-planned district that meets the current and future needs of the community	Leader Regulator Facilitator	<ul style="list-style-type: none"> Proactively plan and develop townships to meet the needs of changing demographics, and preserve the rural atmosphere and open spaces Manage development of the district to minimise impacts on the natural and cultural landscape 	<ul style="list-style-type: none"> Review the NLC Development Plan in response to evolving development demand, and to encourage the consolidation of complementary land uses within townships. Complete the Masterplan for the Naracoorte CBD. Complete Masterplans for small townships, in partnership with the local communities (Frances, Kybybolite, Lucindale). Actively engage with the state wide planning reform process to ensure optimum arrangements for planning decision making, and the efficiency and quality of the planning service. Review the Community Land Management Plans to ensure they reflect the potential needs of the community.
A safe and integrated transport network	Leaders Facilitator Service Provider	<ul style="list-style-type: none"> Implement projects to improve the transport infrastructure in the district Advocate for appropriate classification and investment in the road network Provide a diverse range of walking and bike paths across the district 	<ul style="list-style-type: none"> Maximise Council resources to attract external investment in transport infrastructure projects, one major project per year. Continue to update and apply the road hierarchy in response to changes in road use data, the increase in HML vehicles and freight demand. Work with the LCLGA Roads and Transport Working Group to revise the regional freight routes by 2017 and to maximise funding opportunities. Advocate for the Department for Planning, Transport and Infrastructure to explore options for appropriate east-west heavy vehicle access through Naracoorte. Continue to implement the footpath hierarchy to link the Naracoorte CBD, health services, schools and tourism sites to create preferred pedestrian pathways. Under the Naracoorte Aerodrome Plan, attract funding to upgrade/construct the second runway to provide emergency access for the CFS, CFA and RFDS. Continue to expand and link the trail networks in Lucindale and Naracoorte, and link to regional trail initiatives.

Preserve the built heritage and character of the district	Leader Facilitator	<ul style="list-style-type: none"> • Protect and enhance places and community landmarks which reflect the cultural history of the district • Ensure new developments integrate and reflect the district's heritage/character 	<ul style="list-style-type: none"> • Review the Local Heritage List by 2017 • Continue to implement the Local Heritage Restoration Fund, in partnership with the Heritage Working Group.
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THEME 5 - Progressive leadership - a well led and managed district supported by a professional approach to managing infrastructure, and the delivery of projects and services to the community

Outcome	Our role	Our actions	Our targets
Progressive and representative Elected Member leadership	Leader Owner	<ul style="list-style-type: none"> • Ensure informed decision making for current and future community benefit • Raise the profile of Elected Members to encourage community connection with Council 	<ul style="list-style-type: none"> • Council decision making procedures are consistent with the <i>Local Government Act 1999</i>. • Council is represented by Elected Members at community and civic events (such as Australia Day, Anzac Day, Citizenship Ceremonies and South East Field Days). • Provide regular opportunities for community members to engage with Elected Members and with the Council decision making process.
Organisational excellence	Leader Owner	<ul style="list-style-type: none"> • Meet all legislative requirements • Risk management fully embedded into organisational culture • Build organisational structure that promotes productivity and maximises efficiencies • Continuous Improvement framework incorporated into organisational culture 	<ul style="list-style-type: none"> • Council provides efficient customer service, and is accountable to internal and external customers for timely and accurate service. • Council reports and staff practices reference a risk assessment. • Strategic and business planning goals are reflected in staff annual KPI's. • Develop and implement a cultural change strategy to lift morale and creativity among the general workforce by 2017.

Sustainable community finances and assets	Leader Owner	<ul style="list-style-type: none"> • Manage Council funds according to long term financial plans • Plan for long term sustainability of Council's operations • Investigate and develop innovative funding models to respond to community needs 	<ul style="list-style-type: none"> • Complete Asset Management Plans for all Council asset classes under the Asset Management Strategy by 2017. • Use Asset Management Plans to drive Council's annual work program, to achieve well-maintained assets in order of priority. • Continuous improvement of Long Term Financial Management Plan that encompasses the priorities of the Asset Management Strategy. • Continue to efficiently leverage Council funds to attract external grant funding for Council projects.
Effective delivery of projects and services	Leader Owner	<ul style="list-style-type: none"> • Improve service delivery to the community • Deliver projects on time and on budget 	<ul style="list-style-type: none"> • More effective and frequent use of the project management framework across all departments. • Projects have a review of costs against budget, and delivery against schedule. • Deliver 85% of all projects identified in the annual works program.
Effective community communication and engagement	Owner	<ul style="list-style-type: none"> • Engage with the community in Council decision making processes • Inform the community of Council's progress in the delivery of strategic objectives • Ensure transparency in Council's responsibilities and decision making 	<ul style="list-style-type: none"> • Consultation and engagement methods are accessible to all community members, with the use of electronic, paper-based and in-person consultation. • Explore communication tools that provide for greater community accessibility and Council responsiveness, such as more interactive social media. • Impacted community members directly consulted on proposed projects. • User –friendly annual report of progress of strategic objectives. • Quarterly and annual reporting on Council decisions in user-friendly media and formats.

Engage external stakeholders to leverage local opportunities	Leadership Facilitator	<ul style="list-style-type: none"> • Promote a regional approach through LCLGA to increase efficiencies • Lobby state and federal government to attract more funding and services 	<ul style="list-style-type: none"> • Participate in shared regional strategies to create efficiencies (for example, waste management). • Participate in the Limestone Coast Economic Development Group. • Establish and maintain partnerships with regional, state and federal bodies (e.g. NRM, RDA).
Council is a preferred employer	Leader Owner	<ul style="list-style-type: none"> • Commitment to innovation and a “Can Do” attitude • Protect employee health in the workplace • A supportive environment that promotes a healthy work life balance 	<ul style="list-style-type: none"> • Formally recognised as a great place to work. • Performance and Development embedded into staff management practices. • Safety is embraced as a core component of Council’s culture. • Employees are active ambassadors for Council as an employer of choice. • Wellbeing and resilience training is provided to Elected Members and staff.

8. How do we get there?

Council's Strategic Plan is influenced by the South Australian Strategic Plan, The Limestone Coast Regional Plan as well as plans of other agencies. The Strategic Plan directs a number of Council's own strategies, our work priorities and individual work programs.

Business Planning Framework



9. Who will we work with to achieve our desired outcomes?

This is a dynamic list so some organisations may not be listed.

Who	What they Do
State Government <ul style="list-style-type: none"> ❖ Department of Planning, Transport & Infrastructure ❖ Department of Environment Water & Natural Resources <ul style="list-style-type: none"> ➤ South East Natural Resources Management Board ➤ Naracoorte Caves ➤ Native Vegetation Council ❖ Zone Emergency Management Committee ❖ South Australian Tourism Commission 	<p>The South Australian Government sets the overall direction for the state, through the South Australian Strategic Plan. It develops and maintains a legislative framework to protect, enhance and develop the state.</p>
Local Government <ul style="list-style-type: none"> ❖ LCLGA ❖ LGA SA 	<p>Regional local government association that works for local government on regional issues</p> <p>Local Government Association SA that works for local government at a state level</p>
Local <ul style="list-style-type: none"> ❖ Naracoorte Lucindale Business and Tourism Association 	<p>Local member businesses working to enhance Naracoorte and Lucindale as the economic, cultural, tourism and environmental centre of the Limestone Coast</p>
Federal Government <ul style="list-style-type: none"> ❖ Regional Development Australia Limestone Coast 	<p>Enhance growth and strengthen regional communities</p>
Regional <ul style="list-style-type: none"> ❖ Councils - Wattle Range, Tatiara, Robe, Grant, Mt Gambier, Kingston, Coorong 	<p>Councils that are in the Limestone Coast (South East) Region. The Coorong Councils is not in LCLGA but works with us on a number of issues because of its close proximity.</p>

10. How our outcomes contribute to the Limestone Coast Regional Plan (A volume of the South Australian Planning Strategy 2011)

Strategic Objective 1	Limestone Coast Regional Principle
Prosperous community - Facilitating and supporting sustainable growth to achieve economic prosperity	<ul style="list-style-type: none"> • Reinforce the region as preferred tourism destination • Provide and protect serviced and well-sited industrial land to meet projected demand • Focus commercial development in key centres and ensure it is well sited and designed • Strategically plan and manage the growth of towns • Retain and strengthen the economic potential of the region's primary production land
Healthy Landscapes - Working together to protect and enhance our natural environment for the future.	<ul style="list-style-type: none"> • Recognise, protect and restore the region's environmental assets • Protect people, property and the environment from exposure to hazards • Design towns to provide safe, healthy, accessible and appealing environments • Strategically plan and manage the growth of towns
Harmony and Culture -A safe, healthy and diverse community celebrating our similarities and differences.	<ul style="list-style-type: none"> • Design towns to provide safe, healthy, accessible and appealing environments • Identify and protect places of heritage and cultural significance, and desired town character • Strategically plan and manage the growth of towns
Liveable neighbourhoods - a range of well-planned neighbourhoods and public space, designed with a strong sense of identity and place	<ul style="list-style-type: none"> • Identify and protect places of heritage and cultural significance, and desired town character • Protect people, property and the environment from exposure to hazards • Recognise, protect and restore the region's environmental assets • Protect and build on the region's strategic infrastructure • Design towns to provide safe, healthy, accessible and appealing environments

11. Glossary of phrases and acronyms

LCLGA- Limestone Coast Local Government Association

LGA – Local Government Association

RDALC – Regional Development Australia Limestone Coast

SATC – South Australian Tourism Commission

NLBTA – Naracoorte Lucindale Business and Tourism Association

ZEMC – Zone Emergency Management Committee

CERMP - Community Emergency Response Management Plan

NRM – Natural Resource Management

HML – Higher Mass Limit vehicles

