MOUNT BARKER
DISTRICT COUNCIL

Community Plan
2020–2035

**Your vision.
Our future.**

Contents

We acknowledge that the district is part of the traditional ancestral land of the Peramangk people. We acknowledge the deep feelings of attachment and relationship of the Peramangk people to this land and their ongoing custodianship.

Foreword

It is my pleasure to introduce you to this Community Plan by first acknowledging that we live on the traditional ancestral land of the Peramangk people and acknowledging their leaders, past, present and emerging.

In these times we are extremely fortunate to live in the Mount Barker District, part of the beautiful Adelaide Hills and I am very grateful and honoured to be the Mayor of the Mount Barker District Council. That said, there is much to challenge our community now and in the future. From bushfires in December 2019 and January 2020, to COVID-19 and the climate crisis we must think and act with purpose and confidence in the future of this place and all that it offers. Since our last Strategic Plan was

adopted back in 2015, about 4500 new residents have joined our community and we welcome them with open arms. Our district is growing quickly and while more people coming to live here adds vibrancy, diversity and new dimensions, we strive to support and preserve enduring positive community values and natural environments and ecosystems.

This Community Plan includes some changes from the last plan, with a consolidated emphasis on community and environmental values, supported by a strong economy. We also seek greater input from others in the implementation of this plan.

Two Futures Forums were held in the drafting and consultation process for the Community Plan and feedback was received via our Your Say platform.

In total, over 160 people had direct input into the Plan with many expressing interest in partnering and collaborating in implementing its priority community directions.

I look forward to working with you in the future to see our vision realised.

Mayor Ann Ferguson

Back in 2015 when Council's current Strategic Plan was adopted, I noted the impact growth would have on the district and the associated challenges and opportunities.

More than four years on, we have seen population increase by more than 2.5% each year; the nature of the district continues to evolve. From Council's perspective, a new group of Council members were elected in late 2018 with new members continuing to 'learn on the job' and bring their own life experiences and skills to help strengthen this community. I thank them all for their efforts and support.

In this period we have built a new Environmental Services Centre and created the Springs wetland and environmental interpretive space which we hope will continue to evolve for broader community use.

Commencement of the regional sports hub, supported by State and Federal governments, and investment in strategic land parcels in the Mount Barker town centre will all bring community dividends in the near future.

I am confident that this community has a great future and I look forward to future collaboration in the implementation of this Community Plan .

Andrew Stuart CEO

The planning context

The Mount Barker 2035 District Strategic Plan was adopted in December 2015 after extensive community consultation. The Local Government Act requires councils to develop strategic plans and review them within two years of the election of a new Council.

This new Community Plan has been reviewed and updated to meet this requirement following the election of Council in November 2018.

Much has happened across the district since 2015. Population growth is introducing new residents, businesses and visitors to the region, bringing new challenges and opportunities into focus. Globally there has been significant change with social and political disruption and conflict, trade disputes and escalation of the climate and environmental crises.

Late 2019 and early 2020 saw devastating bushfires in the Adelaide Hills and on Kangaroo Island, including parts of the Mount Barker district. Since then, the Covid-19 virus has significantly impacted society and the economy.

In addition to the disruption caused by these events, in 2020 there are many issues and concerns within our community that remain unresolved and require significantly more attention and effort. These issues and concerns include:

- the changing climate and environmental pressures
- managing increasing waste and a challenging market for recycling
- the lack of adequate public transport options for many within our community and traffic capacity issues on the South Eastern Freeway
- better integration and consideration of nature in development
- the lack of some health and social services and social inclusion for some in the community
- the lack of tertiary education facilities and opportunities
- limited local employment options, especially for young people and white-collar workers
- the high proportion of young people that leave the district after graduating from high school and university
- the rising cost of living, including the cost of housing, and pressure to limit cost imposts on current and future residents and businesses
- tension between growth and negative perceptions of change.

This Community Plan sets a vision for the Mount Barker district and identifies goals and objectives designed to highlight social, economic and environmental issues and challenges that affect us all, now and in the future.

Six Community Priorities are elevated in the Plan for extra attention and collaboration.

Council has also considered the global, national and local influences on the district and how it informs our approach to strategic planning. To learn more, please refer to the 'Influences' section on page 28.

Our vision

A community that is smart, culturally rich, prosperous, safe, connected and sustainable.

Our values

Accessible

Ready to listen to ideas and concerns of individuals, groups and institutions and respond with straightforward answers.

Committed

Working hard to deliver appropriate and quality services and projects and build resilient communities.

Fair

All people working, living and visiting the Mount Barker District make this a rich community and we aim to represent them equally.

Involved

Decision-making processes are transparent and open to community scrutiny. Partnerships are valued and individuals and communities can be involved in influencing policies and local activities.

Innovative

Using ideas, ingenuity and smart technology to solve problems and pursue opportunity.

Future focussed

Council will consider all the consequences of decisions and ensure they reflect the needs of current and future generations. We need to act for now and for the future. Council will have regard for the long-term and cumulative effects of its decisions.

Resourceful

Making the most of Council and community assets and strengths and building on local resources by attracting investment from outside the district.

Bringing the plan together

This Community Plan guides all the work of Council, and enables partnerships with others to achieve desired outcomes for our community and environment.

Implementation of the Plan involves many different plans, policies, people and organisations and Council seeks to continue existing relationships. We also plan to forge new partnerships with the community, government, non-government and business organisations to see the community's vision realised.

The integrated planning framework is designed to ensure that the vision, goals and objectives of the Community Plan are able to be implemented through budgets and work programs and with the involvement of implementation partners. The Goals and Objectives contained within this plan have a planning horizon of 15 years, reviewed every four years. Lead strategies will be aligned to actions in the four-year Corporate Implementation Plan.

Actions from the Corporate Implementation Plan will be budgeted for and delivered through the annual business plan.

This planning framework has been developed within a context that considers our place in the world and current and emerging trends and pressures. This is further explained in pages 28–31.

15 years	**Community Plan** Your vision. Our future.	• **Community themes** • **Long-term goals and objectives** • **Priority directions** • **Indicators** • **Delivery guidelines**
10 years	**Long Term Financial Plan and Strategic Asset Management Plan**	The Long Term Financial Plan anticipates and plans for fiscal challenges and opportunities and aligns with the Community Plan and Strategic Asset Management Plan to ensure that Council can achieve its objectives and maintain its financial sustainability in the medium to long term.
4 years	**Corporate Implementation Plan**	Sets priorities and budgets for projects, programs and services stemming from strategies, plans and other Council priorities. The Corporate Implementation Plan is updated annually and informs specific actions, project and management plans and divisional business plans. It is integrated with Council's Long Term Financial Plan and Strategic Asset Management Plan.
1 year	**The Annual Business Plan**	The Business Plan sets the annual work program and budget and is informed by the Corporate Implementation Plan.

Our guiding themes

Community Wellbeing

- **Activity and movement**
- **Health and social connection**
- **Heritage, cultural expression and celebration**
- **Safety and resilience**
- **Mobility and accessibility**

Economic Prosperity

- **Business and employment**
- **Identity and reputation**
- **Growth and opportunity**
- **Education, learning and innovation**

Ecological Sustainability

- **Emissions reduction**
- **Urban greening**
- **Nature and wildlife**
- **Low waste**
- **Clean and abundant water**

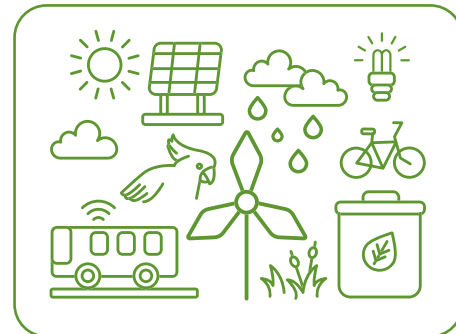The three themes adopted in the Community Plan have many intersecting components.

Society and the wellbeing of the community is ultimately affected by the health of the economy and availability of meaningful, well-paid employment.

The health of the community and the economy is wholly dependent on the health of the environment and availability of clean air, water and soil and thriving biodiversity.

Directions and guidelines

Community Priority Directions

These directions elevate some key areas of community need and opportunity:

- Circular Economies
- Activating Tourism
- Growth Infrastructure
- Nature Connection
- Climate Innovation
- Healthy Community.

Learn more from page 14.

Delivery Guidelines

These guidelines provide direction for Council actions and those of others. The delivery guidelines are:

- Leadership and Good Governance
- Working Smarter
- Implementation Partnerships and their associated strategies.

Learn more from page 23.

Themes

Community Wellbeing

Community Wellbeing is the basis of everything we do and supported through safe, friendly and inclusive towns and neighbourhoods. High quality, accessible facilities and services enhance liveability, enable healthy activity and thriving sporting, artistic and cultural activity. We encourage and support individuals, local organisations and community groups in their endeavours and celebrate their achievements.

CW Goal 1
Activity and movement

Physical and mental health and wellbeing is supported by opportunities to access parks and natural areas, quality open space and recreation and sporting facilities.

CW Objective 1.1 Plan for, develop, improve and maintain community facilities and infrastructure such as halls, sports grounds, play spaces and natural areas.

CW Objective 1.2 Further develop and improve the integrated cycle and pedestrian trail network.

CW Objective 1.3 Employ facility planning, design and management principles that encourage use and provides for efficiency, longevity, diversity and inclusiveness.

CW Objective 1.4 Promote and support local recreation and sport and associated community groups and clubs.

CW Goal 2
Health and social connection

Our community feels engaged, confident and proud. We work together and support each other to be healthy, thrive and achieve our potential.

CW Objective 2.1 Promote and support a connect-learn-lead, and strength-based community development model that engages the community and empowers it to demonstrate leadership, autonomy and sustainability.

CW Objective 2.2 Prioritise facilities, programs, planning and policy that supports our priority populations, for example families, our elders, young people and people with a disability.

CW Objective 2.3 Support the operational sustainability of local organisations and community groups.

CW Objective 2.4 Deliver, facilitate and support a diversity of volunteering opportunities.

CW Objective 2.5 Support health and wellbeing through education, awareness raising and appropriate responses to public health issues and risks, including climate change.

CW 2.6 Encourage and facilitate the provision of quality housing that has a lower footprint and is suitable for all stages of life.

CW Goal 3

Heritage, cultural expression and celebration

The diverse and evolving cultural life of the district is promoted, celebrated and supported. Truth-telling and reconciliation helps to unite Australian Aboriginal people and generations of new arrivals from diverse cultural backgrounds in creating a shared future together. Cultural, performing and visual arts help educate, connect and celebrate community and environment.

CW Objective 3.1 Promote, support and help deliver community, cultural, music, artistic and sporting activity and events that encourage social interaction, connection and celebration.

CW Objective 3.2 Support creative expression and appreciation amongst the community, invest in public art and provide opportunities and spaces for artists, writers and performers.

CW Objective 3.3 Protect, enhance and promote the sense of place of the towns, villages and landscapes of the district and their built, agricultural, environmental and natural heritage.

CW Objective 3.4 Recognise the cultural heritage and history of Australian Aboriginal people and promote and support reconciliation, including potential Peramangk naming of locations and facilities.

CW Objective 3.5 Engage purposefully with organisations supporting culturally and linguistically diverse communities, including new arrivals to Australia and the district.

CW Goal 4

Safety and resilience

People feel safe throughout the district and community resilience is supported and encouraged.

CW Objective 4.1 Build a community and facilitate connection and partnerships with government and non-government organisations to achieve real and long-lasting improvements in safety and wellbeing.

CW Objective 4.2 Work with the community to help it understand and comply with relevant public safety regulations and by-laws.

CW Objective 4.3 Undertake town planning, infrastructure provision and asset management to facilitate healthy lifestyles and safety.

CW Objective 4.4 Provide wastewater treatment services to deliver public health, environmental and economic outcomes and climate change adaptation solutions.

CW Objective 4.5 Prepare the district for the impacts of climate change by identifying and responding to associated corporate and community risks.

CW Goal 5
Mobility and accessibility

Transport solutions, infrastructure and trails allow people to move to, from and within the district in a convenient, efficient and accessible manner.

CW Objective 5.1 Support and advocate for expanded public transport infrastructure and services to all parts of the district and for a fast and efficient public transport service to Adelaide.

CW Objective 5.2 Enable safe and direct pedestrian, bicycle and mobility scooter movements to, from and through urban areas and public spaces.

CW Objective 5.3 Apply a strategic, planned and consistent approach to the provision, development and maintenance of roads and footpaths.

CW Objective 5.4 Provide and advocate for flexible and diverse transport options that promote and enable accessibility and connectivity.

CW Objective 5.5 Ensure accessibility requirements are met through all publicly developed and maintained assets and through the development planning system.

Measuring our progress

| Indicator	Measure
Volunteering	More opportunities to participate in meaningful community volunteering
Education	Greater diversity of education opportunities in the district
Housing	Increasing availability of quality, low-footprint and affordable housing
Transport	Better public transport, more pedestrian and cycle ways and safer roads
Community	Higher quality facilities and more accessible community and services facilities– library, recreation, sport, arts and crafts
Community inclusion and belonging	More people involved in community services, programs and activities.

Ecological Sustainability

The natural environment supports all life. With an intentional approach to management, community wellbeing and economic prosperity can be enhanced and sustained. We have the opportunity to strike a new deal where nature is defended against adverse human impacts and we evolve to lower our consumption and modify our lifestyles to live within sustainable limits. We acknowledge that humans are not separate from, but are in fact integrated with and dependent on the natural environment.
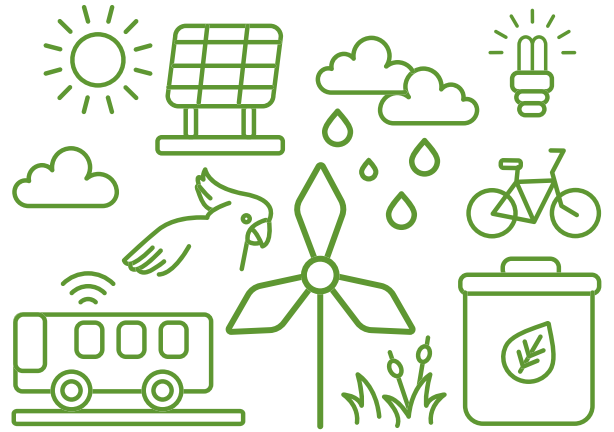
ES Goal 1
Emissions reduction

The district embarks on a rapid transition to net zero emissions, including 100% renewable energy

ES Objective 1.1 Advocate for, showcase and encourage investment and take up of net zero emissions development and technology- assisted emissions reduction management systems.

ES Objective 1.2 Significantly reduce carbon and other greenhouse gas emissions in capital projects and operational practices.

ES Objective 1.3 Work towards 100% renewable energy.

ES Objective 1.4 Apply a high standard of built and operational sustainability performance in infrastructure projects of Council

ES Goal 2
Low waste

Waste reduction is the priority objective followed by reuse, repurposing and recycling

ES Objective 2.1 Promote and encourage lifestyles and the consumption of goods and services that have positive impacts on people, other species and ecosystems.

ES Objective 2.2 Lead and support circular economy development, best practice waste minimisation, procurement of recycled and upcycled materials and engagement of systems and programs that significantly increase recycling rates.

ES Objective 2.3 Prioritise the management, diversion and reuse of green and food waste.

ES Goal 3
Urban greening

The district's urban areas are known for the high levels of tree canopy coverage, biodiverse watercourses, linear trails and parklands. Natural and remnant vegetation is integrated with and enhances residential and commercial development.

ES Objective 3.1 Ensure that trees and other vegetation including vegetated roofs and vertical gardens are an integral part of the urban landscape.

ES Objective 3.2 Plan for and manage healthy and functional water- courses as the spines of the open space network and ecologically functional wildlife corridors.

ES Objective 3.3 Establish and maintain high-amenity urban landscapes that are suited to current and future environmental conditions and outcomes.

ES Objective 3.4 Apply a strategic, planned and consistent approach to the provision, development and maintenance of public open space.

ES Objective 3.5 Provide well vegetated and shaded transport corridors and green, biodiverse buffers between urban and rural environments.

ES Goal 4
Nature and wildlife

The district's nature and wildlife are highly valued and thriving, appropriately protected and replenished. Urban and rural areas are designed and managed to allow harmonious co-existence between people and other species. Native vegetation areas are fully protected and extended.

ES Objective 4.1 Lead biodiversity protection and restoration initiatives and foster partnerships with ecologically focused not-for- profit, government and commercial entities, including philanthropic organisations.

ES Objective 4.2 Integrate human environments with natural areas using urban ecology principles.

ES Objective 4.3 Develop buffers and corridors that extend habitat and favour native species.

ES Objective 4.4 Promote and celebrate native fauna and flora and engage the community in its protection.

ES Objective 4.5 Encourage, support and reward environmental volunteering and stewardship.

ES Goal 4
Clean and abundant water

Water is highly valued and used frugally and wisely. Innovative treatment and reuse of wastewater and stormwater becomes the norm. Water sensitive urban design is the cornerstone that supports the ecology, greening and liveability of urban areas. The district strives to be water self-sufficient.

ES Objective 5.1 Continue to build on Council's reputation as a leader in wastewater management and promote water recycling and reuse.

ES Objective 5.2 Ensure Water Sensitive Urban Design is standard practice in all urban development.

ES Objective 5.3 Increase emphasis on stormwater management, capture and reuse.

ES Objective 5.4 Design public and private open space areas to be drought tolerant and require minimal additional water use.

Measuring our progress

Indicator	Measure
Biodiversity assets	More protected, well managed and expanding biodiversity areas
Water	Improving water quality in creeks and water bodies
Park and reserves	Same or higher percentage of open space and well managed parks and reserves
Greening the district	Increasing tree canopy cover in urban areas
Greenhouse gas emissions	Lower Council and community emissions
Waste	Waste to landfill decreasing

Economic Prosperity

The district's economy is underpinned by low emissions, smart and sustainable industry and commerce that serves to improve community wellbeing and liveability. More people work locally than commute and investors are attracted by our innovative business and entrepreneurial environment, high quality employment opportunities and a supportive approach to long-term partnerships. Our economy thrives using the principles of regenerative and circular design, valuing nature and distribution of wealth, power and knowledge to all

EP Goal 1
Business and employment

Business thrives in a supportive environment. A diverse range of skilled and unskilled local job options are available to those that want them.

EP Objective 1.1 Promote the district as a smart community which encourages local enterprise and activity that improves lives and ecosystems.

EP Objective 1.2 Develop the economic potential of town centres, activity nodes and main streets.

EP Objective 1.3 Support industry sectors based on the regional strengths of niche agriculture and value-adding, eating and drinking, nature-based tourism, creative industries and education.

EP Objective 1.4 Promote and support small and medium enterprise and advocate on behalf of business to other levels of government.

EP Objective 1.5 Encourage retail, hospitality and commercial activities.

EP Goal 2
Identity and reputation

The district is known for its liveability, vibrancy and sustainability. Mount Barker thrives with great events and where new and existing businesses want to invest and become established. Smaller towns and rural areas underpin community pride, cohesion and lifestyle opportunities.

EP Objective 2.1 Develop, support, sponsor and promote events, festivals and activities.

EP Objective 2.2 Brand and promote the rural hinterland for its heritage towns, landscape quality and environment, niche farming opportunities and lifestyle.

EP Objective 2.3 Promote the qualities and investment potential of the region within South Australia, nationally and internationally.

EP Objective 2.4 Develop and promote a consistent branding and marketing narrative that can be used by Council, business and the community.

EP Objective 2.5 Ensure that quality built outcomes and green infrastructure are prioritised in the development and renewal of town centres and main streets.

EP Goal 3
Growth and opportunity

Add value to the growth of the district by exploiting new economy opportunities aligned with the key strengths of liveability, sustainability and low emissions.

EP Objective 3.1 Support, encourage and facilitate orderly, low emissions and ecologically sustainable economic development.

EP Objective 3.2 Collaborate on investment in new and existing infrastructure assets to underpin a sustainable economy .

EP Objective 3.3 Facilitate and deliver tourism infrastructure, information provision and events and encourage accommodation options.

EP Objective 3.4 Support and facilitate quality, sustainable residential and commercial development including iconic public and private building developments in town centres.

EP Objective 3.5 Undertake strategic planning within a regional context and foster strategic partnerships.

Measuring our progress

Indicator	Measure
Events	Higher participation in community and Council events
Commuting	Fewer people commuting to Adelaide and time taken to get to work reducing
Urban water management	Increasing volume of wastewater and stormwater harvested and reused for economic, environmental and community benefit
Employment	Higher number of people employed
Unemployment	Lower number of people unemployed

CW Goal 4
Education, learning and innovation

The district's population has easy access to formal and informal education and learning opportunities.

Education drives innovation and new enterprise and supports community wellbeing, liveability and ecological sustainability. We recognise and utilise the skills, knowledge and expertise residing in the community.

EP Objective 4.1 Promote a culture of positive education and learning in the district.

EP Objective 4.2 Strengthen opportunities for residents to participate in learning and engagement opportunities including through the use of digital technology and social media.

EP Objective 4.3 Promote a 'learning communities framework' through libraries and other education institutions and opportunities.

EP Objective 4.4 Develop partnerships with institutions, government and the private sector to develop education and learning opportunities and facilities.

EP Objective 4. 5 Promote and support education and research on local and global problems and issues affecting our community and develop locally based solutions.

Priorities

Community priority directions

Two Futures Forums and community submissions helped to inform the development of this plan. From this input, a consolidated list of priority community directions was developed to help define a compelling community vision for the future.

Informed by these community priorities, Council will pursue partnerships and opportunities to build on existing initiatives and explore and develop new ideas and shared narratives that drive credible business cases and tangible outcomes through the Plan's implementation.

These priority community directions reflect local and global challenges, strengths we have as a region and opportunities to enhance or establish initiatives that will benefit from future collaboration, partnerships and investment. While it is beyond the capacity of the Council or any other single entity to deliver all that is required to progress these initiatives, Council can play an essential role in making things easier and helping recognise and support the organisations and individuals involved in better defining, developing and delivering projects that align with the community priorities.

Actions to progress Community Priorities will include minor initiatives that are already happening or can be commenced, major projects or specific plans and strategies. All actions that link to a Community Priority will be identified as such in Councils 4-year Corporate Plan.

In this Community Plan, Council is committing to progressing the priorities and supporting the efforts of others through collaboration and partnership. The engagement methods for this support will include maintaining a Futures Forum community (in digital and physical realms), the publishing of a regular newsletter, posts on social media and occasional events, including forums and consultations.

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Each priority direction has the potential to significantly enhance community wellbeing, economic prosperity and ecological sustainability; the themes that underpin our Community Plan.

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Ideas marketplace
We gained valuable insight and suggestions from community members at the final futures forum in September 2020. Many of these ideas have the potential to grow and spread. They may also have the opportunity to become projects in their own right. Mount Barker District Council is committed to providing a forum for these ideas to flourish and, where possible, support to bring them to fruition in partnership with business, the not-for-profit sector, government and other partners and collaborators. Community input has been gathered into an Appendix that sets out contributions by theme in an 'ideas marketplace'.

The six priorities
The six Community Priorities are:

1. Circular Economies
Moving beyond recycling and rubbish to redefining 'waste' as a resource and stimulating community farming and agriculture through innovation, education and financial participation.

2. Activating Tourism
Developing Mount Barker as the heart of the Adelaide Hills and promoting its first-class tourism experiences and destinations.

3. Growth Infrastructure
Providing the infrastructure and services needed to enable Mount Barker's evolution into a small, modern and progressive city, servicing its residents and businesses, smaller towns and villages and the wider region.

4. Nature Connection
Recognising and celebrating the biodiversity values of the region and harnessing our collective wisdom, knowledge, skills and resources to elevate biodiversity protection and replenishment to the highest of priorities.

5. Climate Innovation
Tackling the climate emergency through a concerted, focussed and coordinated effort to reduce emissions and to adapt to the impacts of climate change.

6. Healthy Community
Celebrating and supporting the community and ensuring that community cohesiveness is maintained and strengthened and that our priority populations have the opportunity to live healthy and inclusive lives.

1 Circular Economies Community Priority 1

Put simply, a circular economy is a social and economic system that eliminates waste through the continual use of resources. In embracing the Circular Economies priority, we can move beyond recycling and rubbish to redefining waste as a resource.

The lead organisation in South Australia, Green Industries SA, expands on this: A Circular Economy is an alternative to the wasteful traditional 'linear' economy based on 'take, make, use and dispose'. It's a self-sustaining system driven by renewable energy with an imperative to keep material resources in use, or 'circulating' for as long as possible. It extracts the maximum value from these resources while in use, then recovers and regenerates products and materials.

For the world to tackle some of the challenges it faces around the depletion of natural resources and environments, the circular economy model will need to become the norm.

What's happening already

There are circular economy models already active in the district, with examples including:

- wastewater treatment and reuse in irrigation, mining and parks and gardens
- community gardens, farmer's markets and local produce operators making use of composting, mulching and other organic matter recycling
- green waste and food waste collection
- recycling programs, including depots and services processing container deposit items
- re-use, salvage and recovery enterprises, including op shops, for furniture, clothing, household items and many other resources
- sewing and craft circles, 'men's sheds', community bike workshops and other enterprises (often volunteer-run) that keep valuable items and materials in use.

Any of these examples – and many others – could be expanded upon or connected to other initiatives.

There is great potential to directly engage members of the community, attract investment and create local jobs and volunteering opportunities.

Priority partners

Business and other commercial operators, community organisations, social enterprises, governments as well as many informal local groups can work together to resource and realise the Circular Economies priority.

These partners include:

- commercial composters, soil, mulch and fertiliser suppliers
- waste contractors and recycling organisations
- hydroponics, aquaculture and aquaponics operators
- agribusinesses (fruit, nuts, vegetables, grains, livestock)
- water suppliers
- waste management and recycling companies
- restaurants, cafes and other food businesses
- residential property and commercial developers
- demolition and salvage companies
- education providers, including researchers
- private investors and investment funds, including philanthropic investors
- state and national peak bodies and industry associations
- farmers, horticulturalists
- supermarkets and produce markets
- community gardeners and food sharing groups.

Theme connections

- Community Wellbeing: 1.2, 1.4, 1.5, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.5, 4.5
- Ecological Sustainability: 1.1, 2.1, 2.2, 2.3, 4.2, 4.5, 5.3, 5.5
- Economic Prosperity: 1.1, 1.3, 1.4, 3.1, 3.5

2 Activating Tourism Community Priority 2

Mount Barker is at the heart of the Adelaide Hills. The district and surrounding region offers first-class experiences and destinations.

The climate, landscape and environment, culture, heritage and the food, wine and other products that are grown and sold here are attractive to international, interstate and intrastate visitors, from day trippers to those who stay on for holidays.

The towns and landscapes that inspired Sir Hans Heysen are bursting with potential for a sustainable tourism product and there is an opportunity to better link the visitor economy to our culture, heritage, agriculture and natural environments.

With the emergence of the COVID-19 pandemic, there are excellent prospects for attracting intra- and inter-state tourism throughout the year.

What's happening already

Tourism Activation is already happening in the Mount Barker district, with examples including:
- The Cedars redevelopment (Heysen Foundation)
- Adelaide Hills Tourism support and visitor information provision
- trails including the Heysen, Kidman and Epicurean trails and the proposed Adelaide Wine Capital Cycle Trail
- Landscape protection and our World Heritage bid (in conjunction with regional partners)
- main street projects including in Gawler street Mount Barker, Nairne, Littlehampton and other district towns.

Priority partners

Business and other commercial operators, community organisations, social enterprises, government organisations as well as many informal local groups can work together to resource and realise the Tourism Activation priority.

These partners include:
- Adelaide Hills Tourism
- South Australian Tourism Commission
- neighbouring councils (Alexandrina, Adelaide Hills, Onkaparinga, Murray Bridge)
- Regional Development Australia
- the wine and beverage industry, including peak bodies such as the Adelaide Hills Wine Region
- the horticultural industry (e.g. Apple and Pear Growers Association and Cherry Growers Association)
- restaurants, cafes, hotels and other hospitality and accommodation providers
- recreational peak bodies (e.g. Bike SA, Horse SA, Walk SA)
- arts organisations (e.g. Festivals Adelaide, Arts SA, the Australia Council, The Adelaide Festival, The Adelaide Fringe, Country Arts SA)
- the National Trust
- museums and galleries.

Theme connections

Community Wellbeing: 1.1, 1.2, 1.3, 1.4, 1.5, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.3, 5.1, 5.2, 5.3, 5.4, 5.5
Ecological Sustainabilty: 1.4, 2.1, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 4.4, 4.5, 5.2
Economic Prosperity: 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.2, 3.3, 3.4, 3.5.

3 Growth Infrastructure Community Priority 3

Each year the population of Mount Barker regional centre grows by around 2.6%. With this growth comes the need and expectation to provide infrastructure and services and protect heritage and community values as Mount Barker evolves into a small, modern and progressive city. Growth infrastructure is as equally important to the smaller towns and villages of the district as it is to Mount Barker in servicing residents and businesses and the wider region.

A number of major infrastructure projects are either in development or progressing through the planning stages and there are many opportunities to partner directly in these projects or through complementary activities.

What's happening already

Growth Infrastructure work is already happening in the Mount Barker district, with examples including:

- Regional sports hub (stage 1 commenced October 2019)
- Regional Indoor Aquatic and Leisure Centre (planning stages)
- Mount Barker Town centre catalyst (planning stages)
- Smart Community and Gig City (planning stages).

Priority partners

Business and other commercial operators, community organisations, social enterprises, government organisations as well as many informal local groups can work together to resource and realise the Growth Infrastructure priority.

These partners include:
- Federal and State government
- regional and rural development (e.g. Regional Development Australia)
- environmental and heritage groups
- development and property investment
- technology and digital communications (e.g. telco and data providers)
- education (e.g. universities, training organisations, schools, community centres, TAFE, KESAB)
- research (e.g. cooperative research centres (CRCs)
- private, public and institutional investment (including philanthropic and impact investment)
- sports and recreation (e.g. Trails SA, SANFL, AFL, FFSA, SACA, Cricket Australia, Netball SA, Tennis Australia).

Theme connections

Community Wellbeing: 1.1, 1.2, 1.3, 1.4, 1.5, 2.2, 2.4, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.3, 5.4, 5.5
Ecological Sustainability: 1.4, 2.1, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 4.4, 4.5, 5.2
Economic Prosperity: 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.2, 3.3, 3.4, 3.5.

Nature Connection Community Priority 4

The Australian Government describes the Mount Lofty Ranges as one of fifteen 'biodiversity hot spots'. This means the region contains very significant biodiversity that is also highly threatened. Biodiversity protection is an urgent problem, with only 3% of original native vegetation remaining in the district and several fauna and flora species at risk. In the Mount Barker district it is critical that we create opportunities to harness our collective wisdom, knowledge, skills and resources to elevate biodiversity protection and replenishment to the highest of priorities and to open new opportunities to bring nature closer to where and how we live.

While conservation of our most precious and vulnerable ecosystems is the priority, it is important to note that we can do much more to better connect areas of rich biodiversity with its conservation and appreciation.

There are ways we can identify bushland, farmland and urban residential areas for nature preservation and replenishment, with benefits including our own wellbeing and the liveability and attractiveness of every part of the district.

What's happening already

Nature Connection work is already happening in the Mount Barker district, with examples including:

- volunteer support
- linear trail extension and revegetation
- school projects and planting days
- landcare, bushcare and catchment groups
- public land management, planning and research
- Bushcare projects
- biodiversity and water-sensitive urban design
- citizen science
- education and awareness
- bushfire recovery.

Priority partners

Business and other commercial operators, community organisations, social enterprises, government organisations as well as many informal local groups can work together

to resource and realise the Nature Connection priority.

These partners include:

- Trees for Life / Bush For Life
- Goolwa to Wellington Local Action Planning Group
- community landcare and bushcare groups and individuals
- developers
- Federal and State government organisations, including the Department of Environment and Water
- Landscapes SA
- education providers (e.g. universities, training organisations, schools, community centres, TAFE)
- research organisations (e.g. cooperative research centres (CRCs), PIRSA)
- private, public and institutional investors (including philanthropic and impact investment)
- Regional Development Australia.

Theme connections

Community Wellbeing: 1.2, 1.4, 1.5, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.5, 4.5
Ecological Sustainability:
1.1, 2.1, 2.2, 2.3, 4.2, 4.5, 5.3, 5.5
Economic Prosperity:
EP: 1.1, 1.3, 1.4, 3.1, 3.5

5 Climate Innovation Community Priority 5

At its meeting on 4 November 2019, Council formally recognised that we are in a state of climate emergency, requiring urgent action from all levels of government.

At the same meeting, Council also adopted a new Climate Change Action Plan to increase the effort to reduce emissions and to adapt to the impacts of climate change.

Climate change is an existential challenge that will require a concerted, focussed and coordinated effort across all governments and the corporate world, supported by community. In the Mount Barker district and across the region, we have an opportunity to stimulate and progress innovative solutions and ideas that result in meaningful climate action.

The Climate Innovation priority direction is strongly connected across all priorities for our community, with exceptional benefits to our wellbeing, prosperity and the sustainability of our district.

What's happening already

Climate Innovation work is already happening in the Mount Barker district, with examples including:
* implementation of the Climate Change Action Plan
* urban and rural greening (street tree plantings, canopy cover mapping, revegetation)
* the Resilient Hills and Coasts regional project
* solar arrays on Council buildings
* hybrid vehicle Council fleet
* wastewater recycling and reuse and water sensitive urban design
* reduced emissions from waste management, including organics recycling

* lower emissions, increasing uptake of renewable energy and work towards a carbon-neutral Council.
* Community biochar production in Macclesfield.

Priority partners

Business and other commercial operators, community organisations, social enterprises, government organisations as well as many informal local groups can work together to resource and realise the Climate Innovation priority.

These partners include:
* the Resilient Hills and Coasts climate group
* Cities Power Partnership
* ICLEI – Local Governments for Sustainability including the Global Covenant of Mayors

* corporate partners
* agricultural peak bodies (e.g. Apple and Pear Growers Association)
* renewable energy organisations, including commercial operators and community networks
* Adelaide Hills Region Waste Management Authority
* Regional Development Australia
* One Planet Living.

Theme connections

Community Wellbeing: 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 2.3, 2.4, 2.5, 3.3, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.3, 5.4, 5.5
Ecological Sustainability: 1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5, 5.1, 5.2, 5.3, 5.4, 5.5
Economic Prosperity: 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.3, 2.4, 2.5, 3.1, 3.2, 3.4, 3.5, 4.1, 4.2, 4.3, 4.4, 4.5.

Healthy Community **Community Priority 6**

The Mount Barker district has a highly engaged community, but meaningful connection and support isn't guaranteed or assumed for all, now nor in the future. As the district population grows, it will be important to ensure that community cohesiveness is maintained and strengthened and that our priority populations are supported and have the opportunity to live healthy and productive lives and to feel part of this community.

The Community values connection as a strength and high priority; how can we identify and progress future opportunities and fill the gaps in community support that currently exist.

What's happening already

Healthy Community work is already happening in the Mount Barker district, with examples including:
- community and library programs
- support for volunteers
- support for community groups
- funding and other resources for the Mount Barker Community Centre
- provision of community buildings and sport and recreation facilities
- hosting and promotion of festivals and special events
- implementation of the reconciliation action plan
- cultural programs and community art.

Priority partners

Business and other commercial operators, community organisations, social enterprises, government organisations as well as many informal local groups can work together to resource and realise the Healthy Community priority. These partners include:

- Mount Barker Community Centre
- community facilities (e.g. the men's shed and Pageant shed, Mount Barker Recreation Centre)
- Corporate and business sector
- Not for profit enterprises in a range of areas including disability, aged care and those supporting culturally and linguistically diverse communities
- community associations and committees (Resident's Associations, Hall committees, sport and recreation committees)
- business and traders groups, including Business Mount Barker the Mount Barker Business Group, Hahndorf Business and Tourism Association, Adelaide Hills Tourism, township traders group

- residential and commercial property developers
- education providers (e.g. universities, training organisations, schools, TAFE). SAMHRI
- Arts organisations
- COTA
- Migrant Resource Centre
- LGBTIQ support groups
- Health groups
- Universities and research organisations .

Theme connections

Community Wellbeing: 1.2, 1.4, 1.5, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.5, 4.5
Ecological Sustainability:
1.1, 2.1, 2.2, 2.3, 4.2, 4.5, 5.3, 5.5
Economic Prosperity:
1.1, 1.3, 1.4, 3.1, 3.5 .

Action

Implementing the plan

Implementing the plan is Council's role, in partnership with the community, governments and the business and not-for-profit sectors.

However, Council cannot contribute to Community Wellbeing, Ecological Sustainability and Economic Prosperity outcomes, or progress Community Priorities without having the structures and governance arrangements in place and without the support of others.

The 'delivery guidelines of Leadership and Good Governance, Working Smart and Implementation Partnerships will guide Council's actions and the actions of others.

The strategies underpinning these delivery guidelines are set out in the next few pages.

Council's 4 year Corporate Plan will be the linking plan between the high level goals and objectives and community priorities contained within this Community Plan and Council's annual budgeting.

The high level key performance indicators and measures in this Community Plan will be measured using SMART objectives in the Corporate Plan.

Our community is focussed on achieving community and environmental outcomes, supported by a strong and sustainable local economy.

Leadership and Good Governance

Delivery guideline 1

The Mount Barker District Council has a key role in the delivery of this community plan through effective representation, corporate capacity and leadership. This, plus community and business leadership and community engagement, communication and good financial management will help deliver effective community outcomes.

Strategies

LGG Strategy 1.1 Attract a diverse elected body that represents, promotes and reflects the composition of the community.

LGG Strategy 1.2 Ensure the elected body has a comprehensive understanding of its roles and responsibilities and is supported to fulfill them effectively.

LGG Strategy 1.3 Provide opportunities for the community to access and participate in decision-making processes and fully integrate community engagement practices into Council activities.

LGG Strategy 1.4 Enable community leadership.

LGG Strategy 1.5 Demonstrate accountability through clear, relevant and easily accessible policies, corporate reporting and legislative compliance.

LGG Strategy 1.6 Maintain a highly-skilled and effective workforce that applies a work ethic of confident and responsive action.

LGG Strategy 1.7 Develop and refine a corporate customer service strategy.

Indicators and measures

Indicator	Measure
Diversity and representation	Greater age, gender and cultural diversity of Council staff and elected representatives
Community engagement	More opportunities for the community to be involved in, and influence activities that affect them
Leadership	Increasing leadership opportunities
Financial capacity	Financial ratios
Customer service	Increasing customer satisfaction

LGG Strategy 1.8 Maintain organisational and budget capacity for project delivery and effective and efficient programs and services.

LGG Strategy 1.9 Identify and manage strategic and operational risk and liabilities.

LGG Strategy 1.10 Adopt and apply a commercial approach to deliver projects, programs and services where enduring community value and benefit can be demonstrated.

Working Smarter

Delivery guideline 2

The times demand that we are efficient, resourceful and intelligent in the way that we go about our business and deliver infrastructure and services. A smart community is one that uses available wisdom, knowledge, tools and technology to better itself and work towards a more equal and harmonious society and sustainable future.

Strategies

WS Strategy 2.1 Use smart community principles and technology to identify community and environmental issues and devise solutions to problems.

WS Strategy 2.2 Strive to improve performance and service delivery across all Council functions where gaps are identified.

WS Strategy 2.3 Adopt digital services and social media to support community engagement, improved service delivery and accessibility for residents.

WS Strategy 2.4 Use technology to increase efficiency and save money.

WS Strategy 2.5 Ensure that implementation of 'smart community' solutions don't contradict other objectives, for example excessive energy use and increased emissions.

Indicators and measures

Indicator	Measure
Smart community	Number of smart community strategies and actions
Service Delivery	Improving performance in delivering services that meet community needs
Use of Technology	Demonstration of technology that increases efficiency and delivery of service to the community

Implementation Partnerships

Delivery guideline 3

With population growth, there are significant pressures on Council's budget to ensure infrastructure and services continue to be delivered and maintained. Delivery and funding partnerships with Federal and State government, non-government organisations, the private sector, community groups and individuals are essential to deliver community and environmental outcomes.

Strategies

IP Strategy 3.1 Identify and develop relationships with implementation partners to deliver key initiatives identified in this Plan.

IP Strategy 3.2 Partner with developers to contribute financially to providing community infrastructure.

IP Strategy 3.3 Participate in regional governance planning and service sharing arrangements.

IP Strategy 3.4 Identify opportunities for new income streams.

IP Strategy 3.5 Align strategy, planning and policy with State and Federal government priorities, where consistent with this plan, to increase eligibility for grant funding.

IP Strategy 3.6 Consider alternative means of raising revenue through innovation and partnership opportunities and disposal of surplus assets where appropriate.

IP Strategy 3.7 Participate in and influence State and Federal policy development affecting local government.

IP Strategy 3.8 Participate in international, national, state and regional research and education opportunities and initiatives where they add value to achieving the goals within this Plan.

IP Strategy 3.9 Foster strategic alliances to deliver key projects and initiatives in partnership.

Indicators and measures

Indicator	Measure
Partnerships and and alliances	Demonstrable value and effectiveness of partnerships and alliances
Funding and revenue	Alternative sources of revenue accessed
Strategy and policy	Strategy and policy initiatives considered or developed
Research and education	Procurement, participation in or development of research and development opportunities that further the goals and objectives of this plan

Trends and pressures

Our place in the world

In order to plan for community needs and aspirations, it is important to consider the local, national and global trends and pressures impacting our community, environment and economy.

Understanding these factors helps Council and community address important local issues such as providing infrastructure and services for the growing district community. This understanding also helps us consider our contribution to solving global problems that affect us, such as reducing our greenhouse gas emissions.

Climate change

The most recent Intergovernmental Panel on Climate Change (IPCC) report confirmed that under current policies, global temperatures are on track for between 3.3 and 3.9°C of warming this century. The report states that any temperature increase above 2°C will result in catastrophic changes and impacts on human health and wellbeing, natural systems, ecological communities and individual species.

At its meeting on 4 November 2019, council recognised that we are in a state of climate emergency, requiring urgent action from all levels of government, including local government.

Bushfires in December 2019 and January 2020 have emphasised the urgency to act on both mitigating the effects of climate change by reducing emissions and the necessity to adapt to the impacts already occurring.

Covid-19

On 11 March 2020, the World Health Organization announced that the COVID-19 virus was a pandemic. The Federal and State governments responded with restrictions, closing many businesses and community events, programs and gatherings.

At the time of finalising this Plan (November 2020) Australia was technically in recession and it is likely that the national and global economies are in for a prolonged period of uncertainty. The longer term ramifications of the pandemic are unknown but likely to heavily influence how society functions, the global economy, international relationships and trade.

In many ways, the COVID-19 situation makes planning for the future extremely challenging. None-the-less, the issues facing our community remain and need to be considered and factored into our strategic and operational planning.

On one hand, some difficult community issues will be exacerbated by depressed economic conditions and the resulting impacts to individuals, families and society in general.

On the other hand, this may well be an opportunity to reimagine how some elements of the society and economy functions and to use the Community Plan to help plot an alternative course that addresses issues related to wellbeing and sustainability, such as our relationships with nature and energy use.

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When reviewing the current situation, it is considered that the directions identified in the community plan remain highly relevant and have been largely validated through community consultation.

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Population

The district population is currently 37,000 and predicted to grow to 56,000 by 2036. The annual growth rate of around 2.6% is significantly higher than most of South Australia. Growth will continue to have a significant impact in Mount Barker as it grows into a small city and also the rural hinterland and smaller towns and villages of the district. High population growth is focused in Mount Barker and Nairne, with other parts of the district growing at a slower rate. However it is important to note that in 2020, 60% of the district population live in areas other than the Mount Barker township and 30% live outside of the growth area that includes Mount Barker, Littlehampton and Nairne. Whilst smaller communities will benefit from the services and facilities in Mount Barker, the demographic composition of these areas will continue to vary and need to be catered for accordingly. Outside of Mount Barker, other communities include Callington, Harrogate, Kanmantoo, Nairne, Brukunga, Dawesley, Littlehampton, Blakiston, Echunga, Hahndorf, Flaxley, Macclesfield, Meadows and Prospect Hill.

In the Mount Barker district there is a higher proportion of people in the younger age groups (under 15) and a lower proportion of people in the older age groups (65+). This reflects the prevalence of young families. Overall, 20.2% of the population is aged between 0 and 15, and 15.4% is aged 65 years and over, compared with 17.4% and 17.2% respectively for Greater Adelaide. A national trend is increasing numbers of single-person households. Age profiles, and ethnic and cultural diversity in our community will continue to change with population growth.

Regional economy

Prior to COVID-19, the state of the economy in the Mount Barker district was relatively strong, with the number of businesses increasing and the unemployment rate slightly higher than the State average.

The number of people commuting to Adelaide for work remained high and has increased since the current strategic plan was adopted.

As is the case elsewhere in Australia and the world, technology, the 'gig economy' and casualisation of the workforce is markedly changing the nature of work. COVID-19 will have impacts on the local and regional economy in ways that are not yet fully understood.

Water management

The environmental condition of watercourses in the area is described as poor due to historic vegetation clearance, land management and stormwater impacts from development (State of the Environment Report – Mount Barker 2017).

The volume of wastewater treated by council continues to increase with population growth and nearly 1.5 Gigalitres of recycled water is produced and reused annually.

Biodiversity

The region contains more than 2300 flora species with 38 of these threatened or extinct, and 518 fauna species, with 47 species threatened or extinct. Currently, only 3% of original native vegetation remains in the district and several fauna and flora species are at risk.

Technology

Global disruption caused by technological change is growing. Artificial intelligence and automation, quantum computing, driverless vehicles, augmented and mixed reality and blockchain are all relatively recent advances that influence our community now and will in the decades ahead.

'Smart cities' are places that use technology, including 'Internet of Things' sensors to collect data and use that data to manage assets, resources and services.

Business and industry

Notable changes in industry across the region since 2015 include an increase in the Agriculture, Forestry, Construction, Finance and Insurance and Health Care and Social Assistance sectors and a decrease in the Retail and Professional, Scientific and Technical sectors. New, emerging sectors will start to influence our community in the life of the Plan.

Culture and community

The district has a well-connected community with above average volunteering levels and a large number of community-based organisations.

This social infrastructure plays a key role in quality of life by facilitating non-commercial encounters between people and building social cohesion.

Opportunities to access arts and culture, recreation, leisure and sporting opportunities and to generally participate in society are highly valued.

Food, wine and agribusiness, tourism, education, creative industries and healthcare are sectors of the economy with potential for growth and contribution to a more diverse regional economy
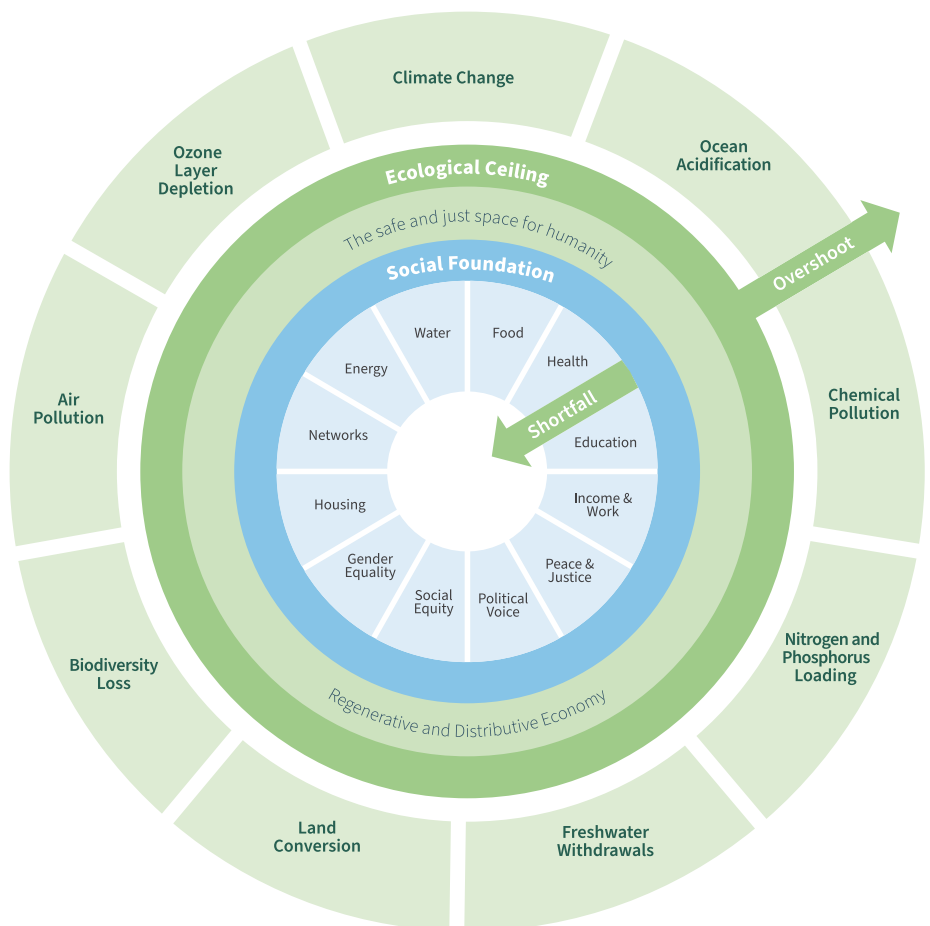
Doughnut economics

British economist, Kate Raworth, introduced the concept of 'doughnut economics' as a way of explaining and interpreting what guides this Plan.
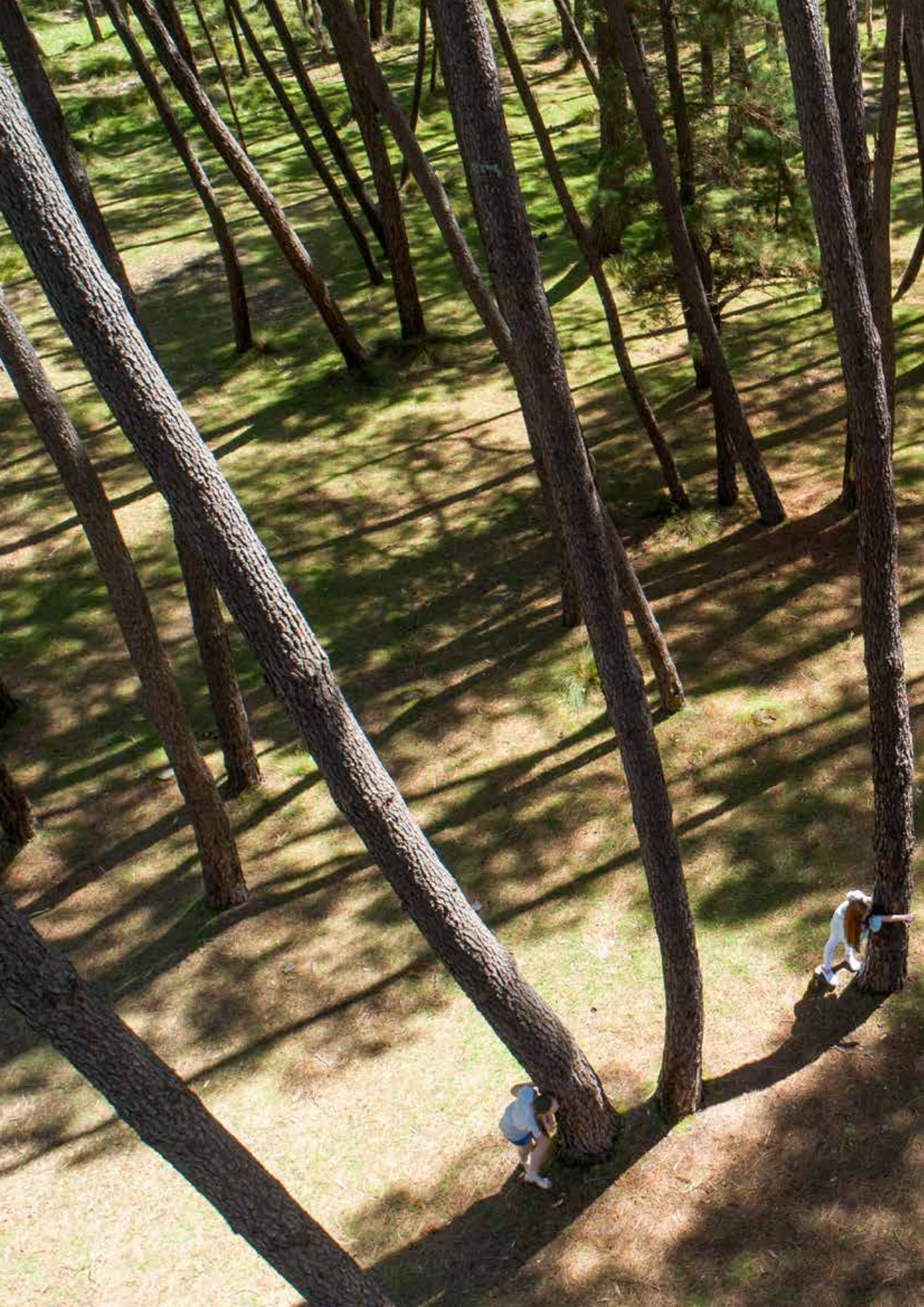
Humanity's 21st century challenge is to meet the needs of all within the means of the planet. In other words, to ensure that no one falls short on life's essentials (from food and housing to healthcare and political voice), while ensuring that collectively we do not overshoot our pressure on Earth's life-supporting systems, on which we fundamentally depend such as a stable climate, fertile soils, and a protective ozone layer.

The Doughnut of social and planetary boundaries is a playfully serious approach to framing that challenge, and it acts as a compass for human progress this century."

The doughnut economics model challenges the fallacy of 'trickle-down economics' that has increased the gap between the wealthiest and poorest people. It is also an alternative to the social, environmental and economic 'triple bottom line' by emphasising the role of the economy in supporting community wellbeing and ecological sustainability rather than being an end in itself