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Council is very proud of its District; it offers the best of urban and rural living in a setting where residents and visitors can enjoy clean air, open spaces and natural beauty.

The culture of the district is heavily influenced by its rural past and Council looks to ensure that farming remains a strong part of our future.

The Mount Barker District is also the traditional ancestral land of the Peramangk people. Council acknowledges the deep cultural and spiritual relationship of the Peramangk people to this land and their ongoing custodianship.

About 33,000 people from all walks of life call this district home. Population growth is bringing many opportunities as well as some challenges as we prepare for a population increase of around 20,000 people in the next 20 years.

Our Plan’s vision will help us to build prosperity, community wellbeing and resilience for a future that will include 20,000 more people by 2035.

Through our community engagement process to develop this plan, we know the things that our community values, the things that they are concerned about and the opportunities that they see.

We know that our community want us to embrace the future and do our best to build prosperity, community wellbeing and resilience.

This Strategic Plan sets out our regional vision for the future and identifies strategies to realise this vision.

There is much to be proud about and many reasons to be confident that our region will build on its strengths and attributes to become one of the most liveable places in Australia.

Mayor Ann Ferguson
The Mount Barker District is on the cusp of significant change. Population growth over the next 20 years will see the town of Mount Barker expand into a small city, the second biggest in South Australia behind the City of Adelaide. By 2035 the population of the district will be more than 50,000.

Some will embrace this growth for the opportunity it brings while others will be wary of the potential for growth to undermine the values and nature of the district.

This Strategic Plan defines and articulates Council’s approach to the planning and development of our district and community for the next 20 years and beyond. It acknowledges that the district has many advantages and is, at its core an enviable place to live and work.

At a time of great change across the world, the Mount Barker district has much to be proud of and to look forward to.

As a community that is relatively privileged, prosperous and harmonious, we should strive to ensure that advantage is shared fairly throughout and that we don’t take things for granted.

We should acknowledge and appreciate the past while understanding and planning for the future.

Our district has many advantages as a place to live and work. This Strategic plan responds to the many challenges and the opportunities we will see in the next 20 years.

This Plan recognises the challenges to ensure the high level of liveability is maintained and progress is made to ensure the community remains inclusive, interesting, vibrant and safe.

Success will be achieved by the commitment and efforts of elected members and council staff and working with the community, the State and Federal Governments, NGOs and the private sector. Proof of its success will be judged by all those with a stake in the shared vision for this place.

Council hopes that this Strategic Plan will be embraced by the community and all stakeholders and be the basis for strengthening existing, and creating new relationships and partnerships to achieve our shared vision.

Andrew Stuart
Our plan

Our vision

The Mount Barker district will be recognised as being highly liveable, prosperous and safe, built from a foundation of community spirit and energy, quality of lifestyle and unique heritage, environment and landscape.

Our values

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

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

**Involvement**
Decision making processes are transparent and open to community scrutiny. Individuals and communities can be involved in influencing policies and local activities

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

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

**Long-term thinking to inform decision making**
Council will consider all the consequences of decisions and ensure they reflect the Strategic Plan. We need to act for now and the future. Council will have regard to the long term and cumulative effects of its decisions.
Why we need a Strategic Plan

The Council operates in a complex planning and operating environment and integrated planning is essential for the organisation to effectively achieve community outcomes. Council must plan projects, programs and services and prioritise how it allocates budgets across multiple service areas.

Section 122 of the Local Government Act (the Act) requires councils to develop strategic plans and review them within two years of the election of a new Council. Council’s previous Strategic Plan was adopted in 2012.

The Act requires Strategic Plans to:
• address the long-term planning issues of the Mount Barker District
• identify Council’s objectives for four or more years
• Consider and include relevant state and national policies (economic, social, environment)
• state the extent and level of services it will provide
• set out the Council’s priorities for the implementation of planning policies
• identify and plan for demographic characteristics and future changes
• include a process to ensure that members of the public are involved.

Further, the Strategic Plan should tell a story about the district; what it is now, what it will be in the future and how to get there.

This Strategic Plan meets the requirements of the Local Government Act and sets out a vision and strategies for the future. It replaces Council’s previous Strategic Plan 2012-2017. Council’s suite of high-level plans includes the long-term Financial Plan and Asset Management Plan which are critical to achieving the ambitions of this Strategic Plan.

This Plan tells a story about our District; and what it wants to be in the future. Importantly, it sets out how we get there.

The Goals, Objectives and Strategies contained within this plan are necessarily at a high level as Council looks 20 years into the future. Strategies in this plan will be aligned to actions in the 4-year Corporate Plan.

Actions from the 4-year Corporate Plan will be budgeted for and delivered through the Annual Business Plan.
About the strategic planning process

This Strategic Plan has been developed to:

- provide a vision for our District that reflects community issues and needs
- guide Council and its community in ensuring a healthy society, economy and environment
- align Council’s vision and strategies with operational activities and work programs
- align Council activities with Federal, State and Regional priorities through linkages with relevant strategies such as the SA Strategic Plan and Planning Strategy.

The Strategic Plan will assist Council to work towards the shared aspirations of residents, workers, businesses and visitors in our region.

Success in realising our vision will require focused priority setting and is dependent on partnerships with State and Federal Government, neighboring councils and regional partners, the private sector, community groups and individuals.
Growth projections and implications for the District

The attractive and semi-rural environment, easy freeway access to Adelaide and relatively affordable housing have acted as significant drivers for population growth in recent years.

Since 2001, population growth rates for the district have been well above average for South Australia – sometimes recording rates three times the amount for the state.

Growth has, and will continue to see parts of the District change from rural to more urban in nature, especially Mount Barker, Littlehampton and Nairne which will have a combined population of around 39,000 by 2036, based on current growth predictions. While growth will have many positive benefits, it will also present many challenges including providing the necessary infrastructure, services and community programs to meet demand.

The District population has grown rapidly this millenium, so it’s essential we consider sustainability in our strategic planning.

Community engagement and research undertaken by Council shows that there is a strong desire to ensure that growth doesn’t undermine the values that are held dear; namely a safe and prosperous region, a clean and attractive environment, good health and wellbeing and strong communities.

This can be achieved through pursuing a triple-bottom-line approach and focussing on a more sustainable future.
Sustainability in strategic planning

Sustainability is found at the intersection of social, economic and environmental realms.

**Economy**
- Local jobs
- Varieties of housing and land types
- Full employment
- Commerce and industry suited to the Hills
- Timely and appropriate infrastructure
- Quality development
- Short commute to work

**Society**
- Community relations and engagement
- Diversity and understanding
- Learning and volunteering
- Health and wellbeing
- Safe and secure
- Resilient and prepared
- Arts, culture and music
- Recreation and sport
- Events and fun
- Movement and colour

**Environment**
- Cutting emissions
- Clean land, water and air
- Reducing waste
- Biodiversity
- Green backyards, streets and parks
- Use of energy and resources
- Efficient transport systems

Figure 1: Sustainability in strategic planning
Mega trends: our region in a global context

The work done by the CSIRO on Global Megatrends provides insight into some of the global forces facing society and how governments and communities should respond.

In order that Council and its community can plan for some of these changes, this Strategic Plan has been developed mindful of these trends and strategies developed accordingly.

The 7 mega trends are:

**More from Less**
Increasing demand for limited natural resources and a scarcity of these resources

**Going, Going... Gone?**
A window of opportunity to protect biodiversity, habitats and the global climate

**The Silk Highway**
Rapid economic growth and urbanisation in Asia and the developing world

**Forever Young**
An ageing population, changed retirement patterns, chronic illness and rising healthcare expenditure

**Virtually Here**
Digital technology reshaping retail and office precincts, city design and function and labour markets

**Great Expectations**
Changing consumer expectations for services, experiences and social interaction

**An Imperative to Innovate**
Technological advancement is accelerating and it is creating new markets and extinguishing existing ones.
State of the Mount Barker District

The development of this Strategic Plan is underpinned by consideration of key local and regional issues and trends identified through various Federal, State and Regional strategies and in Council’s State of the District Report adopted by Council in late 2013.

The State of the District Report draws together research into the key determinants of environmental, social and economic sustainability and includes 11 key elements:

- population characteristics and projections
- housing
- social health
- community involvement
- community aspirations
- social infrastructure
- the economy
- built infrastructure
- land use
- the environment
- climate change.

In this Strategic Plan these elements have been combined under four key Goal Areas. A fifth goal area covers Council’s approach to leadership, community engagement and administration.
Our District

Located east of metropolitan Adelaide in the Mount Lofty Ranges
Our District
The heart of the Mount Lofty Ranges

- Hahndorf: Population 2604
- Littlehampton: Population 3099
- Mount Barker: Population 12265
- Nairne: Population 5086
- Eastern Villages: Population 1468
- Adelaide Hills Council
- Alexandrina Council
- Onkaparinga Council
- Barossa Valley
- To Adelaide: 35km
- To Melbourne: 700km
- McLaren Vale & Southern beaches
- Prospect Hill
- Flaxley
- Macclesfield: Population 1786
- Meadows: Population 1614
- Echunga: Population 1653
- To Adelaide via South Eastern Freeway
- To Melbourne via A8 National Highway
- Hahndorf
- Littlehampton
- Mount Barker
- Nairne
- Eastern Villages
The Mount Barker District is located east of metropolitan Adelaide in the Mount Lofty Ranges. Covering an area of 597 square kilometres, the District is part of the region that is pursuing World Heritage Listing for its world class landscape and farming heritage.

The township of Mount Barker operates as a regional service centre providing a wide diversity of education, retail, commercial, institutional and business activities and services. Mount Barker, along with Littlehampton and Nairne is experiencing high and sustained growth that is likely to continue for many years.

Driving up the South Eastern freeway from Adelaide, the Mount Barker District starts at the boundary of the Adelaide Hills Council formed by the Onkaparinga River.

The Hahndorf exit is the entry point to one of the oldest towns in SA, or continue on the freeway for five minutes to reach the growing regional city of Mount Barker which is destined to become the second largest in SA over the next 25 years.

A further 10 minutes past Mount Barker towards Melbourne is the mining heritage town of Callington, on the eastern boundary of the District (formed by the Bremer River). South of Mount Barker is the lush dairy country of Meadows and to the North the gum-studded landscape of Harrogate completes the picture of the Mount Barker District, perfectly nestled in the heart of the Mount Lofty Ranges.

The District has much to offer those seeking the perfect lifestyle or business opportunity – be it the growth town of Mount Barker, or the many smaller townships and rural areas.

A positive, exciting future beckons for our District, with Mount Barker destined to be the State’s second largest city within a generation.

Only 30 minutes to the Adelaide CBD and not much further to Adelaide International Airport and the southern beaches, Mount Barker is taking livability to a new level. With a world-class landscape, clean air and open space, wonderful eating and drinking opportunities and a diverse and welcoming community there is a positive and exciting future ahead for Mount Barker.
Our District

History of the district

The original inhabitants of the Mount Barker area are the Peramangk Aboriginal people. The home country of the Peramangk people is believed to have been in the Eastern Mount Lofty Ranges from Myponga, north to Gawler and Angaston, East to Wright Hill, Strathalbyn, Kanmantoo, and along the eastern escarpment of the range to near Towitta.

The Peramangk lived much of the year in the vicinity of Mount Barker and on a strip of Red Gum country, running north to the Angaston district. In the winter they kept to the plains areas below 365 metres, since the sclerophyll forests at higher elevations were wet and cold.

In the 1830s, when the first Europeans arrived in the District, about 300 Aboriginal people were camped along Laratinga (Mount Barker Creek), and approximately 300 were also situated at the Mount Barker Springs. The area was also important to the Kaurna people to the west, and Ngarrindgeri peoples to the south and east of the District. Their descendants retain ties to the area.

What is today known as Mount Barker was sighted by Captain Sturt from Lake Alexandrina in February 1830. Sturt actually believed he was looking at Mount Lofty, which Flinders had discovered in 1802. Captain Collett Barker rectified this error when he undertook a survey of the district in 1831 and Sturt renamed the mountain in honour of Captain Barker, who died later that year.

Captain Sturt reported favourably on the agricultural potential of the area, with rich soils and luxuriant native pastures of the surrounding undulating hills and plains, but it was not until the late 1830s that this area was explored further. The first Special Survey of the Mount Barker District was opened to prospective buyers in March 1840.

Land was cleared and the rich soils were developed for grazing and crop production. In February 1840, the proposed layout of the township of Mount Barker was announced.

Growth took place in the 1850s and 1860s, spurred by gold mining and expansion continued during the late 1800s, aided by the construction of the Adelaide–Melbourne railway line.

The population of the Council area increased substantially from the early 1990s, rising from 17,500 in 1991 to approximately 30,300 by 2011. Much of the recent growth has been in Mount Barker and Nairne, due to improved access to metropolitan Adelaide provided by the upgraded South Eastern Freeway.
Mount Barker

Mount Barker is a city for the future. Small but vibrant and growing, increasingly urban but with a deep connection to the rural hinterland and surrounding smaller communities.

Mount Barker is the retail and service hub for the Mount Lofty Ranges. It includes four high schools, five primary schools, Laratinga Wetland and regional facilities such as a cinema, golf course and hospital.

The urban footprint of Mount Barker is expanding to the south towards Wistow which will see the population and the nature of this area change significantly in the coming years.

Our smaller communities are fundamental to maintaining the character of our District. Our goal or every town to thrive in the next 20 years.

Dotted throughout the District are a number of smaller communities. These communities are fundamental to the heart and soul of the District with rural heritage and community, landscape and environmental values at the fore. Characteristics of these communities are described below.
Eastern Villages

Eastern Villages includes Callington, Harrogate and Kanmantoo. The area is characterised by the more open, lower rainfall country and the gum trees scattered across the landscape.

Mining history and heritage is a significant part of the character of the Callington and Kanmantoo area and the existing Hillgrove Mine at Kanmantoo is a major presence in the community and economy. The Community have identified mining and heritage as major influences in their future planning and collaboration with Council.

Other major features include the Bremer River that runs through Callington and a farming and rural lifestyle enjoyed by many residents. Callington hosts an oval, playing courts and a primary school.

Issues of interest for the Callington/Kanmantoo community include developing an Ecological or Geological park, heritage protection and better integration with the Rural City of Murray Bridge in Callington.

Nairne, Brukunga & Dawesley

Settlement of the area dates from 1839, with land used mainly for grazing and wheat farming. Growth took place in the late 1800s, spurred by the arrival of the railway in 1883. Rapid development took place from the early 1990s, with the population of Nairne almost doubling between 1991 and 2011, with a large number of new dwellings.

Major features include Nairne Golf Club, the Country Fire Service State Training Centre in Brukunga, Nairne Recreation Grounds, Howards Winery Cellar Door and a primary school. Examples of issues that are of interest to the Nairne community include commercial development in the main street and traffic management, future of the former Chapman’s factory and further development of the Nairne sports field.
**Echunga**

Echunga is characterised by rural-residential areas with land used mainly for grazing, orchards, vineyards and horse keeping.

Echunga includes a primary school, oval and golf course with some mixed commercial activity in the main street. Gold mining occurred in the area in the mid 1800s and historic examples can be seen in nearby Jupiter Creek.

**Hahndorf**

Settlement of the area dates from 1839 when a number of Prussian Lutheran families arrived in the area.

Land was used mainly for farming and vineyards, with some mining. Historical buildings from the mid to late 1800s survive in the town, which adds to its character and encourages a busy tourist precinct.

Major features of Hahndorf include the Hahndorf Resort & Convention Centre, Hahndorf Academy, the Cedars historic home of Sir Hans Heysen, Beerenberg Strawberry Farm, sports grounds, several wineries and two primary schools. Tourism and the arts are a major focus for Hahndorf and the Hahndorf community have expressed a desire for a long-term master plan to be developed in conjunction with Council.
Littlehampton and Blakiston

The population of Littlehampton has doubled in the last 20 years, in part due to its proximity to Mount Barker and the SE Freeway and pleasant setting.

The area includes some rural living, small-acre land parcels and light industrial/commercial areas in Totness. Other features of the area include Totness Recreation Park, Coppins Bush Reserve, Anembo Park, Platform 1 Heritage Farm Railway and a primary school. Examples of issues that are of interest to the Littlehampton community include the main street and traffic management, pedestrians and walkability, ‘The Glebe’ land, Anembo Park and bushland reserves.

Macclesfield

The area is characterised by patches of native bushland, mixed grazing land and vineyards.

The township of Macclesfield includes features such as a primary school, historic main street, Crystal Lake Park, sports grounds and extensive parklands.

Art and cultural development, management of parklands and sustainable or ‘green’ enterprise has been identified by the Macclesfield community as opportunities/issues for the future.

Meadows and Prospect Hill

Mixed grazing, hay production and commercial forestry blend with creative industries and residential development in Meadows. The community also includes a primary school, sports grounds and the popular ‘Meadows Country Fair’ every Easter.

Dairy farming has declined in the area, but is still a valued part of the local economy and culture. Balancing rural land use and an expanding residential population with existing community values are identified by the Meadows community as challenges for the future.
Our Goals

Mount Barker 5 Goal Areas in focus
Issues identified in the State of the District Report are discussed under the 5 Goal Areas in the following pages.

Mount Barker 2035 is organised under 5 key goal areas. Each goal area includes a desired outcome and key objectives with strategies against each objective. High priority projects and performance indicators are also included.

Our Goal areas are:

1: Community Wellbeing
2: Economic Prosperity
3: The Urban Environment
4: The Natural Environment & Sustainable Living
5: Governance & Leadership
Community Wellbeing

A community that values its people, history, cultural identity and environmental sustainability
1. Community Wellbeing

- The District has a highly connected community with above-average volunteering levels.
- There are a large number of community-based organisations’ active in the volunteer community.
- There is a good diversity of primary and secondary public and private education with shortfalls in the tertiary sector.
- The community places high value on safety.
- Social infrastructure plays a key role in quality of life by facilitating non-commercial encounters between people and building social cohesion. It also enables resources to be fairly accessed by people of different incomes and abilities.
- The ability to access arts, recreational, sporting and general community participation opportunities has a strong bearing on residents’ wellbeing and connection with their local community.
- There is currently good access to passive recreation opportunities through reserves and trails with shortfalls in sporting and recreation facilities.
- The Mount Barker Library is well-used and there is a need for improved opportunities including employment and further education.

Key message:

Providing additional community, recreational and sporting facilities needs to be at the forefront of future planning for the District. Like health and community services, providing new and upgraded facilities is important in ensuring that existing shortfalls, as well as new demands, are met. A Learning Community or similar Framework is something that the district may choose to pursue.*

*A ‘Learning Community’ organises itself to respond to emerging challenges and opportunities by bringing key organisations and people together to focus on education and learning. UNESCO describes a learning community as one that:

- emphasises the wider benefits of learning for individual empowerment and for social cohesion, economic development and cultural prosperity
- recognizes the different aspects of learning, (i.e. for work, in family and communities, as pathways to further and higher education, for quality assurance, through the use of modern learning technologies and by developing a culture of lifelong learning)
- is built through political will and commitment, good governance, a partnership approach across sectors and the mobilisation and utilisation of resources.

There has also been a strong emphasis on Positive Psychology in South Australia and Mount Barker High School has been at the forefront of this work for schools in the region. This could be an alternative model to pursue in partnership or in parallel with a Learning Community framework.
Community Wellbeing
Objectives and strategies

Desired outcome
Community spirit is strong, sustained and inclusive. Our people live in safe and friendly towns and neighbourhoods where wellbeing is paramount. The District has high quality facilities that enable healthy activity and a thriving sporting, art and cultural scene. It encourages and supports individuals, local organisations and community groups in their endeavours and celebrates their achievements.

CW:1 Objectives
Community spirit and participation
To have proud and active people who participate in local activities and services for the betterment of the community.

Strategies
CW 1.1 Promote and support a connect-learn-lead community development model that empowers the community to demonstrate leadership, autonomy and sustainability
CW 1.2 Prioritise facilities and programs that support families and young people
CW 1.3 Deliver, Facilitate and support volunteering opportunities
CW 1.4 Support the sustainable management of local organisations and community groups
CW 1.5 Support and help deliver a program of community-based events that encourages social interaction
CW 1.6 Invest in people as well as technologies in Council’s service centres to deliver face-to-face interactions and personalised services to residents
CW 17 Respond to the needs of marginalised individuals and communities, the elderly and young people
CW 1.8 Support and facilitate the development of community leaders

CW:2 Objectives
Community safety, public health and wellbeing
For people to feel safe and confident and for community wellbeing to be approached holistically and in partnership.

Strategies
CW 2.1 Build a community that works in partnership with government and non-government organisations to achieve real and long-lasting improvements in safety and wellbeing
CW 2.2 Promote health and wellbeing through education, raising awareness & responding appropriately to public health issues/risks
CW 2.3 Ensure the Mount Barker District is recognised as a ‘child friendly community’
CW 2.4 Work with the community to help it understand and comply with relevant public safety regulations and by-laws
CW 2.5 Imbed safety principles into asset management and design
CW 2.6 Undertake town planning and infrastructure provision to facilitate healthy lifestyles and safety by design in development
CW 2.7 Provide a wastewater treatment service to deliver public health outcomes

CW:3 Objectives
Quality community facilities and infrastructure
To facilitate the provision of community facilities and infrastructure to meet current and future needs.

Strategies
CW 3.1 Support a long-term approach to the development, upgrade and improvements to community facilities and infrastructure such as the library, sports grounds, community halls and venues and play spaces
CW 3.2 Employ facility planning and design principles that will provide for longevity, diversity and inclusiveness and, where appropriate, support decentralising and/or outsourcing the delivery of services
CW 3.3 Facilitate increased use of existing facilities including encouraging a joint community/school use model where appropriate
CW:4 Objectives

Cultural development
For the community to have access to quality cultural, heritage and artistic events and facilities.

Strategies
CW 4.1 Promote opportunities for local artists, writers and performers and community cultural development
CW 4.2 Provide space for art and cultural expression including attracting world-class visual and performing arts events
CW 4.3 Invest in public art that will embellish and enrich the cultural environment
CW 4.4 Actively engage partners to develop iconic, cultural and sporting events

CW:5 Objectives

Recreation and physical activity development
For the community to have access to sport recreation and leisure opportunities

Strategies
CW 5.1 Promote and support recreation and sport
CW 5.2 Provide facilities and space that encourages physical activity
CW 5.3 Further develop the integrated trail network.

CW:6 Objectives

Education and learning
To provide and increase lifelong learning opportunities to grow our community’s social, cultural, economic, environmental and personal wellbeing.

Strategies
CW 6.1 Promote a culture of positive education and learning in the district
CW 6.2 Strengthen opportunities for residents to participate in learning and engagement opportunities including through the use of digital technology and social media
CW 6.3 Improve capability of the library to deliver learning content through digital technologies
CW 6.4 Engage with institutions, government and the private sector to develop education and learning facilities
CW 6.5 Promote a ‘learning communities framework’ with the library being a key driver/stakeholder

High priorities

- Significantly advance the establishment of new sport and recreation facilities and aquatic centre
- Pursue and promote the ‘Connect-Learn-Lead’ community development model

Indicators:

- Crime rates (Council influence low)
- Community sense of safety (Council influence moderate)
- Event participation numbers (Council influence high)
- Opportunities to participate in art, cultural and sporting activities (Council influence high)
- Volunteer numbers (Council influence high)
- Community satisfaction with the quality of library facilities, services and programs (Council influence high)
- Education and childhood development, e.g. participation in school and tertiary education and attainment levels (Council influence low)
- Access to health services (Council influence low)
- Obesity levels (Council influence low)
Thriving economy in an attractive hills setting offering employment, investment and business opportunities.

Economic Prosperity
2. Economic Prosperity

- The District currently supports a relatively low unemployment rate however it also has a high commuter population.
- As the District population grows, the need to consider and develop strategies to support the district wide economy and local jobs is increasing.
- Our region has an opportunity to build its reputation for niche food, wine and quality tourism products. Council has a role in advocating and participating in regional efforts to protect rural lands and ensure that farming and agriculture remains pivotal to the regional economy.
- Incomes are higher than the metropolitan average.
- There are more people holding certificate and diploma qualifications.
- There are fewer people with bachelor level and post-graduate qualifications.
- There is a need for more restaurants, cafés and small business growth.
- There are opportunities for the growth of micro-businesses.
- There are opportunities to develop collaborative working office space to encourage people to stay local.

Key message:

In planning for the future, while population growth is likely to have a positive impact on the local economy, there will be a need to generate new sustainable local jobs to maintain the current level of ‘employment containment’. Timely provision of infrastructure and services is also important in ensuring that the full economic benefits of population growth can be realised.
Economic Prosperity
Objectives and strategies

Desired outcome
A clean and thriving economy in an attractive and vibrant hills setting offering employment, investment and business opportunities.

EP:1 Objectives
Employment growth
To be an active and enthusiastic partner with government and the private sector driving regional investment and employment growth.

Strategies
EP 1.1 Undertake strategic planning within a regional context
EP 1.2 Foster strategic regional partnerships
EP 1.3 Collaborate on new infrastructure investment to underpin economic development
EP 1.4 Promote and encourage jobs for all, especially young people
EP 1.5 Promote Mount Barker as an anywhere working city including establishing teleworking and co-working spaces

EP:2 Objectives
District investment and export growth
To increase investment and business growth for community benefit.

Strategies
EP 2.1 Strengthen and promote the water recycling and reuse business of Council
EP 2.2 Focus on the economic development potential of town centres, activity nodes and main streets
EP 2.3 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 2.4 Support small and medium enterprise

EP:3 Objectives
Branding and promotion
To showcase the district to investors, visitors and residents.

Strategies
EP 3.1 Develop and promote Mount Barker as a small regional city of the future
EP 3.2 Brand and promote the rural hinterland for its heritage towns, landscape quality and environment, farming opportunities and lifestyle
EP 3.3 Raise the profile of the region within South Australia, nationally and internationally
**Objectives**

**The District as a destination**
To become a sought after destination with tourism opportunities and activities that attract visitors and provides high amenity and leisure opportunities for all.

**Strategies**
- **EP 4.1** Actively promote and sponsor significant events and activities
- **EP 4.2** Encourage diverse accommodation options
- **EP 4.3** Facilitate tourism infrastructure and information provision
- **EP 4.4** Promote place based creativity and the arts around the ‘hills’ experience and landscape

**High priorities**
- Use recycled water as a catalyst for economic development opportunities
- Pursue World Heritage Listing with regional partners as a key economic development initiative

**Indicators:**
- Employment, e.g. number of people employed locally, youth unemployment rate (Council influence moderate)
- Number of registered businesses (Council influence moderate)
- Number of visitors to the district (Council influence moderate)
- Volume of wastewater reused that furthers regional economic development (Council influence high)
Liveability is at the forefront of the design and establishment of neighbourhoods and landscapes that are highly useable.
3. The Urban Environment

- Road transport, public transport, walkable and ridable urban areas, energy, water, wastewater treatment, stormwater management and waste management infrastructure and services are the basic requirements of any community.
- While infrastructure and services exist in these key areas to meet the needs of the current community (with some shortfalls), there are very real capacity issues that must be addressed in the coming years.
- Some residential development in the past has been of average quality. Better, high quality development is needed.
- Wastewater management in new growth areas and water recycling and reuse is a strategic issue and opportunity for Council.
- Additional access from the SE Freeway is being provided and the internal road network will evolve with growth.
- Improved public transport services including for communities outside of the main population zones will be required as will additional park ‘n’ ride facilities.
- There is a need for more sustainable approaches to stormwater and wastewater management.
- There is a considerable challenge to match infrastructure and services to growth.

Key message:

Timely, quality infrastructure is essential for the future prosperity and wellbeing of the District. While Council is the direct provider of some of this infrastructure such as wastewater, in other areas such as public transport its role is to advocate on behalf of the community to the relevant providers, such as the State Government.
The Urban Environment
Objectives and strategies

**Desired outcome**
Heritage is protected and the built environment is planned and designed to a high standard to endure and remain relevant into the future. Liveability is at the forefront of the design and establishment of neighbourhoods and landscapes that are highly useable, accessible and connected. Linear trail linkages are a significant regional attraction and a point of difference with other areas.

**Strategies**

**UE 1.1** Ensure that trees are an integral part of the landscape

**UE 1.2** Apply a strategic, planned and consistent approach to the provision, development and maintenance of public open space

**UE 1.3** Design infrastructure that increases use and outdoor activity

**UE 1.4** Apply principles and standards consistently when providing community infrastructure

**UE 1.5** Establish and maintain landscapes that are suited to current and future environmental conditions and outcomes and provide high amenity

**UE 1.6** Provide and advocate for transport options that promotes accessibility and connectivity

**UE 1.7** Enable safe and logical pedestrian, bicycle and mobility scooter movements to and through public spaces

**UE 1.8** Improve the interface between urban and rural environments and between residential areas and transport corridors

**UE 1.9** Support and advocate for expanded public transport infrastructure and services

**UE 1.10** Establish and maintain landscapes that are suited to current and future environmental conditions and outcomes and provide high amenity

**Quality open space**
To have spaces that are attractive, well-used and improve liveability.

**Strategies**

**UE 2.1** Plan, design and establish Greenfield development according to community values and expectations and agreed standards and regulations

**UE 2.2** Provide and advocate for transport options that promotes accessibility and connectivity

**UE 2.3** Enable safe and logical pedestrian, bicycle and mobility scooter movements to and through public spaces

**UE 2.4** Improve the interface between urban and rural environments and between residential areas and transport corridors

**UE 2.5** Support and advocate for expanded public transport infrastructure and services

**Integrated spaces and movement**
To have integrated landuse and transport planning and development that provides convenient, efficient movement throughout the district and accessibility for all.

**Strategies**

**UE 3.1** Ensure the protection, enhancement and celebration of built heritage is at the forefront of urban design and planning

**UE 3.2** Ensure that quality built outcomes, green infrastructure and open space activation are prioritised in the development and renewal of town centres and main streets

**UE 3.3** Plan, design and establish Greenfield development according to community values and expectations and agreed standards and regulations

**UE 3.4** Encourage and enable housing infill and densification through a strategic, planned approach in appropriate locations

**UE 3.5** Enable the community to effectively ‘age-in-place’ through a diverse mix of facilities and appropriate housing choice

**UE 3.6** Showcase, promote and encourage environmentally sensitive building and infrastructure designs

**UE 3.7** Provide infrastructure asset maintenance and renewal programs

**UE 3.8** Protect and enhance the special qualities and sense of place of country townships
**Objectives**

**Development of the Mount Barker regional town centre**
The built form, urban spaces and environments in the Mount Barker town centre are developed to promote walkability, activity, vibrancy, diversity of use and economic activity befitting of a small regional city.

**Strategies**
- **UE 4.1** Encourage higher density residential development in the town centre
- **UE 4.2** Encourage retail, hospitality and commercial office activities
- **UE 4.3** Promote and support bold and iconic public and private building developments within strategic town centre land sites
- **UE 4.4** Encourage and support art, cultural and learning activities in the town centre

**Objectives**

**Integrated Water Management**
Water is a critical consideration in the planning, design and establishment of growth areas and open space for community and environmental benefit.

**Strategies**
- **UE 5.1** Continue to build on Council’s reputation as a leader in wastewater management.
- **UE 5.2** Increase emphasis on stormwater management and reuse
- **UE 5.3** Plan for healthy and functional watercourses as the spine of the open space network

**High priorities**

- Commit to, and commence development of at least one major Council project and town square/open space in the Mount Barker town centre
- Further develop open space corridors and linear trail networks

**Indicators:**

- Percentage tree canopy cover in urban areas (Council influence high)
- Housing affordability (Council influence low)
- Extension of public transport routes and increase in services (Council influence low)
- Trail usage (Council influence moderate)
- Occupancy rates of commercial and retail premises in township main streets (Council influence low)
- Community satisfaction with quality of open space (Council influence high)
The Natural Environment & Sustainable Living

Ecological footprint and Environmental leadership
4. The Natural Environment & Sustainable Living

- There is increasing pressure on natural resources and the environment.
- With climate change, the Mount Barker District is expected to be warmer and drier in the future, with more extreme weather events.
- Council has a role in working with the regional community to develop and implement adaptation strategies to protect regional assets and respond to the potential opportunities emerging as a result of climate change.
- Council can act as a community leader by reducing its emissions, using renewable energy and considering offset schemes.
- Waste management is core business for Council and there are opportunities to increase the emphasis on resource use generally.
- Biodiversity is under increasing threat from growth and land use and management and there is less than 10% native vegetation remaining.
- Public land management including developing and maintaining new open space areas is a significant role and challenge for Council.
- Watercourse management is also an ongoing challenge.

Key message:

A sustainable community is paramount in the eyes of residents, business and visitors alike. Sustainability, while sometimes hard to define, includes how we use resources and conduct our lives and the way we care for people, other species and the environment in which we exist. Our long-term future will be defined by how well we meet this challenge.
Desired outcome
The natural environment is celebrated, promoted and protected. Conflicts between development and the environment are managed to minimise impacts and to compensate where significant impacts are unavoidable. The District is known for the commitment of its community to live within sustainable limits.

**NE:1 Objectives**

Environmental leadership
For stewardship of the environment to be a core commitment and to continuously lead by example in environmental protection and innovation

Strategies
NE 1.1 Demonstrate leadership in sustainability, environmental enhancement and protection
NE 1.2 Lead biodiversity protection and restoration initiatives
NE 1.3 Promote environmental education and awareness
NE 1.4 Support environmental research on local issues

**NE:2 Objectives**

Ecological footprint and waste management
There is a committed and sustained effort to reduce the ecological footprint of Council and community.

Strategies
NE 2.1 Commit to a high standard of built and operational sustainability performance in major building projects of Council
NE 2.2 Limit and reduce carbon and other greenhouse gas emissions in capital investment projects and operational practices
NE 2.3 Use renewable energy
NE 2.4 Conserve water, maximise recycled water use and practice appropriate Water Sensitive Urban Design
NE 2.5 Promote, practice and enable best practice waste minimisation, waste reduction and recycling systems
NE 2.6 Increase recycling rates

**NE:3 Objectives**

The promotion and protection of natural areas
To respect and protect local natural areas through awareness and involvement.

Strategies
NE 3.1 Promote understanding and use of natural areas and provide learning opportunities
NE 3.2 Integrate human environments with natural areas using urban ecology principles
NE 3.3 Design buffers and interfaces between built and natural areas
NE 3.4 Further develop and enhance vegetation corridors
NE 3.5 Increase community awareness regarding its impact on the natural environment
NE 3.6 Influence community behaviours and attitudes to achieve global and local environmental targets
NE 3.7 Facilitate and support active volunteer involvement from the community in preserving, rehabilitating and enhancing the natural environment
Objectives

Climate change and resilience
To continually adapt to changing local environmental conditions.

Strategies

NE 4.1 Ensure up-to-date knowledge and understanding of environmental conditions and context
NE 4.2 Identify and respond to environmental risks and vulnerabilities
NE 4.3 Evolve strategy, policy and operational practices to ensure appropriate adaptive responses to climate change

High priorities

- All new Council buildings are built to high environmental and sustainability standards using recognised rating criteria
- Implementation of the Biodiversity Strategy

Indicators:

- Waste to landfill (Council influence high)
- Waste recycled – tonnes (Council influence high)
- Mains water use (Council influence low)
- Energy use (Council influence low)
- Area revegetated and trees planted (Council influence high)
Innovation, strong governance and leadership and fully integrated community engagement practices
5. Governance and Leadership

- The elected member body of Council includes 10 Councillors and the Mayor.
- Council manages an annual budget of around $50M to deliver a range of services and facilities.
- The need to provide services and infrastructure through efficient and streamlined processes and alternative revenue streams is paramount.
- Council is a leader in introducing separate rates and developer contributions to fund infrastructure and services.
- Council employs approximately 174 staff across 150 full-time equivalent positions.
- With growth, the future workforce will expand, placing pressure on office accommodation and increase the need for additional plant and equipment.
- Advances in technology will influence the way Council delivers services and communicates with the community.
- Council has a significant role in fostering community health and wellbeing and engages with its community in a variety of ways.

Key message:

Community engagement and communication and managing Council finances to deliver effective community outcomes is fundamental to Council business. Separate rates and developer contribution schemes play a critical role in providing the infrastructure and services to meet needs in addition to rates revenue. Good and transparent decision-making based on Council/Community/Stakeholder communication and engagement will instil trust and confidence in the community.
Governance and Leadership
Objectives and strategies

Desired outcome
The Council demonstrates innovation, strong governance and leadership and fully integrated community engagement practices. It manages finances effectively and efficiently and uses innovative solutions to achieve long term financial sustainability.

GL:1 Objectives

Active democracy and effective representation
To represent the community well and to enable and support the community to engage with the Council to continue to ensure legitimacy in decision-making.

Strategies
GL 1.1 Attract a diverse elected body that represents, promotes and reflects the composition of the community
GL 1.2 Ensure the elected body has a comprehensive understanding of its roles and responsibilities and is supported and trained to fulfill them effectively
GL 1.3 Provide opportunities for the community to access and participate in decision-making processes
GL 1.4 Use digital technology and social media as engagement tools
GL 1.5 Fully integrate community engagement practices into Council activities
GL 1.6 Enable community leadership

GL:2 Objectives

Corporate capacity and leadership
For the community to have confidence and trust in the Council that it can deliver services effectively and transparently and promote and progress the needs and ambitions of the District.

Strategies
GL 2.1 Demonstrate accountability through clear, relevant and easily accessible policies and corporate reporting
GL 2.2 Maintain a highly-skilled and effective workforce that applies a work ethic of confident and responsive action
GL 2.3 Continuously strive to improve performance and service delivery across all Council functions.
GL 2.4 Adopt digital services and social media to support improved service delivery and accessibility for residents
GL 2.5 Participate in State and Federal policy development processes affecting local government.
GL 2.6 Foster strategic alliances to deliver key projects and initiatives in partnership with key stakeholders
GL 2.7 Participate in regional governance planning and service sharing arrangements
GL 2.8 Develop and refine a corporate customer service strategy
GL 2.9 Maintain organisational capacity for project delivery and effective and efficient programs and services
GL 2.10 Ensure compliance with legislative requirements
GL:3 Objectives

Program and project delivery
The Council achieves excellent program and project delivery within a well managed financial system.

Strategies
GL 3.1 Partner with developers to contribute financially to providing community infrastructure to benefit current and future generations
GL 3.2 Identify opportunities for new income streams that are financially sound and equitable.
GL 3.3 Position Council planning and policy to align with State and Federal Government priorities to increase eligibility for grant funding.
GL 3.4 Consider alternative means of raising revenue through innovation and partnership opportunities and disposal of surplus assets where appropriate
GL 3.5 Prioritise major capital projects to be delivered

GL:4 Objectives

Effective management and financial sustainability
To conduct Council business in a financially sustainable way.

Strategies
GL 4.1 Manage assets and liabilities through a planned, long term approach
GL 4.2 Balance service levels for assets and programs against long term funding capacity
GL 4.3 Strive for efficiencies, collaboration and partnerships to reduce the cost of delivering services
GL 4.4 Identify strategic and operational risk issues and manage accordingly

High priorities

- Achieve financial sustainability whilst going through a prolonged period of high urban growth
- Explore and implement contemporary and innovative community engagement practices

Indicators:

- Number of leadership initiatives, e.g. representation on regional, state or national bodies, response rates to policies and strategies affecting LG (Council influence high)
- Community response rates to consultation (Council influence moderate)
- Voter turnout to LG elections (Council influence moderate)
- Community satisfaction survey results (Council influence moderate)
- Financial ratios (Council influence high)
- Asset management ratios (Council influence high)
Our Community

A community that values its people, history, cultural identity and environmental sustainability
**Population growth and residential development**

The official resident population of the District Council of Mount Barker was 31,950 in 2014. This is an increase of 653 people on the previous year.

Between the 2006 and 2011 Censuses, the District’s population increased by 3,338 people, or 12.6%. This represents an average population change of 2.4% per year over the period, more than double the State’s growth rate.

In 2014/15 Council approved 317 dwellings and the creation of a further 284 residential allotments.

**Projections and trends**

Council has commissioned an independent population forecast to assist with urban growth management. The forecast indicates the District’s population will continue to grow by an average of 2.19% over the next 20 years. This would result in a total population of 41,000 in 2025 and 51,000 in 2035. Almost 75% of this growth is expected to occur in the Mount Barker township.

Council has estimated that when current residential areas are fully developed, the town of Mount Barker will be home to 42,000 people, and the District will reach a population of around 65,000.
The District currently has above average proportions of children and young people, with 26% of the population under 18 years of age (compared to 21.6% in Greater Adelaide). This is likely to continue as new homes are marketed towards first homebuyers and young families. Families with dependent children make up 45% of all households, compared with 39% in Greater Adelaide.

We have a higher proportion of younger people than greater Adelaide. This trend is likely to continue as new home buyers and young families join our community.

At the same time, the number of older people in the District is rising as the resident population ages. While there are large numbers of families in the District, average household sizes are declining, meaning fewer people will be living in each dwelling, and there will be more one and two person households.

Increase in the over 60s age bracket accounts for 40% of population growth since 2006, partly in response to more ‘retirement housing’ available in the District.
Characteristics of the population

As at the 2011 Census, the District’s population had the following characteristics:

- Residents live in 12,178 dwellings with an average household size of 2.6 people
- The resident population is very mobile, with 38% having moved into or within the District since the 2006 Census
- Single person households make up 21% of the District’s households, but the greatest growth since the 2006 Census was in 2-person households
- A high proportion of houses are being bought (45%) and there are fewer households renting (23%) than for Greater Adelaide
- Both median mortgage payments and median weekly rent are higher than in Greater Adelaide
- The median household income is also higher at $1,254 per week, compared with $1,106 in greater Adelaide
- Only 7% of housing is medium or high density, compared to 24% for greater Adelaide
- The unemployment rate is lower than greater Adelaide at 4.5% compared with 5.9%
- 47.9% of the population aged 15 and over held educational qualifications compared with 44.1% for greater Adelaide
- Only 4% of the population are from Non-English speaking backgrounds, compared to 15% in greater Adelaide
- There is a very high rate of community involvement in the District as measured by volunteering rates, with 26% of the population volunteering, compared to 18% for greater Adelaide.
Community views reflected in the Plan

In addition to the feedback Council receives on a daily basis and via other community engagement activities, Council conducted a specific process to get community input into this Strategic Plan between March and May 2015. Over 400 people contributed to the engagement process. Young people in particular made a positive and enthusiastic contribution to the planning process.

The engagement activities included:

Photo booth at shopping centres and workshops locations capturing over 100 photos and messages.

School photo booth at three local high schools, including over 50 students.

Three placed-based workshops including:
- Callington (with over 50 people in attendance)
- Meadows (approximately 15 people in attendance)
- Mount Barker (approximately 8 people in attendance).

Workshop with the ‘Barker Crew’: Skate Park Coaches public art crew and Pyro Graphix (12 people).

Workshop with seniors with over 50 in attendance as part of ‘Top Hat’.

Commuters: a workshop held on the bus from Mount Barker to Adelaide (over 40 people participated in this event)

Workshops with DC Mount Barker staff: five workshops.

Survey available on line – over 60 respondents.

Postcards with over 80 respondents.

Feedback was structured around three main questions with responses summarised into common themes. These values, concerns and opportunities have been captured in Figure 2 and addressed within the 5 main goal areas and associated objectives and strategies of this Plan.

The Community Engagement Report and Summary of Consultation Report can be viewed on Council’s website.
Community values - Common themes

Our Heritage - Rural Townships – Accessibility - Strong sense of Community - Our Natural Environment - Access to services – Safety.

Concerns

- Loss of local heritage
- Lack of facilities
- Poor quality development
- Access to local jobs
- Lack of things for young people to do
- Roads and congestion
- Provision of adequate infrastructure
- Health services (24 Hour Emergency)
- Sustainability (waste, energy use, housing design)
- Preservation of the natural environment and the area as a food bowl
- Poor quality development

Opportunities

- More activities and opportunities for young people
- Improvements to public transport
- Agriculture and food production
- Expansion of community facilities and events
- Sport and recreation facilities

Figure 2:
Community concerns and the opportunities for the Council
Progress on previous plan

Council reports annually on the delivery of its Strategic Plan. Significant outcomes over the past five years in the delivery of the previous Strategic Plan are shown in Figure 3.

Organisational structure: who does what

Council runs programs, projects and services out of four departments – Infrastructure and Projects, Planning and Development, Council Services and Corporate Services. Staff are mostly located at the main Local Government Centre, the Field Services Centre, the Library and Waste-Water Treatment Plant all of which are located in Mount Barker. Council also runs the Waste Transfer Station at Totness and a quarry at Monarto. Other facilities such as the Tourist Park and Swimming Pool are run on behalf of Council by others.

Aligning with the State Planning Strategy

At the time of writing, the South Australian Government was reviewing its Planning Strategy (including the 30-Year Plan for Greater Adelaide) and proposing planning reforms that could have significant impact on Local Government in SA. Regardless of the outcomes of these reforms, Council will continue to act and advocate on behalf of its community to ensure its needs are met wherever possible.

The 30-Year Plan emphasises three broad objectives which Mount Barker 2035 addresses:

• maintaining and improving liveability
• increasing competitiveness
• driving sustainability, environmental protection and resilience to climate change.

The 30-Year Plan has 14 principles to underpin the new urban form, respond to challenges and opportunities and provide guidance for land use and growth at local and regional levels:

1. A compact and carbon-efficient city
2. Housing diversity and choice
3. Accessibility
4. A transit-focused and connected city
5. World-class design and vibrancy
6. Social inclusion and fairness
7. Heritage and character protection and enhancement
8. Healthy, safe and connected communities
9. Affordable living
10. Economic growth and competitiveness
11. Climate change resilience
12. Environmental protection, restoration and enhancement
13. Natural resources management
<table>
<thead>
<tr>
<th><strong>Community Wellbeing</strong></th>
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<tbody>
<tr>
<td>Open Space &amp; Public Realm Strategy</td>
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<td>Graffiti program ‘Get Proud’</td>
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<td>Men’s Shed</td>
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<td>Community Events</td>
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<tr>
<td>Sport &amp; recreation planning (Aquatic Facility, Bald Hills Road &amp; Polo grounds)</td>
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<td>Management Agreements for community assets</td>
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<td>Reconciliation Week</td>
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<td>Community Partnerships</td>
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<td>Economic Prosperity</td>
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<td>The Natural Environment &amp; Sustainable Living</td>
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<td>Governance &amp; Leadership</td>
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<tr>
<td>Economic Development Strategy developed</td>
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<tr>
<td>Business testimonial video</td>
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<tr>
<td>Efficient Development Assessment and regulatory support</td>
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<tr>
<td>Branding and marketing strategy, new logo and Council name</td>
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<tr>
<td>Tourism strategy and website</td>
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<tr>
<td>Mount Barker Town Centre Strategy</td>
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<td><strong>Mount Barker Town Centre DPA</strong></td>
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<td>Dumas Street Park ‘n’ Ride established.</td>
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<td>Wastewater management</td>
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<td>Street tree program</td>
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<td>Morphett Hutchinson intersection and public realm</td>
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<td>Linear Trail Extensions</td>
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<td>Creek rehabilitation projects</td>
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<td><strong>Gawler Street Masterplan</strong></td>
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<td><strong>Mount Barker, Littlehampton &amp; Nairne Structure Plan</strong></td>
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<td><strong>Sustainable Living website</strong></td>
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<td><strong>More efficient vehicle fleet</strong></td>
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<td><strong>Laratinga wetland</strong></td>
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<td><strong>Revegetation</strong></td>
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<td><strong>Water recycling and reuse</strong></td>
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<td><strong>New wetland established</strong></td>
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<td><strong>Asset management program</strong></td>
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<td><strong>Digital capability and extranet delivered to elected members</strong></td>
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<td><strong>Separate rates and developer contributions arrangements in place</strong></td>
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<td><strong>Code of practice for meeting procedures</strong></td>
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<td><strong>Induction program for new Council. Annual training provided</strong></td>
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<td><strong>External funding received</strong></td>
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<td><strong>Barker Bulletin and Community Calendar</strong></td>
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<td><strong>Customer Service Centre</strong></td>
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<td><strong>Internal controls framework and internal audit</strong></td>
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<td><strong>Staff resourcing plan being developed</strong></td>
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<td><strong>Corporate Promotion and Marketing</strong></td>
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<td><strong>Civic Events</strong></td>
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<td><strong>Citizenship Ceremonies</strong></td>
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Figure 3: Our progress to date (organised by strategic goal areas)
Integrated planning

This Strategic Plan introduces a new planning framework and associated planning processes.

The underlying policy for the planning framework is that there is a clear line of sight from this high level strategic plan and vision for the District down to the day to day operations of Council. The framework includes the long-term vision, objectives and strategies contained within this document.

A 4-year corporate implementation plan and annual business plan will be the main delivery mechanisms for the Mount Barker 2035 – District Strategic Plan. Strategy Plans on specific topics such as economic development, open space, recreation and transport provide the detail on what is to be delivered. The planning framework is set out in the following diagram.

Neighbours and partners

The Council District is bounded by the Adelaide Hills Council, the Rural City of Murray Bridge, Alexandrina Council, the City of Onkaparinga and the Mid Murray Council. Regional Development Australia (RDA) – Adelaide Hills, Fleurieu and Kangaroo Island includes the Mount Barker District and the district falls within two Natural Resource Management regions and the Southern and Hills Local Government Association.

The National Growth Areas Alliance (NGAA) is a network of Councils across the country facing similar growth pressures. The NGAA lobbies and advocates on behalf of member Councils for more equitable consideration, funding and recognition of the issues facing these areas and their role in the national economy.

The organisations identified above (among many others) are all important stakeholders in the implementation of this plan.
Planning framework

2035 Vision

Strategic Plan including long-term objectives

2025 Goal areas

Strategies and KPIs in key areas including:
- Community Wellbeing
- Economic Prosperity
- The Urban Environment
- The Natural Environment and Sustainable Living
- Governance and Leadership.

2020 Strategy & action plans

- Economic development
- Mt Barker town centre
- Infrastructure
- Transport
- Water management
- Organisational
- Biodiversity
- Climate change
- Public health
- Open space, recreation & public realm

2020 Corporate Implementation Plan

Priorities and budgets for projects, programs and services stemming from strategy plans and other Council priorities. Informs specific action, project and management plans and divisional business plans. Integrated with long-term financial plan and asset management plan.

Every Year

Annual business plan
Sets annual work program and budget. Informed by the Corporate Implementation Plan.

Monitoring and reporting
Informs future directions and strategies. Occurs annually and every five years through the State of the District report. Includes revision of the Corporate Plan.