

Mid Murray Council Community Plan 2016-2020



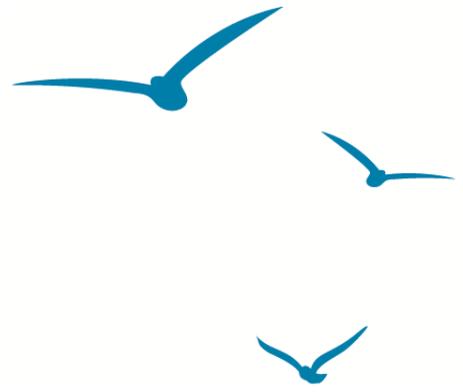


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Introduction by Mayor Dave Burgess



I am pleased to present the Mid Murray Community Plan 2016-2020.

The Mid Murray Community Planning process has been a truly collaborative event, having held 6 Community Forums; The Mannum Business community; the Mid Murray Local Action Planning and Eastern Hills and Murray Plains Local Action Planning Groups; the Morgan/Cadell community; The Mannum community; the Truro and Districts community and the Swan Reach, Blanchetown & Nildottie communities, producing a YouTube Video on our website and receiving many responses from postcards that were distributed. As a result of this there were more than 500 individual responses received and more that 3500 views on our Community Plan YouTube Video.

Your contributions during the Community Planning process and feedback on the draft Plan was appreciated. This helped in shaping the collective needs, challenges and opportunities faced by the Mid Murray community. Most importantly, the Mid Murray Community Plan will shape our future, by positioning our community.

We are proposing that our collective aspiration for the Mid Murray is to be a model of Sustainable Prosperity. This really means that, as a community, we will actively work to balance growth and development with good environmental practice and protection.

The Mid Murray Council wishes to work with you in implementing the Community Plan, strategies and actions that will benefit your towns and communities. We will be enhancing the community partnerships in place, so that we work with you to achieve what you wish to see undertaken within our combined resources.

Mayor Dave Burgess

From the Chief Executive Officer



The Mid Murray Council comprises an area of 6,266 kilometres, 220 kilometres of the Murray River, 28 Community Wastewater Management Schemes and has 17 townships. We have over 2,500 kilometres of roads (the second largest road length of all 68 Councils in South Australia), most of which are unsealed. We also recognise the needs of the natural and built environment, community wellbeing, economic development and tourism and infrastructure and community facilities.

We have a diverse region from Cadell to Caloote and Bowhill to Palmer. We encompass sections of three regions – the Riverland, Murraylands and Barossa. The Council has a population of only 8600 to meet the infrastructure and community needs of this region. Therefore, we have limited resources and need to work in partnership with communities and organisations to achieve projects and services.

We wish to progress all identified needs in partnership with the communities to ensure strong job growth, industry attraction, skills development, balanced with responsible environmental management and protection.

We wish to embark on a collaborative community partnership to ensure the achievement of projects and services that communities and townships wish to see undertaken. This will be balanced with Council resources that are available, community contribution, participation and involvement and funding from State and Federal Governments. We will engage with communities, Council townships, Progress Associations and other organisations to establish such projects and services that we can both work together on and achieve.

This will be a cultural change in how Council works with our communities, townships, businesses, community organisations and residents in working together to achieve these goals. The Community Plan will be reviewed on a frequent basis to ensure that what we as townships and communities identify to achieve, is undertaken together in a collaborative manner. We will provide feedback to our partners on these achievements.

Russell Peate

Chief Executive Officer

The Mid Murray Region ...at a glance



Mid Murray Facts

Location

From Mannum to Morgan and Cadell, stretching from the Riverland to the Murraylands and Barossa (*see adjacent map*)

Area

6,266 square kilometres

Population

8,600

Roads

500 kms of sealed / 2,500 kms unsealed

Communities

17 townships

Industry

Primary Production, Horticulture, Viticulture, Steel Engineering, Houseboat and Boat Building, Tourism Services

Major Tourist Attractions

PS Marion and Mannum Dock Museum, Yookamurra Sanctuary, Houseboat Holidays, Fishing and Water Skiing, Bird Watching, Bushwalking, Museums, Historical Buildings, Farm Stays, Eco Tours



Introduction

The Mid Murray Community Plan is a high level strategic partnership between the Mid Murray Council and the Mid Murray community.

The Mid Murray Council is the custodian of the Mid Murray Community Plan and we have a responsibility to work with the community to implement the plan.

The Mid Murray Community Plan is different. Different because we understand that, for it to be successful, we must employ different ways of thinking, different ways of doing and different ways of being.

And, in our difference, comes success. Success of the Mid Murray Community Plan will be measured by our active partnerships and by our active projects with community.

Together, in partnership, we will deliver change, respond to opportunity and manage our challenges.

We asked...

The Mid Murray Community Plan process sought feedback from the community on the unique opportunities and challenges of the Mid Murray region.

In developing our plan, it was important for us all to be clear on what sets the Mid Murray apart from other regions, what makes us special and what is our competitive advantage.

You told us!

Consistently you told us that we need to **balance development and growth with responsible environmental management.**

You told us that protecting both the environmental diversity of the Mid Murray region and the River Murray corridor are critically important. And, you also told us that jobs, growth and development were critically important to our prosperity and wealth.



Process

The Mid Murray Community Plan was developed in active consultation with our community and key community partners.

During 2015/2016 we sought feedback and input from:

Community Forums - Six (6) different community forums were hosted by: the Mannum Business community; the Mid Murray Local Action Planning and Eastern Hills and Murray Plains Local Action Planning Groups; the Morgan/Cadell community; the Mannum community; the Truro & Districts community and the Swan Reach, Blanchetown & Nildottie communities. Across the six (6) workshops, 267 people attended and actively participated in strategy development.

Postcard Surveys - Three (3) different postcard surveys were distributed to the Mid Murray Community. Feedback focused on those things that people were most proud of and what needed improvement. 160 postcards were received and collated according to communities of interest.

You Tube Clip - A video clip promoting the Community Plan and encouraging feedback was released in November 2015. The video was viewed more than 3500 times and generated a range of feedback.

Natural Environment Survey - A targeted survey was shared with the community to gather feedback on environmental priorities. 144 responses were received.

Leadership Workshops - Seven (7) different internal workshops were held with: the Mid Murray Council Leadership team; Senior Management team; Elected Members; and an Internal Reference Group. These workshops shaped the development of the plan by responding to, and analysing, community feedback.

Refer to the *Community Plan 2016-2020 – Summary of Community Feedback* for a more detailed account of the feedback received.

Positioning Statement

What do we stand for, as a community?

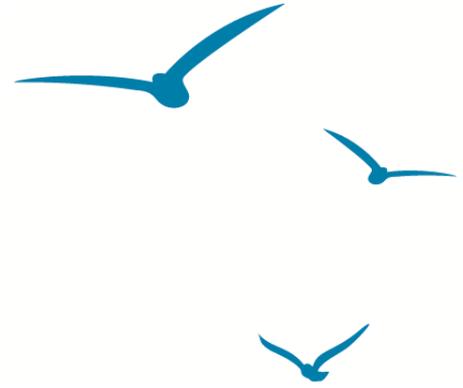
The Mid Murray community are clear that our future is about balancing **environment protection and management** with **growth and development**.

We call this Sustainable Prosperity.

And, we will achieve **Sustainable Prosperity** when we:

- Protect, advocate and manage the **River Murray** corridor.
- Protect, advocate and manage the **diverse natural environment**.
- Actively attract **new investment and jobs** that are sensitive to our local ecology, resources and climate.
- Encourage **development that sustains our communities** as desirable places to live.
- Balance the **right to farm and do business** with sensible management practices.
- Develop, manage and update our **waste management systems**, particularly in the River Murray corridor.
- Embrace **Ecotourism** as both an education and industry strategy.
- Explore, trial and promote **green technologies** as a way of doing business and preserving our resources.
- Manage **development** through compliant and controlled development practices.





Vision

The Mid Murray is a model of Sustainable Prosperity.

Strong jobs growth, industry attraction and skills development is balanced with our commitment to responsible environmental management and protection.

Mission

Through active community partnerships, the Mid Murray Community Plan makes change and delivers real results by:

- ◇ Collaborative, sustainable community partnerships and development
- ◇ Active township planning and implementation
- ◇ Targeted economic development and investment attraction
- ◇ Active environmental education and action
- ◇ Responsible resource use and management

Governance, Leadership & Implementation

The Mid Murray Council is the custodian of the Mid Murray Community Plan and we will actively facilitate a dynamic partnership with the community.

Guiding our success will be our key values, namely:

- **Partnership**
- **Community**
- **Results**
- **Value**
- **Sustainability**

Utilising a collaborative community engagement model, the Mid Murray Community Plan will report on the achievements in Councils Business Plan, our agreed community governance model and be accountable to the community through regular reporting.

You Told Us!

During consultation, you let us know that you want more, more specific and more regular opportunities to understand and work with Council.

Many of you identified really practical ways that community can contribute to planning, development and delivery of a range of projects.

And, we want to work together, with you, to make this happen.

What are our agreed values?

Partnership – working strategically with the community, business, Government and agencies to realise agreed outcomes.

Community – our community is at the centre of our decision making.

Results – ensuring that we deliver, record, report and are accountable to our community.

Value – ensuring that we are cost effective and make best use of our resources.

Sustainability – that our decisions are long term and strategic in nature to ensure we are a sustainable community.

What is the job of Mid Murray Council Leadership?

Support, and grow our leadership team's ability to facilitate a range of dynamic partnerships including:

- Delivering the **Sustainable Community and Township Plans** in a results and partnership oriented manner.
- **Internal, cross functional, multi-disciplinary teams** that are project, system and improvement focused.
- **External, stakeholder driven, results oriented projects** that deliver community value, growth and prosperity.

How will we implement the Community Plan?

As the custodian of the Community Plan, the Mid Murray Council business model will mature by:

- **Reporting** to Council on the achievements of the Community Plan at least twice per year.
- Ensuring **Council's Agenda** is focussed on the Community Plan
- Establishing, and maintaining a **Project Register** to manage and drive internal and external organisational projects.
- Regularly **consulting** with the Community through **project specific forums**, feedback and meetings linked to the Community Plan.

Strategies

Theme 1: The Natural & Built Environment

The Mid Murray region is a diverse, changeable and complex environment.

Balancing protection of our natural space with sustainable development and continued support for primary production will challenge our decision making and planning frameworks.

A transient population (shack owners and visitors) also provide further demands on our natural and built environment, especially the River Murray ecosystem.



During consultation, you reminded us about the importance of environmental protection and respecting the area in which we live and work.

We heard your concerns about river bank erosion, species protection and the need for the provision of better information.

Together we need to design programs that educate, inform and encourage positive change.

How do we protect the Natural Environment?

Facilitate an active partnership between Council and Community to:

- 1.1 Deliver topical and regular **environmental education** programs. *(Such as reuse/recycle campaigns).*
- 1.2 Design community led solutions to local problems. *(Such as erosion of River banks, carp control, water quality).*
- 1.3 Lobby, advocate and promote for **improved environmental protection** outcomes through implementation of best practice planning policy.
- 1.4 Devise and implement a practical Mid Murray Climate Change Action Plan.

How do we manage the current and future Built Environment?

Facilitate an active partnership between Council and Community to:

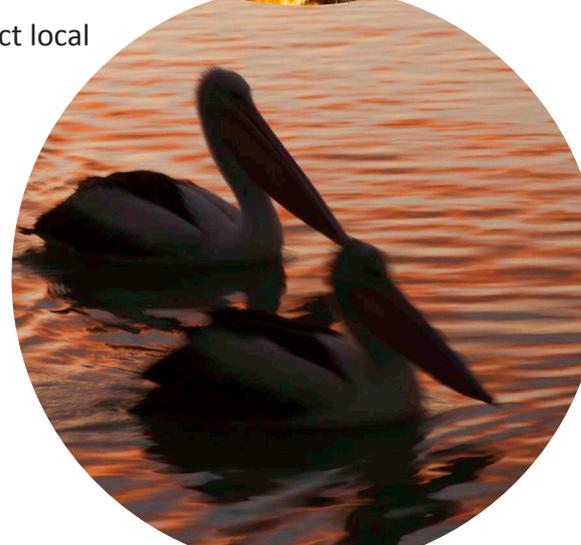
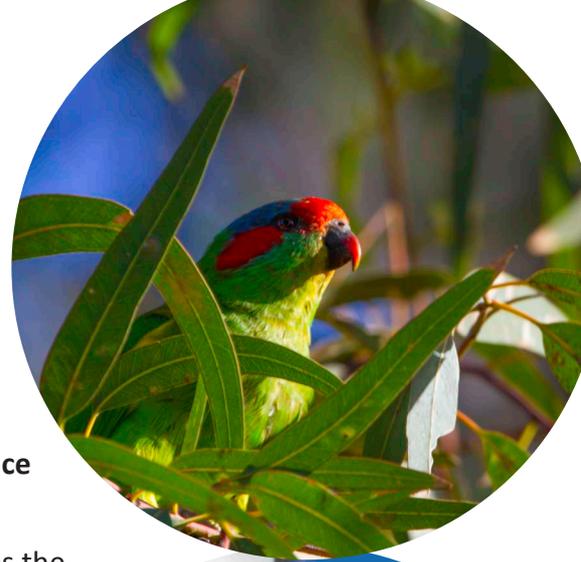
- 1.5 Actively identify, record and protect sites of **historic significance** for both Indigenous and European history.
- 1.6 Develop and implement an **Open Space Strategy** that balances the needs of residents and transient population.
- 1.7 Undertake a review of **Community Land Management Plans** to ensure optimum and best environmental use of Council owned reserves.
- 1.8 Advocate, **protect** and enhance the **River Murray Corridor**.
- 1.9 Advocate, protect and form a **policy position** on **renewable energy** adoption across the Mid Murray region.
- 1.10 Advocate, protect and enhance the **right to farm** across the Mid Murray region.

Better understand future growth capacity and demand by:

- 1.11 Undertaking an **Industrial Land Audit** and promoting our capacity in our Economic Development Strategy.
- 1.12 Forming a position on **Primary Production and/or Land Division** for residential development.
- 1.13 Documenting current, and future, **residential land development** opportunities to inform service and infrastructure planning.

Respond positively to the Development Planning System reform by:

- 1.14 Seeking further improvement in the **development approval process**.
- 1.15 Lobby State Government for sensible amendments that protect local influence, representation and customisation of development plans.
- 1.16 Improve co-ordination, and resource sharing, with neighbouring communities to develop **consistent regional planning policy**.
- 1.17 Encouraging the adoption of **best practice design principles** in our development plans.



Theme 2: Community Wellbeing

Balancing the demands of a vulnerable population, with the needs of a transient and seasonal population, and the broader resident population including families, will challenge service delivery levels across the Mid Murray region.

Cost shifting from State and Federal Government to Local Government and some uneconomic funding models mean that community services will need to be prioritised or delivered in more innovative ways.

**You told
us...**

During consultation, you told us about your appreciation for the great community programs, delivered by Council and others, across the region.

Importantly, you told us about how individual communities are responding to change, making good decisions and doing great stuff.

You also told us about your frustrations with limited services. Access to transport, health care and good information can be improved.

However, you reminded us that affordability is an issue for some community members. Together we need to work out how we can get our individual needs met, whilst being aware of the cost burden on Council.



What needs to happen with Community Services?

Lead, facilitate and design active community services in the Mid Murray region by:

- 2.1 Proactively prioritising the **delivery of community services**
- 2.2 **Transitioning** the role of Council, in some cases, from community well being **service provider to facilitator and lobbyist**, to lead reform in services to:
 - children and young people
 - ageing persons
 - socially isolated and vulnerable people
 - the transport and health disadvantaged
 - families



How do we build sustainable communities?

Facilitate an active partnership between Council and smaller communities and localities to:

- 2.3 Build, implement and monitor a five year, **Sustainable Community (Small Communities) Plan** for all townships.

How do we build a long term healthy community?

Facilitate an active partnership between Council, key Agencies (regional development, health services and employment and training services) to encourage 'game changing' activities:

- 2.4 Build **community awareness** of emerging **job opportunities** and skill development requirements.
- 2.5 Investment in **skill development** across the region, linked to job opportunity.
- 2.6 Invest in **an active investment strategy** with a focus on jobs creation. (*See our Economic Development Strategies*).
- 2.7 Ensure that our Asset Development Plans encourage the development and maintenance of **contemporary multi-purpose leisure and recreation facilities** to encourage an active community.
- 2.8 Strategically prioritise opportunities for **community engagement, connection and participation**.
- 2.9 Improve access to innovative health service delivery.

Theme 3: Economic Development & Tourism

Growth in economic development and tourism will help to sustain the Mid Murray region.

There are strong growth prospects for intensive agriculture, residential development, holiday accommodation, renewable energy and experiential tourism.

Infrastructure improvements such as the arrival of NBN will dramatically increase business productivity. Existing infrastructure like the Sturt Highway (at the top) and the South Eastern Freeway (at the bottom) provide strategic connection and business opportunities.

However, changes to State planning and development regulations will frustrate development approvals.



You Told Us...

During consultation, we heard that you were concerned about local jobs for you and your children, the need to prepare and build skills and the need to find new business opportunities and accommodation solutions.

We also heard that our smaller communities play a critical role in providing lifestyle choices, but it is also important that we work together to sustain them.

You also told us that community infrastructure like signage, branding and entrance statements are important for locals and visitors alike.

And, we all agreed that key infrastructure, like telecommunications, power, gas, water, workforce and accommodation availability are critical to attract new investment in the region.

Together we need to target future investment through good information, resourcing, advocacy and ensuring that we are 'investment ready'.

Where do we need to focus our effort regionally and locally?

Facilitate an active partnership between Council, Business and Community to:

- 3.1 Build a localised Economic Development Strategy that clearly identifies strategies for local jobs, skill development and growth and links to wider regional objectives. (*namely the Regional Development Australia Murraylands Riverland Regional Roadmap*).
- 3.2 Work with our existing and new businesses to build and grow their capacity.
- 3.3 Promote **economic development capacity and achievements** to encourage further regional investment.
- 3.4 **Map regional infrastructure** to identify enterprise development zones for specific investment attraction (*such as chickens, pigs, almonds, tourism*).

Aggressively grow the tourism industry sector by:

- 3.5 Working to cooperatively **develop, promote, brand, market and recognise existing tourism infrastructure**.
- 3.6 Partnering and facilitating operator **development of new tourism assets and experiences**.
- 3.7 Partnering and facilitating operator **packaging of tourism products**.
- 3.8 Partnering, promoting and facilitating continued, and new, investment in **event development**.
- 3.9 Advocating for Government and private **investment in industry development** and resources.
- 3.10 Developing a long term **Tourism Asset Management Strategy** for Council owned assets.
- 3.11 Link tourism, regional and economic development and attraction efforts through the development of **Mid Murray brand/positioning**.

Facilitate an active partnership between Council, Business and Community to:

- 3.12 Build a **Strategy for the Riverfront corridor of Mannum** that connects, themes and links key infrastructure (both current and proposed).
- 3.13 Actively **promote, advertise and brand Mannum**, in a contemporary and innovative manner, as a destination for tourism and business.
- 3.14 Build a strategy to develop residential and commercial opportunities and **market Truro** as a part of the **Barossa**.
- 3.15 Build a **Riverfront Precinct Strategy for Morgan** to develop and market the heritage and rail assets.



Theme 4: Infrastructure & Community Facilities

New business models and decision making frameworks will be required to ensure that infrastructure is developed and maintained in a sustainable and affordable manner.

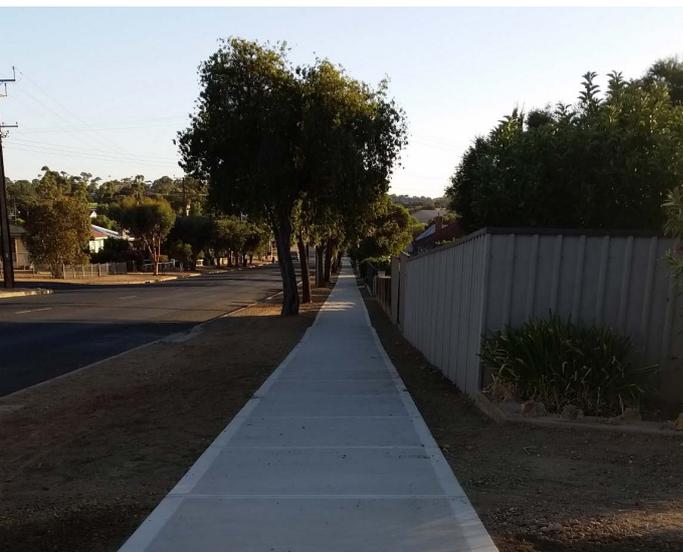
Digital and emerging technologies (wind and solar) may provide cost reduction and capital renewal strategies that can contribute to community sustainability.

**You told
US...**

During consultation, we heard that you shared our concerns about your local infrastructure, some of which is ageing or non-existent. Infrastructure like stormwater, power, directional signage and roads are important.

You also told us that your community facilities are also ageing and difficult to maintain and expensive to run. Facilities like sports grounds, halls and toilets.

Together we need to plan for, and undertake the development, management, replacement and, in some cases, retirement of local infrastructure and community facilities.



What can we do about Infrastructure?

Facilitate an active partnership between Council and Community to:

- 4.1 Build, implement and monitor a five year, **Township Plan (Infrastructure and Community Facilities)** for all townships.

Facilitate an active partnership between Council and Community to:

- 4.2 Develop a whole of Council **signage and branding strategy** that brands, markets and regionalises signage, particularly entrance statements.

Manage the sustainability of the existing and future infrastructure:

- 4.3 Building a long term **Community Wastewater Management System (CWMS) Asset Management Plan**.
- 4.4 Ensure that **Waste Management** is a cost neutral position to the Community by exploring, and implementing, new market opportunities.
- 4.5 Explore the cost reduction, sustainability options and community expectations of **Renewable Energy** technology for both Council and community use.
- 4.6 Actively develop and implement a **Road Network Management Strategy** that details the strategic hierarchy of road use, management and upgrade within the Mid Murray region.
- 4.7 Advocate and lobby for improved **digital connectivity**, with specific regard to access, skill development and need.
- 4.8 Audit all of Councils assets to determine which ones can be sold, developed for future use or retired.
- 4.9 Consult, facilitate, lobby and advocate for new, strategic, infrastructure (*eg. a Bridge near Mannum and the North Link Bypass at Truro*).

What can we do about Community Facilities together?

Facilitate an active partnership between Council and Community to:

- 4.10 Develop and implement a localised **Community Facilities Asset Management Strategy**.



Mid Murray Council

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