

City of Marion Strategic Plan 2019-2029



HOW OUR STRATEGIC PLANNING WORKS



To ensure Council's activities continue to contribute to the **Community Vision – Towards 2040** we have a Strategic Management Framework in place. The framework shows how the suite of plans provide strategic direction and operational focus to ensure that goals and outcomes are achieved in the most effective and efficient way.

The framework provides a clear line of sight between the **Community Vision – Towards 2040** and everyone involved in contributing to the vision, including Elected Members and staff. It also focuses on integration of the critical strategic plans to ensure we are well positioned to achieve the best outcomes for the community.

We will continue to develop and refine elements of the framework, including plans, key performance indicators and community partnerships which will provide a strong foundation for future years.

This **Strategic Plan 2019-2029** provides our roadmap.

WELCOME

Welcome to the City of Marion Strategic Plan 2019-2029.

This plan sets out the priorities which guide Council's decisions about the new projects and services we will deliver over the coming decade.

The ten year plan is necessarily cast in general terms because circumstances will surely change unpredictably and significantly during the forecast period. There may be substantial new State Government financial impositions on Councils; on the other hand we may receive millions of dollars in State/Federal funding for some of our major projects. Similarly, community needs may also change; for example the mass transformation and privatisation of old Housing Trust stock will have a substantial and long term impact.

We will continue to improve sporting and community facilities, encourage business, and bring life to our city with better looking streets and thousands of extra trees.

We will use the latest technology to improve our services and facilities if the investment is deemed worthwhile.

The completion of the Oaklands Crossing grade separation, the Darlington Upgrade project, the Tonsley Railway Station and Flinders Link, and the final stage of the north-south corridor will make it easier than ever to move around our city.

Major investment in Westfield Marion Shopping Centre and the expansion of Tonsley, Australia's first innovation district, show our city has a lot to offer.

The Council elected in 2018 is providing value for money for ratepayers with continued low rate rises. This is supported by our partnerships with other councils, plus the State and Federal governments.

We kick off the Business Plan 2019-2023 which details some 40 projects we will deliver for community benefit.

Please continue to work with us to make Marion a better place.



Kris Hanna
Mayor

Acknowledgement of Country

We acknowledge we are part of Kaurna land and recognise the Kaurna people as the traditional and continuing custodians of the land.



COMMUNITY VISION › TOWARDS 2040

Six themes of our Community Vision

These six themes represent the shared values and aspirations that will guide how our city develops.

LIVEABLE

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated.

VALUING NATURE

By 2040 our city will be deeply connected with nature to enhance people's lives, while minimising the impact on the climate, and protecting the natural environment.

ENGAGED

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods.

INNOVATIVE

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all.

PROSPEROUS

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development.

CONNECTED

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially, and harnesses technology to enable them to access services and facilities.



OUR PURPOSE, VISION AND VALUES

OUR PURPOSE (Why we exist)	To improve our residents’ quality of life; continuously, smartly and efficiently
OUR COMMUNITY VISION (What we want to become)	A community that is Liveable, Valuing Nature, Engaged, Prosperous, Innovative and Connected
OUR VALUES	With the community and safety at the forefront of everything we do, we value: Respect - Treating everyone as we want to be treated, where all contributions are valued Integrity - Fostering trust and honesty in all of our interactions Achievement - Enhancing our knowledge and performance to reach our shared goals, while being dedicated to supporting one another Innovation - Encouraging new ideas, and learning from our experience to do things better

COMMUNITY VISION – TOWARDS 2040

By 2040 our city will be well planned, safe and welcoming, with high quality and environmentally sensitive housing, and where cultural diversity, arts, heritage and healthy lifestyles are celebrated



LIVEABLE

10-YEAR GOAL

By 2029 we will have attractive neighbourhoods with diverse urban development, vibrant community hubs, excellent sporting facilities, open spaces and playgrounds.

10-YEAR STRATEGIES

- L1 We will make our services, facilities and open spaces more accessible
- L2 We will create more opportunities for residents to enjoy recreation and social interaction in our neighbourhood centres, libraries, sports facilities and other Council facilities
- L3 We will create a series of streetscaped avenues to improve the amenity of our neighbourhoods
- L4 We will celebrate our rich cultural diversity and heritage through artistic, cultural and community activities and vibrant destinations

KEY OUTCOMES

- Communities that are safe and inclusive, embracing active living and healthy lifestyles
- Access to housing choices and services for a growing and diverse population
- Neighbourhoods that reflect local character, heritage and create a sense of belonging

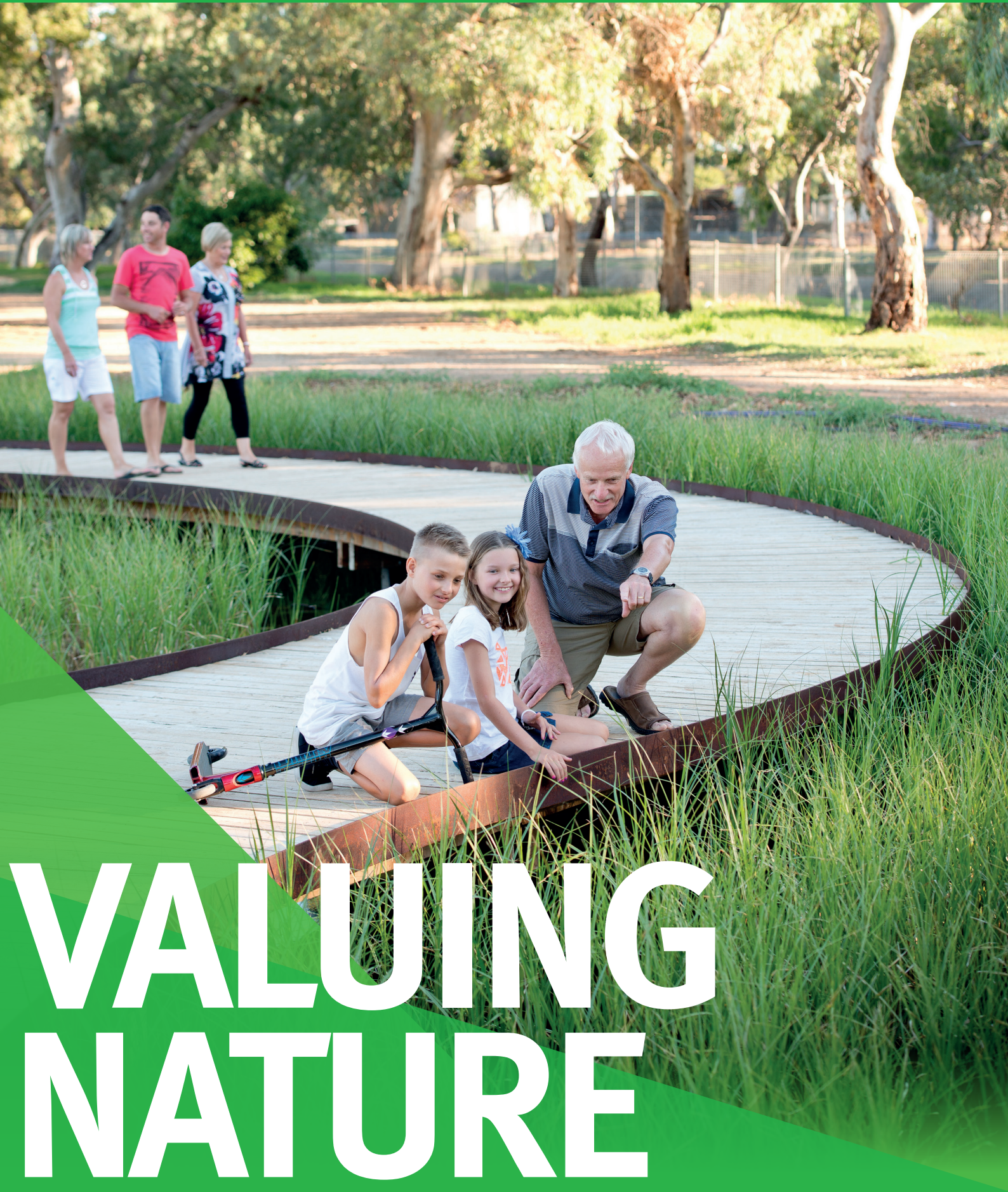
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KEY CHALLENGES AND OPPORTUNITIES

- Population growth is increasing demands on services
- Housing choices are currently limited, particularly in the south. More housing options are required that cater for a diversity of household types and people at different life stages
- Balancing revitalisation and growth while retaining the City of Marion's unique visual character and heritage
- Increasing urban infill is creating traffic, parking, amenity and service demand
- The changing role of Council in community health
- An increase in empty-nesters and retirees, seniors and elderly aged
- Increasing diversity of cultures and ethnicities
- Community access to Glenthorne Farm
- A number of projects will innovate the area including Flinders Link and the Westfield Marion extension

COMMUNITY VISION – TOWARDS 2040

By 2040 our city will be deeply connected with nature to enhance peoples' lives, while minimising the impact on the climate, and protecting the natural environment



VALUING NATURE

10-YEAR GOAL

By 2029 we will improve stormwater management, increase energy efficiency, promote biodiversity and improve opportunities for people to play in open spaces and interact with nature

10-YEAR STRATEGIES

- VN1 We will plan for and respond to extreme weather events through our services and urban form, managing infrastructure issues associated with flooding and stormwater
- VN2 We will build community resilience to the impacts of climate change
- VN3 We will operate more efficiently and sustainably in terms of energy and water use, using the best technologies and methods to be as self-sufficient as possible
- VN4 We will, within budgetary constraints, provide playgrounds (including opportunities for “Nature Play”) within a fair distance to every resident
- VN5 We will encourage more community gardening in public spaces
- VN6 We will encourage our community to be careful in their energy and water consumption
- VN7 We will encourage our community to minimise waste going to landfill, and we will adopt best technologies and methods for recycling of green-waste and other waste

KEY OUTCOMES

- A healthy and climate resilient urban environment and community
- A city that reflects a deep value of the natural world
- Improved condition, diversity and connectivity of ecosystems

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KEY CHALLENGES AND OPPORTUNITIES

- Increasing scarcity and cost of energy production and potable water
- Increasing impacts and costs of remnant vegetation and management due to climate change
- Building our understanding of and ability to adapt to climate change
- The impact of pest plants and animals on natural ecosystems
- Growing community interest in environmental sustainability

COMMUNITY VISION – TOWARDS 2040

By 2040 our city will be a community where people are engaged, empowered to make decisions, and work together to build strong neighbourhoods



ENGAGED

10-YEAR GOAL

By 2029 our community will feel engaged and empowered to influence the improvement of their own neighbourhood

10-YEAR STRATEGIES

- E1 We will increasingly use data and community responses to understand our community values and then we will deliver what they want
- E2 We will harness the experience, skills and interests of older people
- E3 We will foster emerging leaders and actively engaged young people
- E4 We will ensure our community is well informed about the services we provide
- E5 We will provide ample structured opportunities for volunteering
- E6 We will encourage community led initiatives and community responses to all of our significant proposals

KEY OUTCOMES

- Communities that embrace partnering, volunteering and social interaction
- Meaningful opportunities for community engagement, partnerships and co-creation

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KEY CHALLENGES AND OPPORTUNITIES

- Cynicism about government generally
- Increased numbers of volunteers and the desire for more flexible and short-term volunteering
- Diverse skills across the community that can be harnessed
- An increase in empty-nesters and retirees, seniors and elderly aged
- High percentage of community not involved in social, recreational or community activities

COMMUNITY VISION – TOWARDS 2040

By 2040 our city will be a leader in embracing and developing new ideas and technology to create a vibrant community with opportunities for all



INNOVATIVE

10-YEAR GOAL

By 2029 we will be constantly ready to adapt to technological advances.
We will be better and quicker at sharing relevant information

10-YEAR STRATEGIES

- I1 We will use the best technology possible to improve efficiency of our operations and delivery of our services
- I2 We will use data to provide evidence for resource allocation relating to our services
- I3 We will use technology and social media to improve our sharing of information
- I4 We will use technology to better engage with our communities, understand their needs and seek their feedback

KEY OUTCOMES

- A community that harnesses creativity, research and collaboration to pursue innovative ideas
- A city that provides infrastructure and support that enables innovation to flourish

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KEY CHALLENGES AND OPPORTUNITIES

- Rapid technological change
- Partnership opportunities with universities, start-ups, businesses and the community
- Opportunities to integrate technology to enhance the visitor experience in precinct areas
- Full development of the Tonsley Precinct
- NBN roll-out

COMMUNITY VISION – TOWARDS 2040

By 2040 our city will be a diverse and clean economy that attracts investment and jobs, and creates exports in sustainable business precincts while providing access to education and skills development



PROSPEROUS

10-YEAR GOAL

By 2029 our city will see realisation of the full potential of the Tonsley Precinct and other key commercial – industrial – retail zones

10-YEAR STRATEGIES

- P1 We will ensure that our development regulation and interaction with businesses allows for a thriving economy, increased visitation and vibrant atmosphere
- P2 We will work with universities, business peak groups, Regional, State and Federal Governments to facilitate local economic growth
- P3 We will encourage our residential and business communities to pursue education and training, innovation and local investment
- P4 We will seek to activate our city through quality streetscapes and place making initiatives to deliver vibrant and prosperous business precincts
- P5 We will bring people together through networking opportunities to provide more economic opportunities (e.g. business to business, landlord and tenant)

KEY OUTCOMES

- An exciting urban environment that attracts business investment and economic activity
- A city that promotes and supports business growth and offers increased local employment and skills development opportunities
- A welcoming city offering residents and visitors a wide range of leisure and cultural experiences

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KEY CHALLENGES AND OPPORTUNITIES

- The number of GST registered businesses in Marion is falling while the number of jobs remains static and our population is increasing
- Developments in the Tonsley and the Edwardstown industrial / retail precincts
- Continuing shift towards digital and knowledge based businesses with a regional focus on job creation in key growth areas of clean technology, advanced manufacturing and tourism
- Darlington upgrade, Flinders Link rail project and Flinders University development
- North-South Corridor project
- Growth in higher/tertiary education particularly at Flinders University and Tonsley
- The expansion of Westfield Marion Shopping Centre
- Opportunities for commercial and residential rezoning at the northern end of the Morphettville Racecourse

COMMUNITY VISION – TOWARDS 2040

By 2040 our city will be linked by a quality road, footpath and public transport network that brings people together socially and harnesses technology to enable them to access services and facilities



CONNECTED

10-YEAR GOAL

By 2029 it will be easier and safer to move around our city which will have accessible services and plenty of walking and cycling paths. New technology and community facilities will better connect our community

10-YEAR STRATEGIES

- C1 We will provide a variety of options for social interaction
- C2 We will encourage, where economically feasible, the provision of the daily needs of residents within a short walk or bike ride
- C3 We will provide more opportunities for use of the internet in public spaces

KEY OUTCOMES

- A road network that connects neighbourhoods and supports safe walking, cycling and vehicle travel
- A city that advocates improved public transport systems, linkages and networks that connect people to destinations
- A city that supports equitable access to diverse information sources and reliable digital technologies

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KEY CHALLENGES AND OPPORTUNITIES

- Rapid technological change
- Not all residents have ready access to the internet, data or information and are digitally literate
- Oaklands Crossing precinct development will enhance connections to the Marion Regional Centre
- Prevalence of cars on our roads, coupled with the significant number of major arterial roads and transit corridors throughout the city
- Risk of isolation to residents who are ageing and mobility impaired
- Increased interest and participation in walking and cycling
- Darlington upgrade and Flinders Link rail

OUR COUNCIL OF EXCELLENCE

Respect for the community

Strategies

- Consider the community perspective in relation to every action by every Council employee
- Regularly seek meaningful responses from the community about Council performance, facilities and projects
- Develop a Council culture of frugal, common sense decision making

Acting with integrity

Strategies

- Ensure compliance with legislation and code of conduct
- Timely delivery of Council resolutions
- Outstanding project management

Valuing achievement

Strategies

- Invest in the development of our leaders, staff and Elected Members
- Develop a culture which aligns to our values
- Ensure safety is at the forefront of all we do

An innovative business

Strategies

- Ensure long term financial sustainability
- Developing technology systems which will be the best among SA Councils
- Continuously improve through the service review program





CONNECT WITH US ONLINE



City of Marion



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City of Marion



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