

City of Marion

Draft Strategic Plan

2024-2034



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Kurna Acknowledgement

Ngadiu tampendi Kurna meyunna
yaitya mattanya yaintya yerta

This Kurna Acknowledgement was prepared in consultation
with traditional custodians.



Acknowledgement of Country

The City of Marion acknowledges we are
situated on the traditional lands of the
Kurna people and recognises the Kurna
people as the traditional custodians
of the land.





Our city

56.17kms² land area

28 suburbs

41,650 private dwellings

7373 local businesses

\$4.8b Gross Regional Product

Our community

98,493 residents
(1% growth per year)

29.1% born overseas

39 years median age

28% residents live alone

1.3% Aboriginal and Torres
Strait Islander population

**data derived from the ABS 2021,
population data ABS Estimated
Resident Population 2023*

Our City of Marion

From the foothills to the coast, our city's reach boasts one of the largest in South Australia.

Bringing together a diverse and vibrant mix of people and cultures, thriving and innovative businesses and millions of visitors every year, our city is like no other.

Lively and energetic, innovative and progressive, relaxing and welcoming, thriving and growing.

Life can be lived here, life can be enjoyed here, life can thrive here.

Mayor's Message

The Marion Council area is a great place to live and work, but we are always looking for ways to provide even better service. This is why we have developed a new strategic plan reflecting the community's expectations.

We asked the community what they wanted and, in essence, our people aspired to a pleasant lifestyle with good environmental values and a sense of community. From this we distilled a vision – 'A liveable, sustainable community.'

This vision is then fleshed out in a list of priorities for action over the coming years. This strategic plan is also an opportunity to express Council's aspirations for the way the Council Administration works - it is the work of the staff which enables achievement of our community's goals.

I hope there is much that you find agreeable in this plan for a Liveable, Sustainable Community.

KRIS HANNA

Mayor Kris Hanna



Community Vision

A liveable, sustainable community





The strategic directions of Liveable, Sustainable, and Community reflect the aspirations of the community for the City of Marion's future.

A fourth strategic direction, Our Organisation, sets the focus for Council and its staff toward fulfilling the 10 Year Community Vision and Strategic Directions. These interconnected directions emphasise a commitment to achieving holistic outcomes for the council area.

Liveable

We will create and maintain safe, attractive and accessible public places and facilities

Sustainable

We protect, restore and connect to the natural environment, building resilience to climate change. **Or:**

We value nature and build resilience to climate change.*

**We are seeking community feedback on which vision to adopt for 'sustainable'*

Community

We are a friendly, inclusive and connected community, where everyone belongs.

Our Organisation

We listen to our community and partner for the benefit of our community. We deliver high quality, cost-effective services, reliably and innovatively.

Liveable



Community's vision

We will create and maintain safe, attractive, and accessible public places and facilities.



How will we know we are successful?



There have been improvements to walkability measures from a variety of locations across the city.



Over **80%** of the community report in the Community Satisfaction Survey that our facilities are intergenerational, vibrant, multipurpose, accessible, and welcoming.



Over **80%** of the community report in the Community Satisfaction Survey that they feel safe when walking or wheeling around the city.



The opportunities

We can:

- improve accessibility to enable people to move around with ease.
- promote sustainable living and design.
- plan for future community infrastructure needs.
- create destinations for people to live, work and play locally.
- build more paths for walking and cycling, with safe crossing points.
- advocate to the State Government on how and where we grow housing and population.

The challenges

- Shifting demographics including an increasing ageing population.
- A growing population placing greater demand for council services.
- Future proofing Council infrastructure for population changes.
- Increased traffic movement due to population changes and trends in third car ownership.
- Mitigating the impacts of urban infill development.

Priority 1: Safe and active transport Strategy	Council's role*
L1 - Develop innovative active transport pathways and safe crossing points to key amenities that connect roads, footpaths, and public transport.	Provider
L2 - Explore the capacity of smart lighting options that can improve community safety.	Provider
L3 - Design and maintain footpaths and streetscapes to allow safety and accessibility for all e.g. walkable streetscapes around aged care facilities.	Provider and partner
L4 - Optimise Street parking to meet the needs of residents, visitors, businesses, and community facilities, with consideration of the Parking Management Guidelines.	Facilitator
Priority 2: Accessibility, attractive, well-maintained, multiuse, destination places Strategy	Council's role
L5 - Use sustainable design principles, smart technology, and co-design to enhance accessibility.	Provider and facilitator
L6 - Maintain and deliver community spaces, streetscapes and facilities that are intergenerational, vibrant, multiuse, and welcoming.	Provider
L7 - Identify and plan "community hubs" (vibrant and attractive precincts/main street destinations) in priority locations.	Provider and partner
Priority 3: Planning for future growth and changes to the population Strategy	Council's role
L8 - Provide State Government with clear advice on our future housing needs and gaps; and explore and inform opportunities for partnerships and delivery, aligned to State Government directives.	Partner and advocate
L9 - Undertake localised planning for identified key activity areas, strategic infill sites, and growth corridors as identified within the Greater Adelaide Regional Plan, collaboratively with landowners.	Partner and advocate
L10 - Emerging demographics and recreational trends are mapped, with community infrastructure built to reflect these.	Provider
L11 - Proactively explore partnerships to design an area that meets the needs of the community around the North South corridor.	Partner and advocate
Priority 4: Sustainable design and living Strategy	Council's role
L12 - Develop and promote design guidelines that educate the community on the benefits of environmentally sustainable design in buildings.	Provider and advocate
L13 - Council infrastructure is assessed for climate risks and actions to imbed and improve resilience are taken.	Provider

*Please see page 18 for role definitions

Sustainable



Community's vision

We protect, restore, and connect to the natural environment, building resilience to climate change. **Or:**

We value nature and build resilience to climate change.*

**We are seeking community feedback on which vision to adopt for 'sustainable'*



How will we know we are successful?



4300 street and reserve trees planted annually until all suburbs are at capacity.



70% resource recovery from household kerbside collection services.



City of Marion (administration) will be carbon neutral by 2030 for its operations.

The opportunities

We can:

- protect and restore our remnant plant and animal species.
- sustainably and innovatively manage our water.
- plant trees to cool our streets.
- adopt innovative initiatives for recycling and waste reduction.
- provide opportunities for the community to connect to nature.
- reduce our carbon emissions for council-owned buildings.
- mitigate the impacts of climate change on council infrastructure.

The challenges

- Tree canopy loss across the city due to tree loss on private land.
- Management of natural resources through climate change and infrastructure requirements of an increasing population.
- Urban heat pockets across the city.
- Limited soft plastic recycling options.
- Digitally connected society, with disconnection to nature.
- Impacts of climate change on council infrastructure.



Priority 1: Protecting and restoring Strategy	Council's role*
S1 - Maximise tree planting and green spaces to cool and green the city, with a particular focus on exploring opportunities for new open space	Provider
S2 - Maximise our tree canopy with a focus on character, diversity, safety, and climate resilience.	Provider
S3 - Expand biodiversity and natural landscaping across the city, with a focus on the protection and restoration of remnant and threatened species and ecosystems.	Provider
S4 - Pioneer new methods in the sustainable management of water through water-sensitive urban design, water recycling, and the provision of water for the environment.	Provider
S5 - Minimise waste, maximise resource recovery and build a circular economy, through our services and support to organisations and the community.	Facilitator and Provider
Priority 2: Connecting to the natural environment Strategy	Council's role
S6 - Create attractive, vibrant, useable local spaces.	Provider
S7 - Provide opportunities for the community to connect with nature, learn about our natural environments, and promote innovative and sustainable living through education and events.	Provider, Partner & Advocate
S8 - Explore partnerships with Aboriginal and or Torres Strait Islander People to learn and share traditional land management practices.	Partner
Priority 3: Building resilience to climate change Strategy	Council's role
S9 - Build resilience to climate change through achieving energy efficiencies and low greenhouse emissions to create a healthy environment.	Facilitator & Advocate
S10 - Support the community's carbon emission reduction through investing in infrastructure, such as electric vehicle recharge stations, and implementing supportive programs and incentives.	Provider, Partner & Advocate
S11 - Promote a sustainable urban environment by supporting community gardens.	Facilitator

*Please see page 18 for role definitions

Community



Community's vision

We are a friendly, inclusive, and connected community, where everyone belongs.



How will we know we are successful?



Over **80%** of the community rate City of Marion as a 'friendly' and 'welcoming' city, where they report a sense of 'belonging' through the Community Satisfaction survey.



Innovative engagement approaches are used, to listen to our community, noting increases in participation.



Over **80%** of residents report they are experiencing improved 'quality of life' because of participation in our programs.

The opportunities

We can:

- welcome new community members.
- celebrate diversity.
- listen to the community.
- partner with Aboriginal and, or Torres Strait Islander People.
- strengthen networks of support.
- improve quality of life.
- value contribution.

The challenges

- Planning for a forecasted growing population and increased demand for services.
- An increase in vulnerable populations; those needing assistance with core activities, those experiencing social isolation, and an ageing population.
- A decline in volunteering.



Priority 1: A welcoming and friendly city Strategy	Council's role*
C1 - Deliver targeted, vibrant, and welcoming events, programs and initiatives that bring all people together in person, celebrate culture and heritage, promote healthy lifestyles, build community, and support quality of life outcomes.	Provider and facilitator
C2 - Promote the City of Marion as a friendly and vibrant city to live, work and play by integrating a friendly approach to customer service and encouraging friendly initiatives.	Advocate
Priority 2: Strengthening networks of support Strategy	Council's role
C3 - Provide the community with the opportunities, tools, resources, services, and programs they need to strengthen neighbourhoods.	Provider & Facilitator
C4 - Create innovative in person opportunities to counteract social isolation and strengthen support networks in and between targeted populations e.g. younger and older people.	Provider & Facilitator
C5 - Partner with Aboriginal and, or Torres Strait Islander People through genuine relationship building, learning, promoting reconciliation, and celebration of culture.	Partner
C6 - Support the business community by encouraging new opportunities, connection, information, education, promotion, and advocacy.	Provider, facilitator and advocate
Priority 3: Improving quality of life Strategy	Council's role
C7 - Use data to identify and prioritise target populations and facilitate partnerships and initiatives to improve quality of life.	Advocate, provider and facilitator
C8 - Children aged 0-5 are given opportunities for the best start in life through strengthened support networks & targeted initiatives.	Facilitator
C9 - Ageing populations are connected to the delivery of services to age well at home and improve quality of life.	Partner
C10 - The community are supported to maintain their compliance to environmental health requirements through partnerships and the adoption of innovative and accessible education practises.	Advocate, provider and facilitator
C11 - Partner to support community access to affordable, healthy food.	Partner
Priority 4: Valuing contribution Strategy	Council's role
C12 - Ensure we listen to the community on the matters that affect them, using innovative engagement approaches.	Facilitator
C13 - Provide a variety of accessible, contemporary communication methods and integrated services at our venues.	Advocate, provider and facilitator
C14 - Children and young people are valued as active citizens and have meaningful opportunities to shape the future of the city.	Facilitator and partner
C15 - Create innovative and inclusive opportunities for everyone to make a positive contribution to the community through volunteering.	Advocate, provider and facilitator

*Please see page 18 for role definitions

Our organisation

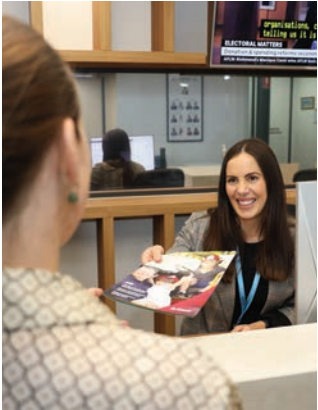
Community's vision

We listen to our community and partner for the benefit of our community. We deliver high-quality, cost-effective services, reliably and innovatively.



How will we know we are successful?

-  Employee retention rate over **85%**
-  Asset renewal funding ratio between **90-100%**
-  A balanced or better funding position over the 10-year term of council's Long Term Financial Plan.



Priority 1: Core services done well Strategy		Council's role
01 - Provide high-quality, cost-effective infrastructure and services.		Provider
02 - Renew and upgrade existing assets over time and maintain future asset maintenance objectives.		Provider
Priority 2: Continuous Improvement Strategy		Council's role
03 - Foster innovation, imagination, and collaboration with best practice tools to inspire continuous improvement through increase efficiencies and effectiveness or processes.		Provider
04 - Develop capability for data-driven and evidence-based decision-making to improve our services.		Provider

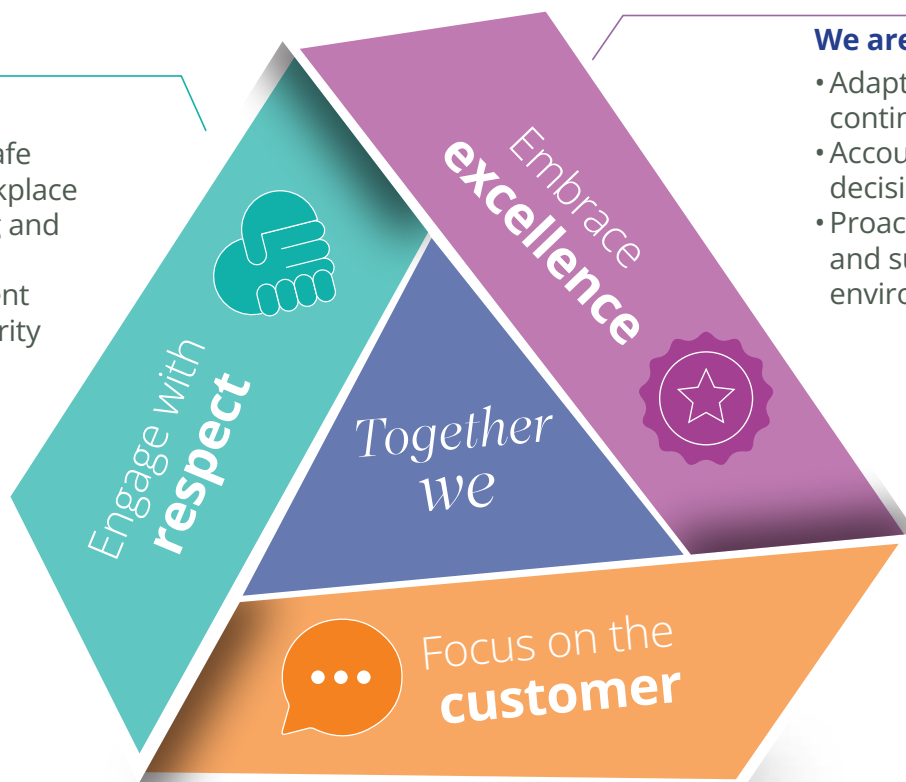
Priority 3: Our people Strategy	Council's role
05 - Utilise best practice frameworks that enhance the employee experience while balancing efficient and effective service delivery. This will focus on attraction and retention, leadership capability, conditions of employment, resource planning, and a safe, inclusive, and engaged culture.	Provider and facilitator
06 - Build capacity of employees, volunteers, and elected Council Members by providing relevant training.	Engage external providers
Priority 4: Sustainable financial management Strategy	Council's role
07 - Manage our resources in a financially sustainable way and make provision in council's Long-Term Financial Plan to continually support and ensure uninterrupted council services.	Provider and facilitator
08 - Financial decisions are made by weighing up public value, evidence, benefits, risks, opportunities, and costs.	Provider
Priority 5: Bold, innovative and progressive Strategy	Council's role
09 - Leverage emerging technology.	Provider
10 - Staff are given time and encouragement to be innovative.	Provider
11 - Design services, facilities, and resources around the current and future needs of the community by using data to develop initiatives to improve community outcomes.	Facilitator
12 - Proactively manage Council's Risk Management Framework to effectively manage risk and opportunity.	Facilitator
Priority 6: Partnerships Strategy	Council's role
13 - Deliver our strategic projects in alignment with an Enterprise Project Management Framework. Balance best practice, due diligence, and efficiency to realise maximum benefits and optimum outcomes in the delivery of projects for the City of Marion.	Provider
14 - Build risk maturity across the organisation through training and initiatives.	Facilitator
15 - Work with local, state, federal, private, and not-for-profit partners to deliver strategic outcomes that progress council's strategic directions, and advocate for changes that will benefit our community.	Partner
Priority 7: Listening to our community Strategy	Council's role
16 - Through effective local partnerships, achieve outcomes that reflect the needs of our diverse community.	Provider
17 - Focus on providing a great customer experience	Provider
18 - Be responsive and proactive to our customers including the bridging of technological gaps.	Provider
19 - Effectively communicate the decisions of Council.	Provider
20 - Design services, facilities, and resources around the needs of the community by using cost: benefit analysis and data to develop initiatives to improve community outcomes.	Provider
21 - Measure success through community satisfaction, against the strategic plan.	Provider

Council's Values

Our Values inform what is important in how we deliver for our community. They aspire towards a consistent standard that can be expected from all who engage with the City of Marion.

We are:

- Committed to a safe and inclusive workplace
- Connected, caring and professional
- Honest, transparent and act with integrity



We are:

- Adaptable, driven and continuously improve
- Accountable for our decisions and actions
- Proactive in sustainability and support the environment

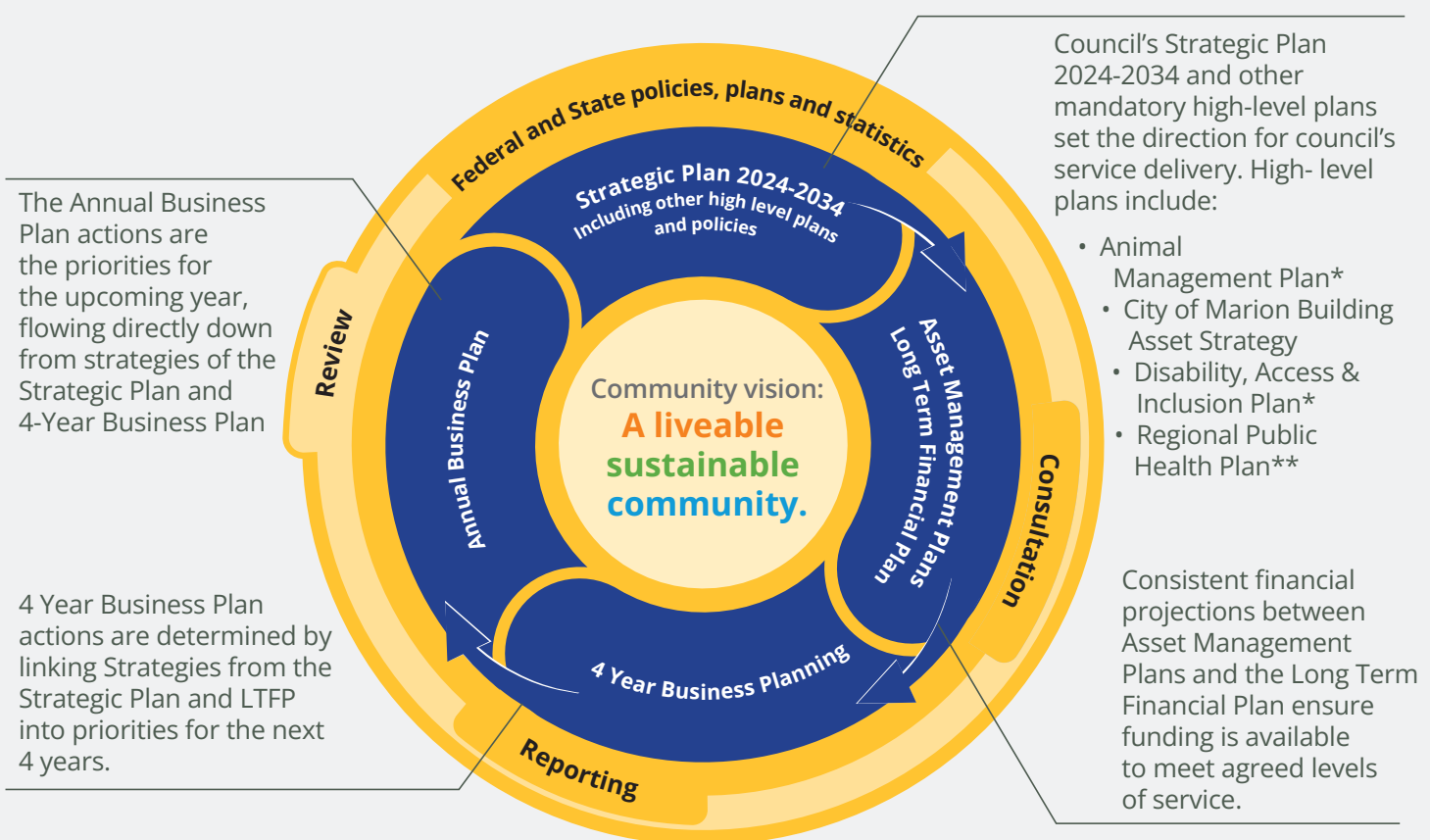
We are:

- Engaged with our diverse community
- Responsive and proactive
- Dedicated to a great customer experience

Council's Strategic Management Framework

The inner blue wheel within the framework provides a clear line of sight between the City of Marion Strategic Plan 2024-2034, and other high-level plans, which lead through to inputs into council's Asset Management Plans and Long-Term Financial Plan, actions of the 4 Year Business Plan and Annual Business Plan. The outer yellow wheel shows the key inputs into planning, decision-making, and accountability.

Alignment allows Council to be well-positioned to make informed decisions and achieve the best outcomes for the community.



Federal and State public policy (including the State Government's State Planning Policies and Greater Adelaide Regional Plan) is legislatively required to be considered and informs the development of council's Strategic Plan, ensuring alignment with both local and higher government priorities.

Consultation with the community and partners is a key component to inform council's decision-making.

Reporting of council's progress occurs through the delivery of its Annual Report, which is linked to measures of the Strategic Plan.

Review processes outcomes from council's Customer Satisfaction Survey and the Chief Executive Officers KPI's, aiming to continually monitor progress.

**Plans are legislative requirements of council under the Local Government Act 1999.*

*** The Regional Public Health Plan is currently under development as a stand-alone plan.*

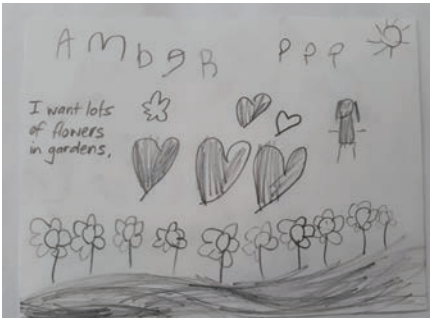
How we developed this Plan

In 2023, Council started a two-month community engagement campaign called ‘Toward 2040... Together’ to understand community aspirations and shape a new Community Vision.

Key stakeholders included people who live, work, study, visit, own a business in the council area, or partner with council.

The two-month campaign ran from October to December 2023. Council received 772 responses.

The feedback council received helped set the strategic directions that underpin this Plan.



City of Marion Community Consultation on the Draft Strategic Plan, 2023.

What the community told us:

The community has told council that they would like a **green, sustainable, safe, and liveable** city that is **accessible, inclusive, friendly, walkable,** and **socially connected**. What’s important is that council focus on core services, increasing tree canopy, environmental protection, more walking and cycling paths, addressing traffic congestions and street parking, adopting innovative recycling initiatives and improving community well-being. In short, a place for all, where people and nature thrive. The full Community Consultation can be found here: marion.sa.gov.au/strategic-direction.

Role definitions

To support the delivery of the strategic priorities in this plan, council will undertake the following roles:

Advocate	We act as a representative on behalf of our communities, giving a voice to their aspirations and needs. We will call on other stakeholders and levels of government and business for regulatory reform and changes to policy, practises and services, for the benefit of our city and its communities.
Provider	We provide a range of infrastructure, facilities, programs and services for the benefit of our city and its communities. Through legislation, we are required to provide and perform duties for the geographical area.
Facilitator	We bring stakeholders together and act as the lead organisation to work together towards common goals and defined roles to improve the quality of life of the community.
Partner	We work with communities and stakeholders toward common goals, with defined roles.

Engagement process



November to December 2023

The Toward 2040..Together Community Engagement campaign was conducted. This comprised focus groups, pop-ups sessions at libraries and community centres, and a survey available online and in hardcopy.



February 2024

Council commenced development of the Draft Strategic Plan.



March 2024

Council approved the release of the Toward 2040... Together Community Engagement Report.



June to July 2024

Council members further considered and refined the draft Plan at Council Member Forums and refined the Vision to 10 years (rather than out to 2040).



July 2024

Council endorsed the Draft Plan to be released for a 21-day community consultation period.



August 2024

Scheduled - Council to review community feedback and endorse final Plan.



Our Council

The Council is mandated under Section 122 of the *Local Government Act 1999 (SA)* to update its Strategic Plan within two years of a newly elected council. With the next council election scheduled for 2026, the following review of the Strategic Plan will occur by 2028.



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