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Welcome

Welcome to the City of Marion Business Plan 2023-2027!

This four-year plan reflects the priorities of the Council elected in November 2022. Like many in the community, Council is under pressure from significant cost increases. Our four-year plan is underpinned by our commitment to keeping rates affordable.

We manage more than \$1 billion worth of community infrastructure and, thanks to funding partnerships with State and Federal Governments, we have a large program of capital projects to deliver much-needed upgrades to our facilities.

Some of these projects include upgrading Marino Hall, improving the Coastal Walkway at Hallett Cove and upgrading various sports facilities. We will develop even more new playgrounds. Our libraries at Park Holme and the Marion Cultural Centre will be upgraded too.

To make our community more sustainable, we've started work on a 14km extension to our existing 11.5km underground stormwater reuse scheme to distribute and sell recycled water. Business Hubs, Business Mentoring and supporting local business associations will continue for our business community.

I hope you can experience the benefits as we put this plan into action.

Yours sincerely

Kris Hanna

Mayor, City of Marion

KRIS HANNA



About this plan

To develop this 4-Year Business Plan, council undertook an eight-week 'Shape Your Future' community engagement campaign in 2022 and received over 618 feedback submissions to support its development.

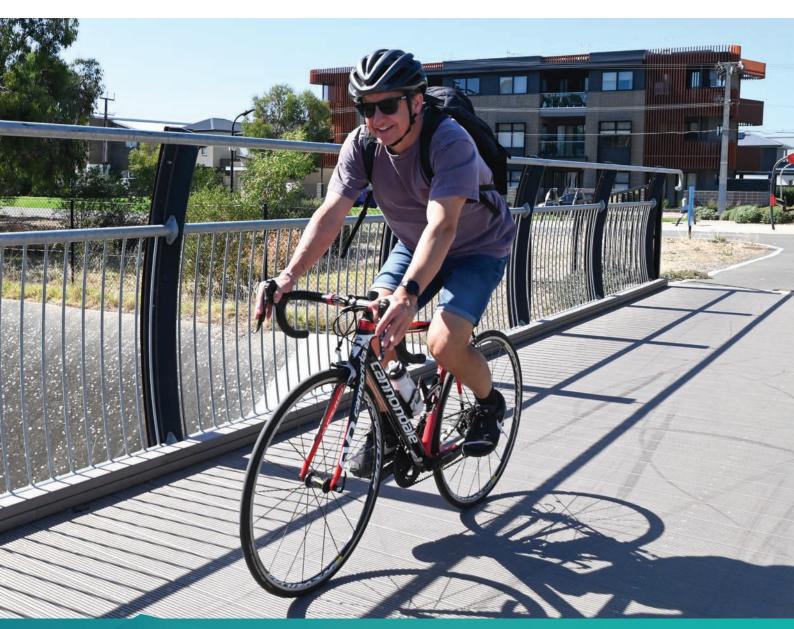
The campaign sought to reach a wide range of stakeholders including residents, businesses, visitors to the council area, Kaurna community groups, state government, young people, sports clubs, and community groups.

We asked the community about their hopes and aspirations for the council area, challenges felt in the community, and ideas for projects or services that would make the council area a great place to live, work and play. We asked the community to tell

council what the priority areas should be for the duration of the 4-Year Business Plan, 2023-2027. Visit makingmarion.com.au/shapeyourfuturemarion to view the full Shape Your Future community engagement report.

Council reviewed the feedback and developed the 4-Year Plan with strong consideration of the community feedback.

Council undertook a second community engagement campaign in May 2023 to seek feedback on the Draft Business Plan and received a further 25 feedback submissions from the community. Council considered all community feedback before the final Plan was endorsed on 27 June 2023.



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.

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.

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.

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



Major projects 2023-2027



Glandore Oval upgrade (planning)



Warradale Park Tennis Club upgrade



Marion Cultural Centre Plaza upgrade



Recycled water expansion project

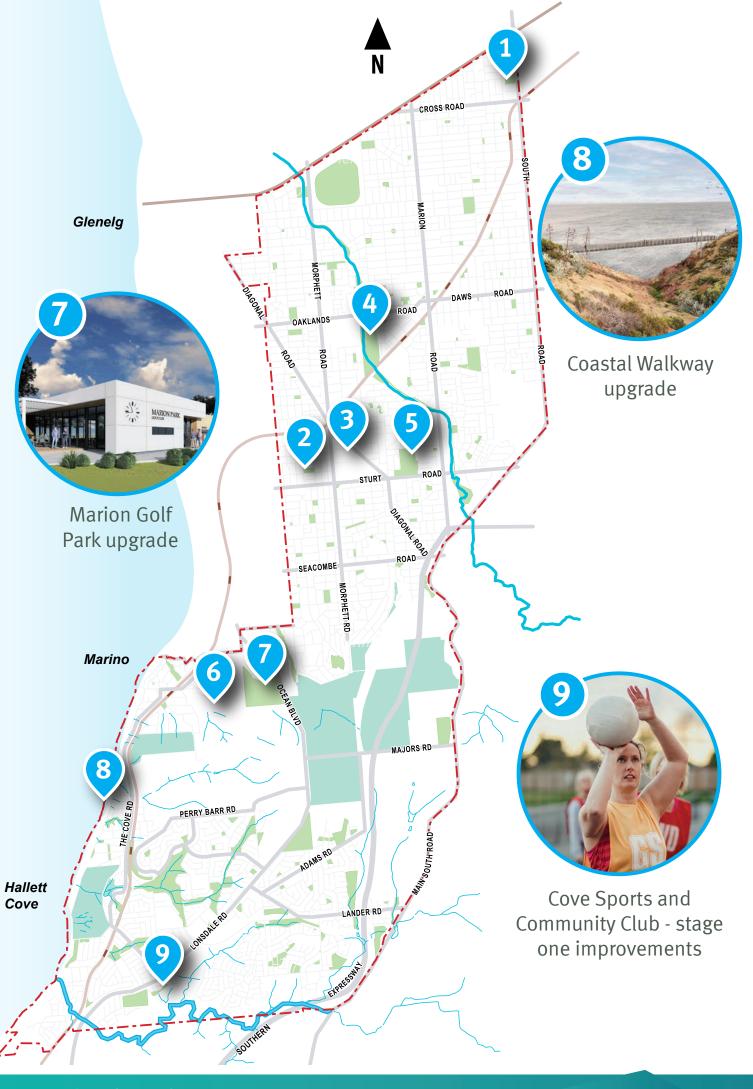


South Adelaide Basketball Club upgrade



Marino Hall redevelopment

The City of Marion maintains strong partnerships to deliver major projects for our community. Council partners include formal partnerships with the Federal and State governments to deliver the above objectives.



Quick facts about the City of Marion

Population characteristics

TOTAL

Aboriginal and Torres Strait Islander

Approximate growth per year 1% 1.7%

Greater Adelaide

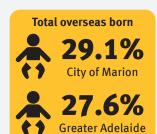
65,118 **Eligible Voters** (Citizens 18+)

113,000 2040 population forecast

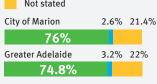
6,225 **Residents Living** with a disability

Who we are

27,536 people who were living in the City of Marion in 2021 were born overseas, people who were living in the City of and arrived in Australia within 5 years 21% prior to 2021.



English Proficiency Speaks English only Speaks another language, and English not well or not at all Not stated



How old we are

Median age 2021





In 2021 City of Marion had a lower proportion of children (under 18) and a similar proportion of persons aged 60 or older than Greater Adelaide





City of Marion total persons (usual residence) service age group (years)

Babies and pre-schoolers (0 to 4)	5.4%
Primary schoolers (5 to 11)	7.7%
Secondary schoolers (12 to 17)	6.1%
Tertiary education and independence (18 to 24)	8.8%
Young workforce (25 to 34)	15.1%
Parents and homebuilders (35 to 49)	20.2%
Older workers and pre-retirees (50 to 59)	11.7%
Empty nesters and retirees (60 to 69)	11.8%
Seniors (70 to 84)	10.4%
Elderly aged (85 and over)	2.9%

How we live



41.650 dwellings







Households with children 14,954 up 1,098 from 2016





20.25km 2016

Disadvantage

The City of Marion Socio-Economic Indexes for Areas (SEIFA) measure the relative level of socio-economic disadvantage and/or advantage based on a range of Census characteristics

SEIFA (ABS 2021)

1,008

City of Marion

Homeless persons estimated (2021)

A higher score = lower level of disadvantage

Local economy, employment and journey to work characteristics





Gross Regional Product (\$B)

up 11.52% since 2016

Total Output (\$B) 2021

Employed



94.9% City of Marion

94.5% Greater Adelaide

Unemployment rate



5.1% City of Marion

5.5% Greater Adelaide

Residential location of local workers (ABS 2021) Live and work in the area

Major contributors to total output: Manufacturing, Construction and Financial and Insurance services

Work in the area but live outside

32.8%

67.2%

On Census Day 2021 in City of Marion, 66% of people travelled to work in a private car, 8.1% took public transport and 2.1% rode a bike or walked, 9.6% worked at home.

Future opportunities and challenges

Population growth

Maintaining a liveable city whilst balancing population growth is a top challenge outlined by our community*. Population growth within the council area has traditionally risen at a rate of 1 per cent per annum. Population demographics inform the update of key Asset Management Plans and planning of infrastructure projects and services. Council will continue to advocate and partner with the State Government to ensure our city is planned around people, places, public spaces, and the environment.

Climate change

Council engaged with the community and 'loss of green cover, provision of places for informal recreation, and climate change impacts' are high priorities that our community wants council to focus on. Council's Carbon Neutral Plan seeks to reduce its carbon output for its own operations by 2030 and implement initiatives aimed at mitigating climate change impacts.

North-South Corridor

Progress along South Road will occur as the North-South Corridor project continues to evolve. Council will advocate for a revitalised urban design at the road level as the project progresses in the years ahead.

Economy

At the time of this Plan's development, council is aware of the cost of living stress within the community. Inflationary pressure is felt by council and the cost of delivering services is continually increasing. Council will continue to innovative and deliver efficiencies where possible.

Regional Planning (State Government led)

The State Government leads regional planning and policy. The 30-Year Plan for Greater Adelaide is under review and will be updated in 2023. The plan guides the long-term growth of our state and describes how Adelaide should grow to become more liveable, competitive, and sustainable. Council will continue to embed regional plans into its future planning.

Public health

Council understands that social connectivity can enhance feelings of well-being. Many council initiatives from community activities, and open spaces, to new infrastructure projects, play a role in enhancing community well-being and promoting the State Government's objectives of creating healthy, liveable, and connected communities.

Precinct developments

Private developers will transform underutilised land into vibrant housing and commercial precincts. The new precincts; Seacliff Village at Ocean Boulevard and the redevelopment of 7.5ha at Morphettville Racecourse will create two additional mixed-use precinct opportunities in the city.

A major retail development at Tonsley Village will open in 2024 offering a range of commercial tenants and new office space. Further staged releases for residential homes at Tonsley Village are scheduled.

It is anticipated that over 1500 new homes will be developed in the city through new precinct projects, also injecting millions of dollars into the local economy and providing thousands of new job opportunities and other flow on benefits for the community.

^{*}Results from the Shape Your Future Community Engagement campaign 2022







How our community envisage the City of Marion will look by 2027













^{*}Results from the Shape Your Future Community Engagement campaign 2022



What we will do by 2027

Our community told us that their top three hopes for our council area by 2027, were:

- Open spaces, environment, waste
- Community, recreation, arts, cultural activities
- New or improved walking, cycling and vehicle networks

By 2027 we will:

- Commit to further greening of our streets and reserves
- Deliver new, revitalised community spaces to meet the needs of the community now and into the future
- Develop new bike ways through the city
- Extend the underground pipe network to irrigate 52 council owned reserves/ sites with harvested stormwater
- Reduce waste to landfill through investigation of a new weekly organics waste service
- Unlock further potential surrounding Glenthorne Farm to promote the visitor experience



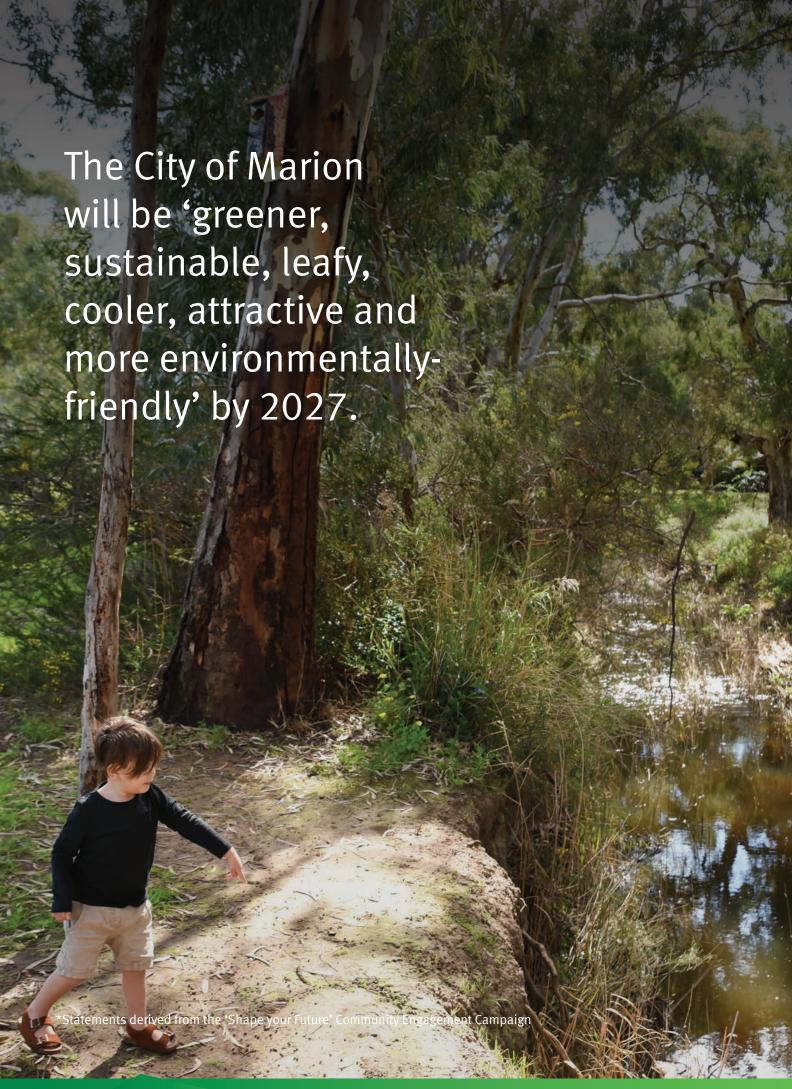
Liveable

What we will do over the next 4 years.

Projects	2023/24	2024/25	2025/26	2026/27
Cove Sports Netball and lower oval upgrade*	В, С			
Glandore Oval Precinct Plan and Redevelopment*	P, D	D	В	B, C
Marino Hall Upgrade*	В, С			
Marion Golf Park clubhouse and carpark upgrades*	В	В	В, С	
Marion Basketball Stadium development*	P, D	В	B, C	
Warradale Park Tennis Club Upgrade*	D, B	C		
Coastal Walkway Upgrades*	В	В, С		
Develop a concept for the redevelopment of Marion Leisure and Fitness Centre			Р	Р
Consult with the community to develop a new playground at Park Holme and Plympton	P, B	В	В	
Complete the upgrade to the Boat Shed Café at Hallett Cove	В, С			

^{*}Projects delivered in partnership with Federal and/or State Government

High-level business activities	2023/24	2024/25	2025/26	2026/27
Modernise the facade and interior of the Park Holme library	В, С			
Redesign and upgrade the children's area and northern section of Marion Cultural Centre library		В, С		
Deliver Council's Open Space Plan (reserve upgrades and playgrounds)	✓	✓	✓	✓
Deliver Council's Reconciliation Action Plan	✓	✓	✓	✓
Investigate, consult, and progress Planning and Design Code Amendments to ensure we're creating a Liveable city	√, A	√, A	√, A	√, A
Develop and implement a Visitor Growth Strategy	Р	✓	✓	✓
Investigate a Public Art Strategy	Р	✓	✓	✓
Develop the Sport and Recreation Strategy	Р	✓	✓	✓
Deliver Streetscape upgrades in targeted areas	✓	✓	✓	✓



Valuing Nature

What we will do over the next 4 years.

Projects	2023/24	2024/25	2025/26	2026/27
Investigate the feasibility to deliver a weekly organics waste collection	Р	В	✓	✓
Develop a Field River Dunes Management Plan	Р	Р		
Expand the recycled water distribution network*	В, С			

^{*}Delivered in partnership with the Federal and State Government

High-level business activities	2023/24	2024/25	2025/26	2026/27
Investigate options for recycling soft plastics	✓	✓	✓	✓
Deliver the Resilient South Asset Management Climate Risk Project	✓	✓	✓	
Review and implement the Urban Tree Asset Management Plan, including planting of 4,300 trees annually	Ρ, √	✓	✓	✓
Investigate opportunities for a Sturt River biodiversity corridor	✓	✓	✓	✓
Deliver Stormwater Management Planning and identify new opportunities for water sensitive urban design	✓	✓	✓	✓
Deliver the Carbon Neutral Plan	✓	✓	✓	✓
Deliver an annual program of environmental engagement activities, events, and programs	✓	✓	✓	✓
Deliver the Resilient South Climate Action Plan	✓	✓	✓	✓
Review and deliver the Biodiversity Plan	Р	✓	✓	✓
Continue to implement the Coastal Monitoring Program*	✓	✓	✓	✓

^{*}Subject to State Government grant funding



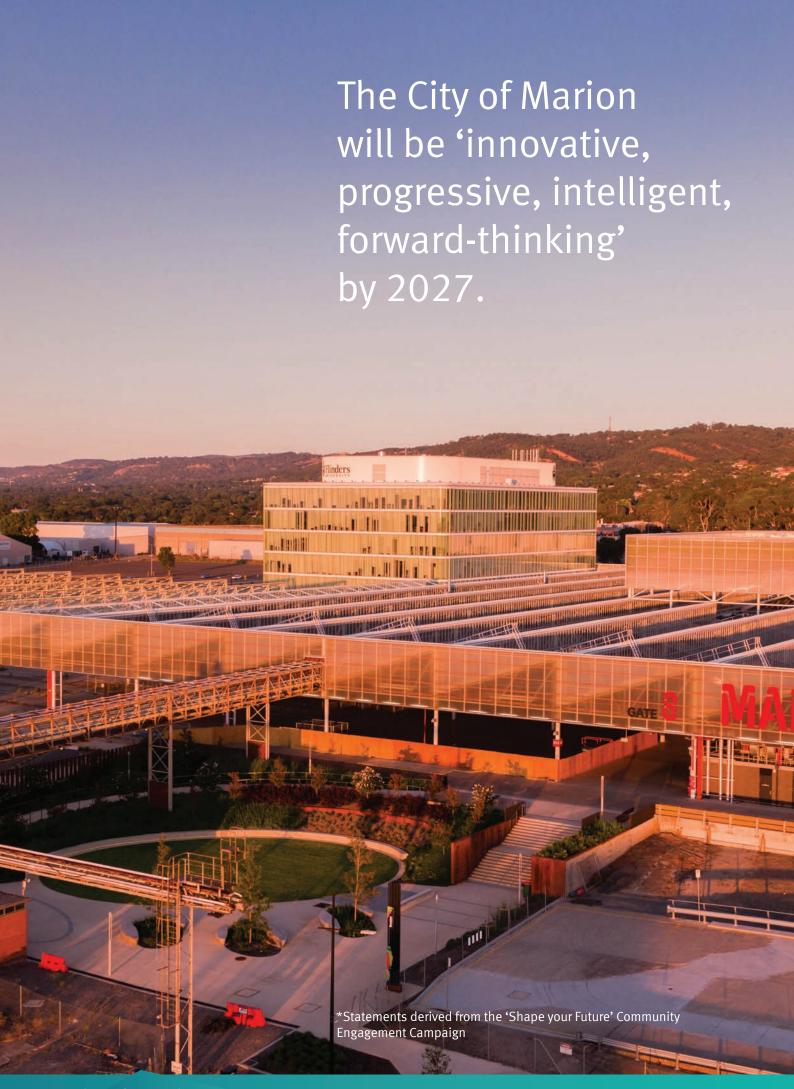
Engaged

What we will do over the next 4 years.

Projects	2023/24	2024/25	2025/26	2026/27
Deliver the 'Marion Celebrates' multi-cultural festival, and review future opportunities	✓, P (future opportunities review)		✓	
Deliver the Concert at the Cove event (major civic event)		✓		✓
Deliver the Touch a Truck event (major civic event)	\checkmark		✓	
Support the National Reconciliation week event at the Living Kaurna Cultural Centre (delivered by Southern Cultural Immersion)	✓	√	✓	✓
Deliver the 'Sports in Reserves Program' providing free sports activities for young people age 5 to 18 years*	✓	✓	√ *	√ *
Replace theatre seating and improve lighting at the Marion Cultural Centre theatre	B (lighting)	B (seating)		
Install heritage interpretive signage at identified locations	В			

^{*}Subject to Federal and/or State Government grant funding

High-level business activities	2023/24	2024/25	2025/26	2026/27
Work with external partners to deliver the 'Move it!' Program to support fitness activities in reserves	✓	✓	√ *	√ *
Continue consultation to propose a new suburb name 'Warriparinga' that encompasses the area bounded by Sturt Road, Marion Road, and South Road	√, A			
Conduct a feasibility study into the library after hours service model and future opportunities for the 'Library @ Home' service	I, P	I, P (after hours service)		
Evaluate future engagement and support to assist older and vulnerable people in the community through delivery of positive ageing and inclusion services	I, P	✓	✓	✓
Deliver initiatives to increase child and family participation	✓	✓	✓	✓
Support the Youth Collective Committee and initiatives	✓	✓	✓	✓
Design and deliver Volunteer Programs	✓	✓	✓	✓
Deliver programs and initiatives, including for Cultural and Linguistically diverse community groups and the Aboriginal and Torres Strait Islander Community	✓	✓	✓	✓
Support the Youth and Community Grants Program	✓	✓	✓	✓
Conduct a feasibility study into free community access to period products in council facilities	I, P			
Continue focus groups with Marion 100	✓	✓	✓	✓
Deliver Community events including; Australia Day events, citizenship ceremonies, opening events and civic events	√	✓	✓	✓



Innovative

What we will do over the next 4 years.

Projects	2023/24	2024/25	2025/26	2026/27
Consider options for transitioning the Councils passenger vehicles to electric vehicles pending outcomes of the June 2023 General Council meeting	TBA			
Explore opportunities for third party providers to install additional electric vehicle charging stations within the city	√, A	√, A	√, A	√, A
Partner with external providers to investigate options for a community battery within the council area*	✓	✓	✓	✓

^{*}Subject to Federal and/or State Government funding

High-level business activities	2023/24	2024/25	2025/26	2026/27
Continue to advocate new waste management innovations at the Southern Region Waste Resource Authority (a regional subsidiary co-owned by City of Marion)	√	√	√	√
Investigate options for creative/maker spaces in the city	✓	✓		
Undertake an audit to identify and implement new technologies in our libraries and neighbourhood centres to enhance the community experience	Р	✓	✓	√
Continue to investigate options to utilise automated technology solutions for the management of assets and streets	√	✓	✓	√



Prosperous

What we will do over the next 4 years.

Projects	2023/24	2024/25	2025/26	2026/27
Deliver the Business, Growth and Engagement Plan	В	В	В	В
Collaborate with the State Government to explore the possibility of vacant buildings on the Glenthorne site being used by businesses which would serve the visitors to the site and attract additional visitation	✓	✓	✓	✓

High-level business activities	2023/24	2024/25	2025/26	2026/27
Review Planning and Design Code Zone boundaries to support and attract more diversity for business and industry	✓	✓	✓	✓
Deliver an annual program of business events and engagement	✓	✓	✓	✓
Partner to deliver the 'Southern Business Mentoring Program' and Business hubs programs	✓	✓	✓	✓
Identify opportunities for business to access sustainability, climate change and circular economy grants	✓	✓	✓	✓



Connected

What we will do over the next 4 years.

Projects	2023/24	2024/25	2025/26	2026/27
Develop a detailed design for the Flinders Bikeway project	D			
Upgrade the Marion Cultural Centre Plaza	D, B	С		
Complete a major carpark upgrade at 262 Sturt Road, Marion			В	
Review connectivity at the Seacliff Village development	P, A			

High-level business activities	2023/24	2024/25	2025/26	2026/27
Deliver the annual capital works program (stormwater, road reseal, kerbs, kerb ramps, open space works, property/building, footpath, streetscape upgrades, traffic upgrades, other infrastructure)	√	√	√	√
Implement the Walking and Cycling Guidelines	✓	✓	✓	✓
Provide the community bus to support residents to remain connected	✓	✓	✓	✓



Council of Excellence

What we will do over the next 4 years.

Projects	2023/24	2024/25	2025/26	2026/27
Commence the staged upgrade of the City of Marion Administration Centre building	D,B	D,B	D,B	D,B

High-level business activities	2023/24	2024/25	2025/26	2026/27
Continue to support the Gap Year Program	✓	✓		
Implement the Project Management Office	✓			
Undertake community engagement to update Council's Strategic Plan	I, P	С		
Create a Climate Change Risk Register	Р	✓	✓	✓
Deliver Council's Marketing and Engagement Strategy	✓	✓	✓	✓
Monitor work area planning to ensure we're meeting our Strategic Plan and Community Vision	✓	✓	✓	✓
Track and monitor KPIs, regularly review and refine them to ensure relevance in driving progress towards the council's objectives	✓	✓	✓	✓
Develop and implement an IT Strategic Plan (succeeding the Digital Transformation Project)	✓	✓	✓	
Implement the Health, Safety and Wellbeing Framework	✓	✓	✓	
Commence a lean thinking program to create administrative efficiencies	✓	✓		



Broader State Government Plans (regional plans)

Under Section 122 of the *Local Government Act 1999*, Council is legislated to ensure that its strategic plans address the strategic planning issues within the Council area with particular reference to any relevant state planning policy or regional plan under the *Planning, Development and Infrastructure Act 2016*.

The Local Government Act 1999 also requires each Council to undertake a review of its Strategic Plan within two years of the newly formed council. The next review (to occur 2023-2024) will take into consideration the State Planning Policies and the update of 'The 30 Year Plan for Greater Adelaide (Regional Plan)' to identify opportunities and provide efficiency in planning for the future to ensure liveability of our Council area.

What are we doing about public health?

Whilst the State Government manages health, Council is legislated under Section 51 and 52 of the *Public Health Act 2011* to prepare, maintain and report on a Regional Public Health Plan (RPHP) that is consistent with the State Public Health Plan and responds to public health challenges within the council area.

Council takes an integrated approach to public health by embedding considerations into planning.

Council's six strategic themes Liveable, Valuing Nature, Engaged, Innovative, Prosperous and Connected include goals and actions that support community wellbeing and vitality should the community wish to connect to the many services provided by council.





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