

# City of Marion Strategic Plan 2024-2034





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Image credit: Southern Cultural Immersion

## Kaurna Acknowledgement

Ngadiu tampendi Kaurna meyunna  
yaitya mattanya yaitya yerta

This Kaurna 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  
Kaurna people and recognises the Kaurna  
people as the traditional custodians  
of the land.





#### Our city

**56.17kms<sup>2</sup>** 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, relaxing and welcoming, progressive 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, work and play. The Council is 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. You can also see the elected Council's aspirations for how Council staff will work to achieve the 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.

### 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.

Image credit: Stellar Momentum



# 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 is growing satisfaction with recreational options available in council owned public places and spaces.



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



Over **80%** of the community report that they feel safe when moving around our city and public spaces.

### 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.



### How we will get there?

Priority L1: Safe and active city	Council's role*
L1.1 - Develop innovative active transport pathways and safe crossing points to key amenities that connect roads, footpaths, and public transport.	Provider
L1.2 - Optimise innovative lighting options to improve community safety and security.	Provider
L1.3 - Design and maintain footpaths and streetscapes to allow safety and accessibility for all.	Provider and partner
L1.4 - Optimise street parking to meet the needs of residents, visitors, businesses, and community facilities.	Facilitator
Priority L2: Accessible and multiuse places and spaces	Council's role
L2.1 - Use sustainable and Universal Design Principles, smart technology, and co-design to enhance accessibility.	Provider and facilitator
L2.2 - Maintain and deliver community spaces, streetscapes and facilities that are intergenerational, vibrant, multiuse, and welcoming.	Provider
L2.3 - Identify and plan "community hubs" (vibrant and attractive precincts/main street destinations) in priority locations.	Provider and partner
Priority L3: Planning for future growth and changes to the population	Council's role
L3.1 - 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
L3.2 - 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
L3.3 - Emerging demographics and recreational trends are mapped, with community infrastructure built to reflect these.	Provider
L3.4 - Proactively explore partnerships to design an area that meets the needs of the community around the North South corridor.	Partner and advocate
Priority L4: Sustainable design and living	Council's role
L4.1 - Advocate to the community on the benefits of environmentally sustainable design in buildings.	Provider and advocate
L4.2 - Council infrastructure is assessed for climate risks and actions are taken to embed and improve resilience.	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.



### 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.

How we will get there?

### Priority S1: Protect, restore and manage

#### Council's role\*

**S1.1** - Mitigate urban heat\*\* by enhancing cooling and greening efforts throughout the city, and by seeking new opportunities to create additional open spaces.

Provider and advocate

**S1.2** - Manage tree planting and canopy development with an emphasis on enhancing character, ensuring diversity promoting safety, and boosting climate resilience.

Provider

**S1.3** - Expand biodiversity and natural landscaping across the city, with a focus on the protection and restoration of remnant and threatened species and ecosystems.

Provider

**S1.4** - 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

**S1.5** - Minimise waste, maximise resource recovery and build a circular economy, through our services and support to organisations and the community.

Facilitator and provider

**S1.6** - Manage our coastal environment and respond to the impacts of sea-level rise, climate and storm surge.

Provider

### Priority S2: Connecting to the natural environment

#### Council's role

**S2.1** - Create attractive, vibrant, useable open spaces.

Provider

**S2.2** - Provide opportunities for the community to connect with nature, learn about our natural environments and promote innovative and sustainable living.

Provider, partner and advocate

**S2.3** - Explore partnerships with Aboriginal and Torres Strait Islander People to learn and share traditional land management practices.

Partner

**S2.4** - Promote a sustainable urban environment by supporting community gardens.

Facilitator

### Priority S3: Building resilience to climate change

#### Council's role

**S3.1** - Build resilience to climate change by managing the impacts and risks.

Facilitator and advocate

**S3.2** - Support the community's carbon emission reduction through investing and/or partnering in infrastructure, such as electric vehicle recharge stations.

Provider, partner and advocate

\*Please see page 18 for role definitions

\*\*'Urban heat' refers to the increased temperature experienced in urban areas. Heat is increased by climate change, people, cars, dense infrastructure, and reduced vegetation.



# 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 'friendly' and 'welcoming'.



Increasing participation in our community engagement as a result of innovative engagement approaches.



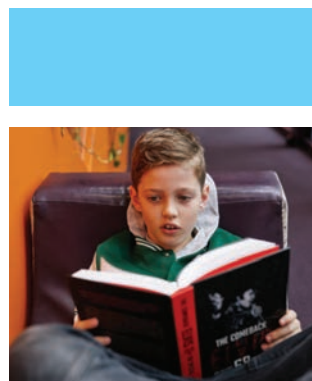
Over **80%** of residents report they are experiencing improved health and/or wellbeing because of participation in our programs.

### The opportunities We can:

- welcome new community members.
- celebrate diversity.
- listen to the community.
- partner with Aboriginal and Torres Strait Islander People.
- strengthen networks of support.
- contribute to health and wellbeing.
- 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.



How we will get there?

Priority C1: A welcoming and friendly city	Council's role*
<b>C1.1</b> - Deliver targeted, vibrant, and welcoming events, programs and initiatives that bring all people together, celebrate culture and heritage, promote healthy lifestyles, build community, and support health and wellbeing.	Provider and facilitator
<b>C1.2</b> - Promote the City of Marion as a friendly and vibrant city to live, work and play by having the community at the forefront of everything we do.	Advocate
Priority C2: Strengthening networks of support and lifelong learning	Council's role
<b>C2.1</b> - Provide the community with the opportunities, tools, resources, services, and programs they need to strengthen neighbourhoods.	Provider and facilitator
<b>C2.2</b> - Create innovative opportunities to reduce social isolation and strengthen support networks in and between targeted populations.	Provider and facilitator
<b>C2.3</b> - Partner with Aboriginal and Torres Strait Islander People through genuine relationship building, learning, promoting reconciliation, and celebration of culture.	Partner
<b>C2.4</b> - Support the business community by encouraging new opportunities, connection, information, education, promotion, and advocacy.	Provider, facilitator and advocate
Priority C3: Contribute to health and wellbeing	Council's role
<b>C3.1</b> - Use data to identify and prioritise target populations and facilitate partnerships to promote health and wellbeing.	Advocate, provider and facilitator
<b>C3.2</b> - Children and young people are given opportunities for the best start in life through strengthened support networks and targeted initiatives.	Facilitator
<b>C3.3</b> - Ageing populations are connected to the delivery of services to age well at home.	Partner
<b>C3.4</b> - The community are supported to maintain their compliance to environmental health requirements.	Advocate, provider and facilitator
<b>C3.5</b> - Partner to support community access to affordable, healthy food.	Partner
Priority C4: Valuing contribution	Council's role
<b>C4.1</b> - Ensure we listen to the community on the matters that affect them, using innovative engagement approaches.	Facilitator
<b>C4.2</b> - Provide a variety of accessible, contemporary communication methods and integrated services.	Advocate, provider and facilitator
<b>C4.3</b> - Children and young people are valued as active citizens and have meaningful opportunities to shape the future of the city.	Facilitator and partner
<b>C4.4</b> - 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

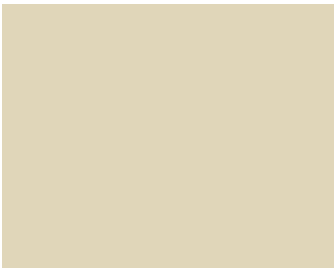
## Community's vision

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 **85-95%**
-  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.



### How we will get there?

Priority 01: Core services done well	Council's role*
01.1 - Provide high-quality, cost-effective infrastructure and services.	Provider
01.2 - Maintain assets to ensure the delivery of services that the community values today and creates certainty for the future.	Provider
01.3 - Effectively communicate the decisions of Council.	Provider
Priority 02: Continuous Improvement	Council's role
02.1 - Foster innovation, imagination, and collaboration with best practice tools to inspire continuous improvement through increased efficiencies, effectiveness and/or processes.	Provider
Priority 03: Our people	Council's role
03.1 - 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
03.2 - Build capacity of employees, volunteers, and elected Council Members by providing relevant learning and development.	Engage external providers
Priority 04: Sustainable financial management	Council's role
04.1 - 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
04.2 - Financial decisions are made by weighing up public value, evidence, benefits, risks, opportunities, and costs.	Provider
Priority 05: Bold, innovative and progressive	Council's role
05.1 - Leverage emerging technology.	Provider
05.2 - Develop capability for data-driven, cost-effective and evidence-based decision-making to improve our services and assist in the design of facilities that cater to the current and future needs of the community	Facilitator
05.3 - Proactively manage Council's Risk Management Framework to effectively manage risk and opportunity and build maturity.	Facilitator
05.4 - 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
Priority 06: Partnerships	Council's role
06.1- 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 reflect the needs of our diverse community.	Partner

\*Please see page 18 for role definitions



# 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.



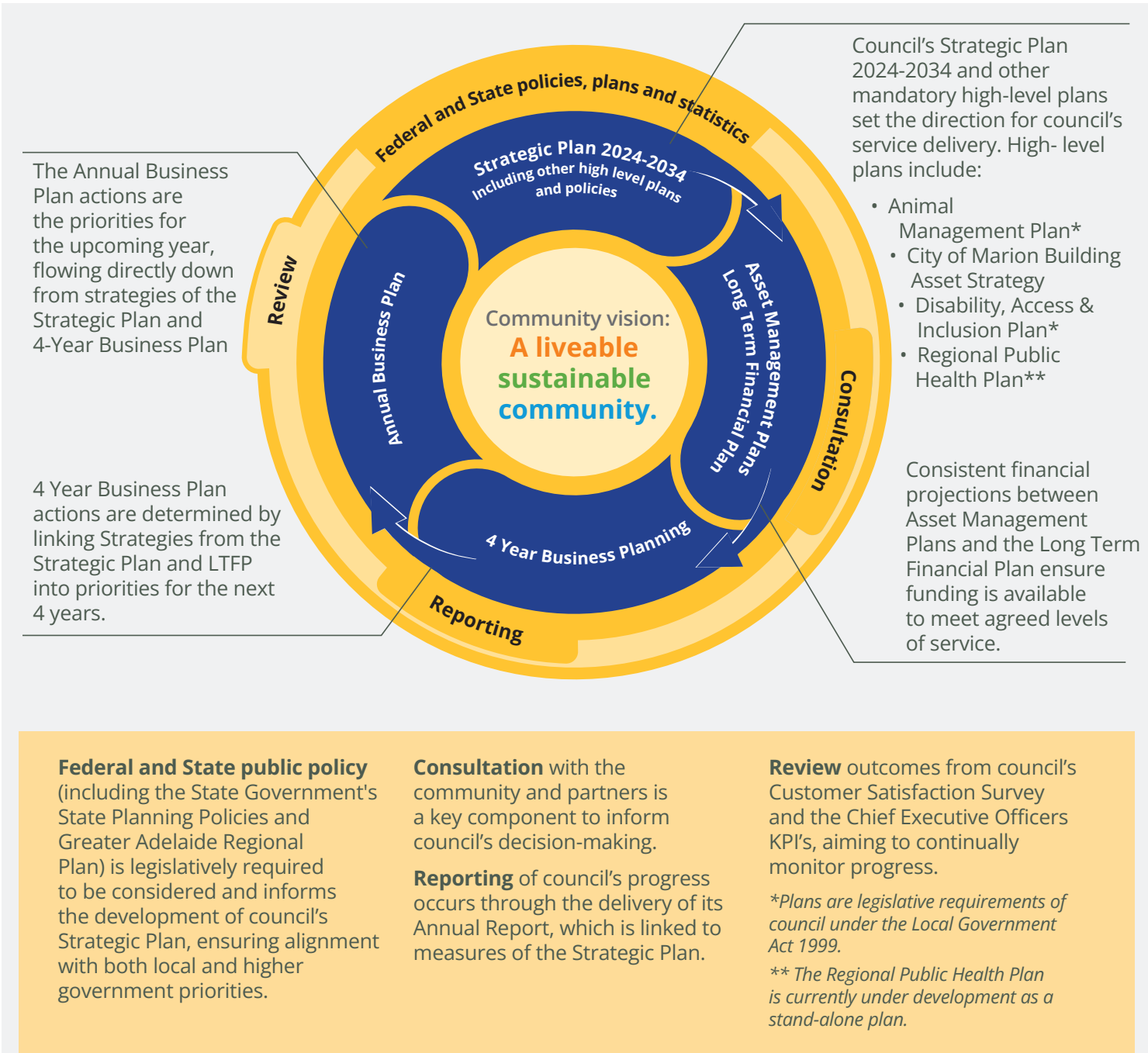
- We are:**
- Engaged with our diverse community
  - Responsive and proactive
  - Dedicated to a great customer experience

# 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.



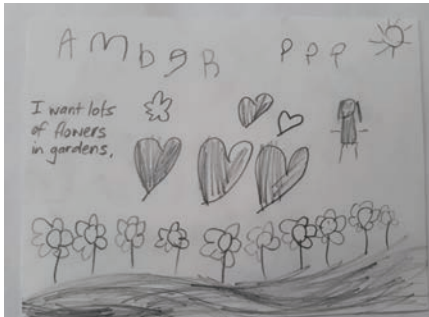


# How we developed this Plan

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:**

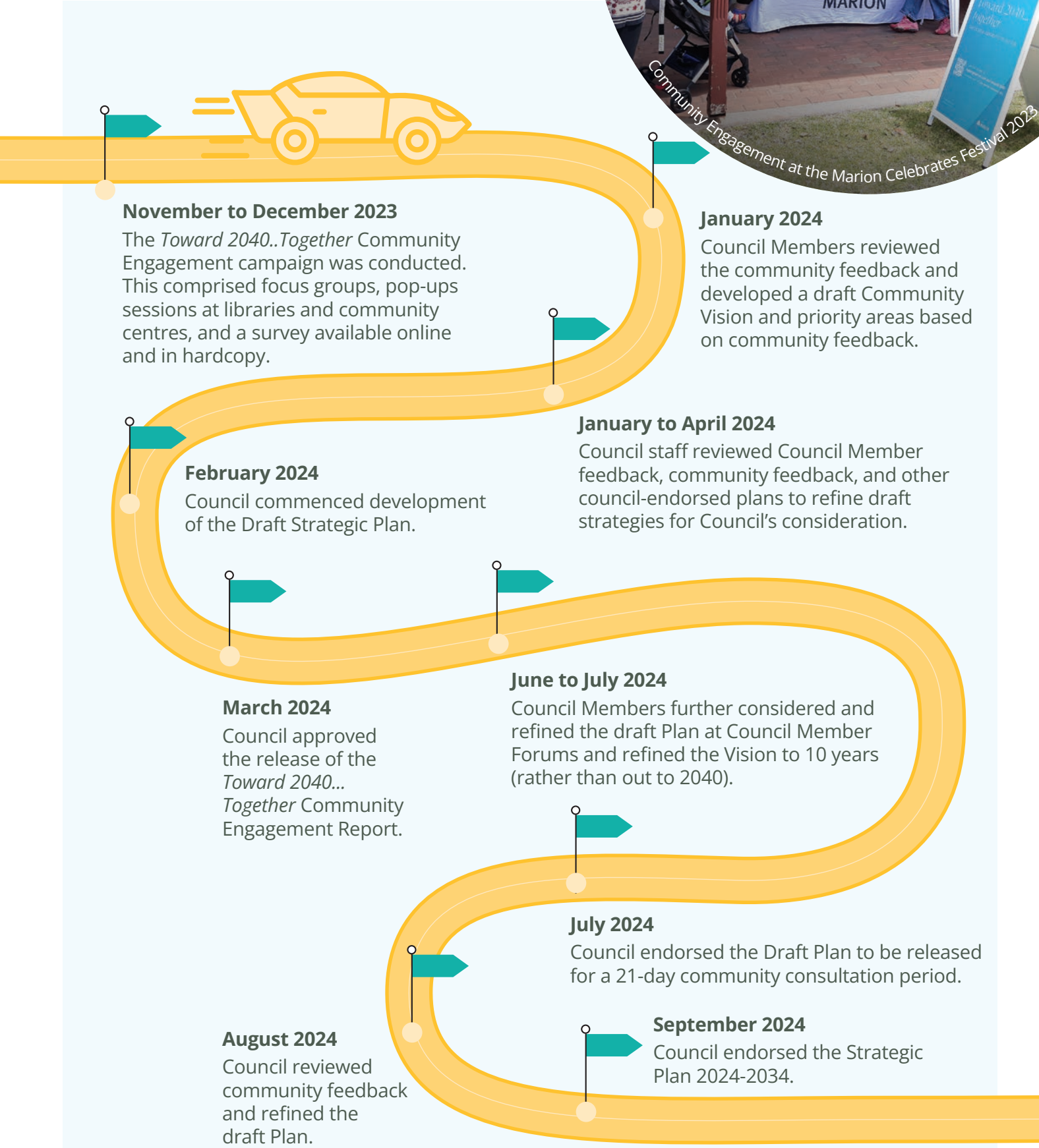
The community has told council that they would like a **green, sustainable, safe, and liveable** city that is **accessible, inclusive, friendly, walkable, and socially connected**. What's important is that council focus on core services, increasing tree canopy, environmental protection, more walking 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](https://marion.sa.gov.au/strategic-direction).

## 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





## 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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