Draft Strategic Plan 2011–2015
For consultation

CITY OF
TEA TREE GULLY

Naturally Better

Our *Strategic Plan 2011–2015* sets out a vision for our City during the next 30 years and clear directions to guide Council and the community towards achieving it.

This is your vision of the community you want to continue living and working in – it grew out of the comprehensive community engagement process Council ran last year.

The plan focuses on what we need to achieve in the next five years – anticipating the many changes and challenges that will occur along the way – as we move towards the vision.

Our Elected Members and staff will continue to work closely with the community and all tiers of government to achieve this plan. Wherever possible they will help people to build on the opportunities that develop from it.

This Plan will help to ensure that the City of Tea Tree Gully continues to be renowned as a wonderful place to live, work, play and conduct business.

We look to the future with confidence knowing that, with your contribution, our community will remain Naturally Better.

Miriam Smith

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In 2010 the City of Tea Tree Gully started a process to document a vision for the City's long-term future. Called create20forty, the process involved talking to our community and stakeholders about how we should shape the City during the next 30 years.

The result is our *Strategic Plan 2011–2015,* which will guide our City's planning decisions during the next five years; decisions that will move us towards the 30-year vision.

The vision falls into nine themes that capture the shared priorities of our community. Each theme involves the City's responsibilities to our community, as well as challenges that must be met jointly by the community and the Council if the vision is to be fulfilled. The themes are:

- Our buildings and infrastructure

- Our local economy

- Our housing and living

- Our environment

- Our transport networks

- Our population

- Our leadership

- Our community

- Our leisure, play and arts.

This Plan sets out each theme under three subheadings:

1. The key strategic objectives – the long term: our community's 30-year aspirations

2. The strategic directions – the medium term: the five-to-30-year directions for each key strategic objective

3. The outcomes – the short term: the strategic directions that we will achieve by 2015.

Council will review the plan every four years, as required by the *Local Government Act 1999*. This comprehensive review will involve engagement with stakeholders, particularly our community.

Developing the vision

Our Elected Members started developing a vision in 2009 and sought community input in 2010.

During June and July 2010, Council sought our community and stakeholders' ideas and aspirations for the City by using a variety of techniques, including:

- distributing information brochures to stakeholders and at community facilities

- holding workshops with representatives from community groups, the business sector, representatives of local members of parliament, young people, the Indigenous community and Council staff

- inviting the community, through advertisements in the local newspaper, to give feedback

- inviting the Tea Tree Gully Community Panel to comment

- inviting key government agencies to comment.

Council is obliged to align the City's direction with that of our region, state and nation. To that end, we reviewed the policies and strategies of all tiers of government to ensure that we have common goals and will achieve the best outcomes for our community.

South Australia's Strategic Plan and *The 30-Year Plan for Greater Adelaide* have particular influence on how our community develops and evolves during the next 30 years. These plans focus on the following issues for the Northern Adelaide region and specifically our city:

- significant employment growth

- a future transit-oriented development at Modbury

- a potential mass transit connection from Modbury to Salisbury

- an urban environment and housing that meet the needs of our changing population and our future environmental, social and economic challenges.

In October and November 2010, Council consulted with State Government stakeholders to confirm that the strategic directions and outcomes in this plan are aligned with those of the Government. This consultation highlighted the positive synergies that exist between the Government and the City of Tea Tree Gully.

The links to *South Australia's Strategic Plan* are identified on pages 30–32.

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Delivering the plan

To deliver the outcomes identified, Council will work with government at all levels, non-government service providers, the business sector and the community. In some instances, Council will take a leading role, while at other times we will strengthen existing relationships, build new partnerships, or collaborate with other organisations to fulfil the City's vision.

Our planning framework

The Strategic Plan is underpinned by a hierarchy of Council strategies and policies and delivered by action plans, department business plans, and internal work plans (Figure 1).
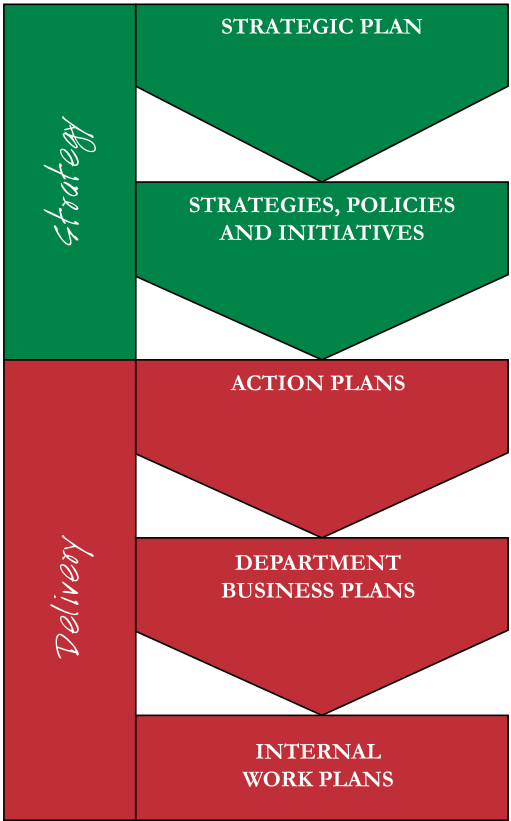

Figure 1: Council strategic planning framework

Section 122 of the *Local Government Act 1999* requires Council to identify the documents that make up its strategic management plans. These documents are available on Council's website (www.teatreegully.sa.gov.au). Together they identify the measures and deliverables that indicate how the Council is performing.

Monitoring and reporting

The City's corporate reporting framework will enable Council to track its performance in delivering its strategic management plans and measure this against Council's social, environmental, economic and governance priorities. The frequency and method of reporting vary; however, reports to Council occur at a minimum through the annual report and annual business plan.

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The City of Tea Tree Gully lies at the foot of the Mount Lofty Ranges, yet is just a 20-minute drive or O-Bahn bus ride from the centre of Adelaide. We have a rich natural heritage, epitomised by streets lined with native trees, and environmental responsibility is a Council priority.

As a Council we are justifiably proud of our City and our vibrant suburban lifestyle. With diverse and exciting arts and recreational opportunities, modern urban services and facilities, and a healthy local economy, we have much to offer our 100,000-strong population and also the many visitors who use our facilities and enjoy our attractions.

During the next 30 years we will face challenges, particularly in relation to demographic changes. Our ageing population – the number of people aged over 65 in the City is expected to increase by 7.2 per cent by 2031 – will pose perhaps the biggest challenges, in providing appropriate housing and services and managing the subsequent effects on our local economy.

Partly as a result of the ageing population, the number of people living in each house is expected to decrease as more people live alone or in two-person households. The City will need to offer housing and services to meet their needs if it is to maintain its population and allow people to 'age in place'.

Despite a predicted marginal decrease during the next 20 years, young people will remain a significant proportion of our total population and it will be important to ensure they have relevant services and facilities.

Demographic snapshot

Population

2009 estimated resident population = 100,155
2031 forecast = 105,368

Percentage of Indigenous people = 0.7 per cent

Percentage of people born overseas = 22.9 per cent
The largest overseas-born group is those born in the United Kingdom. The three largest birthplace groups for people from non-English speaking backgrounds are Italy, Germany and the Netherlands.

Household size

2006 average household size = 2.63 people
2031 forecast = 2.46 people
The largest increase is forecast to be in lone-person households, while the number of couple families with dependents is forecast to decrease.

Local economy and employment

Key industries
The three largest industries in the City are retail trade, health care and social assistance, and education and training.

Employed residents (more than 15 years old)
Working in the City = 21 per cent
Working outside the City = 70 per cent
(9 per cent not stated)

Our vision

A vibrant lifestyle opportunity that celebrates innovation and excellence – your place, your home, your future.

Our buildings and infrastructure

Members of our community require a broad range of facilities, buildings and services to go about their daily lives. For this to happen, Council develops, operates and manages infrastructure assets such as roads, open space, footpaths, cycle ways, buildings, and stormwater and sewerage systems.

These assets affect us all and contribute significantly to our quality of life.

Our infrastructure requires ongoing monitoring and upgrading, depending on the stage in its life cycle. We need to ensure we meet current requirements and prepare for future needs.

Costs may increase as existing infrastructure ages and future development causes pressure for upgraded or new infrastructure.

Given predicted population growth and demographic change, Council will consider how we can continue to meet the community's needs in a low-risk, cost-effective and sustainable way.

Key strategic objective 2040

1.   Physical infrastructure that supports the future needs of our community

Strategic direction (5–30 years)	Outcomes (1–5 years)
1.1 Plan and maintain infrastructure, buildings and facilities to meet the future needs of the community.	1.1.1 Identify long-term infrastructure and property needs for current and future communities through development of the City Master Plan and associated plans. 1.1.2 Make long-term asset management plans consistent with the City Master Plan and link them to our long-term financial plan. 1.1.3 Implement asset management plans for roads, buildings, stormwater, the community wastewater management system and other assets. 1.1.4 Source funding for the continual development, renewal and maintenance of infrastructure and community facilities.

Strategic direction (5–30 years)		Outcomes (1–5 years)	
		1.1.5	Develop partnerships with other tiers of government, the private sector and non-government organisations to support the provision of infrastructure and community facilities.
1.2	Collocate and connect complementary facilities, creating hubs of activity throughout the City.	1.2.1	Identify opportunities to collocate and connect complementary community activities and facilities through the development of the City Master Plan.
		1.2.2	Design future facilities to be multi-functional and flexible to meet the changing needs of the community.
1.3	Provide fair and equitable access to Council facilities for all the community and optimise the use of the facilities.	1.3.1	Review Council's policy on leasing and licensing of its facilities to establish a system that ensures the community fair and equitable access to, and optimises the use of, the facilities.
1.4	Demonstrate best practice in the application of sustainability principles, place-making and urban design in relation to Council buildings and infrastructure.	1.4.1	Develop processes and design guidelines to incorporate principles of place-making, good urban design and environmental sustainability into the development or upgrade of Council-owned buildings and infrastructure.
1.5	Develop long-term plans that adopt a whole-of-site approach to asset management.	1.5.1	Develop long-term precinct plans, incorporating implementation, staging of capital works and long-term financial implications, for key Council recreation, cultural and community hubs identified in the City Master Plan.

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The City's key industry sectors are retail, construction, light manufacturing, professional and commercial services, and health and community services. We also have a growing number of home-based, small and emerging businesses.

The ageing population is likely to exacerbate ongoing skills shortages, as the baby boomer generation progressively retires from the workforce during the next 10 years.

Our transport networks, population, workforce education and training, and infrastructure affect our economy and our ability to increase business opportunities.

Council will focus on supporting existing businesses and business sectors, while encouraging and facilitating new opportunities to develop our local economy.

Key strategic objective 2040

2. Sound business and employment opportunities through innovative economic development

Strategic direction (5–30 years)	Outcomes (1–5 years)
2.1 Capitalise on opportunities created by the National Broadband Network rollout.	2.1.1 Work collaboratively with NBN Co to assist the delivery of the National Broadband Network in our City. 2.1.2 Develop a digital strategy to connect our residents and enable them to capitalise on digital communications technology.
2.2 Recognise complementary relationships between our local economy and other regions, and enhance the City's role in promoting and supporting sound business and employment opportunities.	2.2.1 Establish northern regional cooperation to capitalise on the planned economic growth in the Northern Adelaide region. 2.2.2 Work collaboratively with the G6, Northern Adelaide region, and Eastern Region Alliance councils to attract investment and funding for economic development. 2.2.3 Develop a Business Leaders Group to facilitate and advocate for economic development in our City.

Strategic direction (5–30 years)	Outcomes (1–5 years)
2.3 Identify opportunities to enhance existing and create new specialised business clusters in the City.	2.3.1 Identify the comparative and collaborative advantages of doing business in our City. 2.3.2 Identify viable business sectors that can support each other through collaboration to facilitate opportunities for knowledge transfer, investment, innovation and development, and enhanced profile. 2.3.3 Develop business networks to promote opportunities for specialised business sector clusters.
2.4. Encourage and support low-impact, home-based business, small business and business incubation.	2.4.1 Develop a database of home-based and small businesses in the City. 2.4.2 Work with relevant agencies, such as the Business Enterprise Centre, to attract and support home-based and small businesses by providing information and developing networks to promote business opportunities. 2.4.3 Support the establishment of a business incubation model. 2.4.4 Investigate the opportunities to support home-based business through reviewing Development Plan policies.
2.5 Encourage innovative and emerging industries.	2.5.1 Promote Council's sustainability expertise, reputation and initiatives to the business sector. 2.5.2 Investigate opportunities to establish clean technology, creative industries and other emerging industries.
2.6 Accommodate emerging trends in the retail and commercial and industrial sectors.	2.6.1 Identify emerging trends in the retail and commercial and industrial sectors. 2.6.2 Assess our City's ability to accommodate these emerging trends and create opportunities to better accommodate the needs of the retail and commercial and industrial sectors.

People's ability to access appropriate housing is integral to them becoming and remaining part of our community.

Yet the City lacks housing diversity. More than 85 per cent of our houses are most suited to accommodating couples with children, but there is increasing demand for single and two-person housing. As our suburbs evolve and the population changes, the current housing stock is unlikely to meet future demand.

Further, following several decades of strong housing growth, we have nearly exhausted our supply of undeveloped land for residential use.

Because of the demographic changes, our population will decline if the housing status quo is maintained.

By working in partnership with other stakeholders, Council will create housing to meet the needs of our changing population and deliver this in an efficient and affordable manner. We will also balance future development with our need for a sustainable environment and the community's desire to maintain the City's local identity and quality of life.

Key strategic objective 2040

3. Diversity in housing

Strategic direction (5–30 years)	Outcomes (1–5 years)
3.1 Encourage and support diversity in housing form, cost and tenure to meet the changing needs and preferences of the community.	3.1.1 Develop an understanding of the housing market and the socio-economic and demographic needs of our community in relation to current and future housing stock.
	3.1.2 Include new policies in the Development Plan to facilitate greater diversity in housing to meet future demographic needs.
	3.1.3 Promote to the development sector the City's opportunities to develop diverse housing.
	3.1.4 Identify opportunities to partner with other tiers of government, non-government organisations and the development sector to deliver affordable housing.

Strategic direction (5–30 years)		Outcomes (1–5 years)	
3.2	Support the development of increased housing densities in and around key activity and infrastructure hubs.	3.2.1	Identify opportunities for increased housing densities close to activity hubs, open space, services and public transport infrastructure through the development of the City Master Plan.
		3.2.2	Develop precinct plans for areas identified to accommodate increased densities in the City Master Plan. These will guide each precinct's desired future density and urban form, as well as help to identify and plan for the infrastructure, capital works and policies required to achieve this direction.
3.3	Improve the amenity and character of the City and encourage opportunities for urban renewal.	3.3.1	Identify opportunities for urban renewal in the City through the development of the City Master Plan.
		3.3.2	For urban renewal areas identified in the City Master Plan, develop precinct plans that promote principles of good urban design, place-making and streetscape strategies, and assist in identifying capital works projects and policy initiatives to facilitate and support urban renewal.
3.4	Prioritise the planning and development of a high-order transit-oriented development at the Modbury Regional Centre through lobbying, collaboration and partnerships with key stakeholders.	3.4.1	Work collaboratively with key stakeholders to develop a vision and precinct plan for a transit-oriented development at Modbury.
		3.4.2	Lobby the State Government to progress the planning and development of a transit-oriented development at Modbury.

It is acknowledged globally that human activity has a significant impact on climate. Australia's recent experiences of extreme climatic incidents, such as severe flooding and prolonged drought, coupled with the rising cost of resources such as water and energy, make it clear that Local Government has a leading role to play in securing our environment for future generations.

Council views a responsible ecological footprint as essential to our operations. We will do more to protect our environment and better manage our resources, particularly water and energy.

We understand and appreciate that our City's combination of natural and urban elements is at the heart of why so many people make it their home. Encouraging the sustainable management and development of our City is vital to the health of residents and the environment, and will have a positive influence on the cost of living.

Key strategic objective 2040

4.   A sustainable living environment

Strategic direction (5–30 years)	Outcomes (1–5 years)
4.1 Inform our community regarding environmental issues.	4.1.1 Inform our community about environmental issues and initiatives, including sustainable water and energy use, biodiversity, the use of indigenous vegetation, and waste management, through a range of communication tools.
	4.1.2 Offer to the community information sessions, workshops, seminars and presentations about topical environmental issues such as the sustainable use of water, energy and indigenous vegetation; biodiversity; and waste management.
	4.1.3 Develop interpretive signage and other educational tools at key environmental sites in the City.
	4.1.4 Explore partnerships with schools and the Department of Education and Children's Services to promote awareness of environmental issues.
4.2 Adopt adaptation and mitigation measures as a response to climate change.	4.2.1 Adopt and implement a climate action plan that seeks to reduce Council's greenhouse gas emissions.

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Strategic direction (5–30 years)		Outcomes (1–5 years)	
4.3	Conserve, improve, maintain and protect areas of environmental value.	4.3.1	Develop and implement a biodiversity strategy that seeks to improve habitat connectivity, protect remnant vegetation and progress the control of pest plants, animals and disease.
4.4	Reduce the amount of waste going to landfill.	4.4.1	In collaboration with Zero Waste SA, progressively implement the *Environment Protection (Waste to Resources) Policy 2010*.
		4.4.2	Inform residents of the most effective use of Council's new three bin system to reduce the amount of waste going to landfill.
4.5	Use a whole-of-catchment approach to achieve flood protection, improve watercourse environments, and encourage the efficient, productive use of water.	4.5.1	Complete the development of the community wastewater management system's treatment plant to generate enough recycled wastewater for priority Council-irrigated community open spaces and reserves.
		4.5.2	Investigate and develop opportunities to distribute recycled water that is surplus to Council's needs to the community.
		4.5.3	Develop a partnership with the Eastern Region Alliance councils to establish an aquifer storage and reuse scheme to increase opportunities to access and deliver recycled water.
		4.5.4	Continue the City's role in the Water Proofing Northern Adelaide regional subsidiary to implement actions identified in the *Integrated Water Cycle Management Plan for the Northern Metropolitan Region 2009–2039*.

A network of roads, bikeways, walking trails, footpaths and the Adelaide O-Bahn connects our neighbourhoods, facilities and amenities.

Council seeks a sustainable transport network that is integrated, coordinated, affordable, efficient and safe. Because the City is an outer suburb of Adelaide, our residents rely on cars; however, the growing popularity of alternatives such as public transport and bicycles, combined with an ageing population, means our transport networks will have to adapt.

The City may need to expand our bus network, provide more support for alternative modes of transport, and look at other measures that enable good connections between people and places.

Key strategic objective 2040

5.   Our community linked through effective transport systems

Strategic direction (5–30 years)	Outcomes (1–5 years)
5.1 Create regional connections and link our neighbourhoods, facilities and amenities by a network of cycle paths and pedestrian paths.	5.1.1 Further develop the pedestrian network, including a focus on key activity hubs. 5.1.2 Review and implement Council's Local Area Bicycle Strategy with an emphasis on improving end-of-trip facilities and developing a cycle network that links key destinations and activity hubs. 5.1.3 Complete the development of an off-road shared pedestrian and cycle path along the Dry Creek corridor.

Strategic direction (5–30 years)	Outcomes (1–5 years)
5.2 Create a coordinated and sustainable transport network that is safe, convenient, affordable, efficient and accessible.	5.2.1 Define Council's role in the provision of transport services and infrastructure. 5.2.2 Develop partnerships with the private sector, non-government organisations, other tiers of government and other councils to deliver community transport. 5.2.3 Establish a working group of key stakeholders, including State Government representatives, to coordinate the provision and upgrade of transport services. 5.2.4 Lobby the State Government for improved transport services and infrastructure.
5.3 Create a city conducive to public transport, walking and cycling by implementing good urban design and place-making strategies.	5.3.1 Promote the use of public transport and the development of walking and cycle-friendly environments through the Development Plan, particularly around key activity and transport hubs. 5.3.2 Develop design guidelines and public art and place-making strategies to adapt the street network and public realm around key transport and activity hubs and to promote walking and cycling as primary transport modes.
5.4 Work with stakeholders to provide mass rapid transit to connect the Modbury Regional Centre with centres at Golden Grove, Elizabeth and Salisbury.	5.4.1 Establish a working group of key stakeholders in relation to developing the potential mass rapid transit infrastructure. 5.4.2 Continue to lobby the State and Commonwealth Governments for the mass rapid transport infrastructure.

During the past 40 years, the City's population has grown significantly and our landscape has changed from a rural to a suburban setting.

Our proportion of young people is higher than the metropolitan average; however, our population is ageing and our number of young adults is declining. These trends bring new challenges.

Demographic and lifestyle changes have resulted in a decline of traditional households, consisting of two adults with children, and an increase of single or two-person households, particularly in the young adult and older adult groups.

Council needs to ensure that we are prepared to meet the needs of the City's future population.

Key strategic pbjective 2040

6.   A diverse population

Strategic direction (5–30 years)	Outcomes (1–5 years)
6.1 Support and celebrate cultural diversity.	6.1.1 Celebrate our community's diversity and expose the community to different cultures.
	6.1.2 Support culturally and linguistically diverse groups in our community, including partnerships with other agencies and community groups.
	6.1.3 Develop a communication framework that promotes cultural diversity, including making information available in various languages.
6.2 Encourage a future population that supports our developing local economy, as well as effective and efficient services and infrastructure.	6.2.1 Identify opportunities through the development of the City Master Plan to locate additional population where it will support the growth and viability of community and employment hubs, services and infrastructure.

Strategic direction (5–30 years)	Outcomes (1–5 years)
6.3 Support a diverse and sustainable population by providing appropriate transport, infrastructure, services, housing, employment, recreation, culture, arts and learning opportunities.	6.3.1 Develop a City Master Plan that guides continuing sustainable growth and regeneration. 6.3.2 Form partnerships with other tiers of government and key stakeholders to support the objectives of the City Master Plan. 6.3.3 Lobby the State and Commonwealth Governments to support projects and infrastructure that are required for our future population.

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The role of Local Government has evolved and grown over time. It now encompasses the delivery of a broad range of community services and facilities, the management of local resources, and the implementation of diverse programs, policies and legislation set by both the State and Commonwealth Governments.

Our community can participate in Local Government decision-making by voting in elections or through community engagement undertaken for key Council policies, strategies and decisions.

Leadership excellence from Council is required to achieve the City's vision for 2040. Council must be vigilant in identifying what our community needs and wants, and secure the required investments in infrastructure and amenities.

Our goal is to demonstrate progressive, strong leadership and responsible, effective planning. By working in partnership with government, business and the community, we will continue to build a sustainable and prosperous City in an increasingly competitive climate.

Key strategic objective 2040

7.   Leadership excellence

Strategic direction (5–30 years)	Outcomes (1–5 years)
7.1 As a Council, be accessible, strategic and professional, and make decisions that are in the best interests of our community and our City.	7.1.1 Provide robust leadership and advocacy to advance the priorities of our City. 7.1.2 Collaborate with other Local Governments, the State and Commonwealth Governments and other key stakeholders to produce the best outcomes for our City. 7.1.3 Implement strategic management plans for our City that are up to date, identify the objectives of our Council and fulfil our obligations under the *Local Government Act 1999*. 7.1.4 Implement an ongoing training and development program for Elected Members.

Strategic direction (5–30 years)		Outcomes (1–5 years)	
7.2	Communicate with and inform our community using a variety of methods that meet community needs.	7.2.1	Develop an external communications framework that uses appropriate communication tools and techniques to effectively inform all members of our community about Council activities.
		7.2.2	Promote the Council and our City.
7.3	Foster responsible, informed and transparent decisions on key issues by ensuring we undertake timely and appropriate engagement with our community and other stakeholders.	7.3.1	Engage with our community before making decisions on key issues that affect them by implementing a community engagement framework, tool kit and policies based on the best practice principles of the International Association for Public Participation.
7.4	Lead the City using best practice and continuous improvement principles in the areas of governance, risk management, financial and resource management, and customer and other services.	7.4.1	Develop and implement a customer service framework that drives and supports service excellence across all our operations, committing to consistent delivery of high standards of service.
		7.4.2	Develop and implement a corporate plan that continually improves our organisation's culture and performance.
		7.4.3	Ensure financial sustainability in accordance with Local Government Association financial indicators.
		7.4.4	Continue to improve our mutual liability insurance rating and ensure it remains above the Adelaide metropolitan average.
7.5	Foster and develop leadership in our community.	7.5.1	Develop a community leadership program to build leadership capacity in our community and ensure that our City has future leaders with the skills required to provide meaningful community leadership.

Disadvantage in our City is perhaps less visible than in other Local Government areas, but it is present nonetheless.

The funding channels available to Council to support vulnerable residents are limited and many support services are delivered at a regional level.

Disadvantaged groups who live in a relatively healthy and financially comfortable community are less likely to seek out and participate in support programs and services.

In addition to meeting the needs of vulnerable groups such as the frail aged and people with disabilities, Council recently has seen an increase in demand for programs and services delivered from our community facilities. There is also growing patronage of programs for our young people.

Council must integrate its support of vulnerable groups with that of the State and Commonwealth Governments and non-government organisations to ensure the best use of available resources.

Accessible and connected community facilities that provide access to programs, events and activities are essential to prevent social isolation and to support strong community and social networks.

Health promotion is vital for encouraging healthy lifestyles for the benefit of the community overall and to reduce health care costs.

As our community changes, Council has to meet a broader range of needs, often with fewer resources.

Key strategic objective 2040

8.   Foster family and community development

Strategic direction (5–30 years)	Outcomes (1–5 years)
8.1 Ensure a diverse range of community programs, services and events to meet the changing needs of our community.	8.1.1 Review the community services that Council offers to ensure they best meet the needs of our community. 8.1.2 Partner with the community to develop a neighbourhood development program that meets community needs. 8.1.3 Support active ageing in our community by implementing Council's Ageing Strategy.

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Strategic direction (5–30 years)	Outcomes (1–5 years)
	8.1.4 Support our young people through the delivery of programs and services, primarily through the Youth Innovation Centre.
	8.1.5 Build social connections and community strength through volunteering, community-based social activities, events and support programs.
8.2 Support healthy lifestyles and a safe living environment by providing infrastructure, partnerships, programs, information and education.	8.2.1 Promote healthy eating and lifestyles through a range of communication tools, events and programs.
	8.2.2 Incorporate Crime Prevention Through Environmental Design principles into Council projects.
	8.2.3 Collaborate with relevant agencies and the community on initiatives that support and promote a safe living environment.
	8.2.4 Help to protect our City from the threat of bushfires by implementing Council's Strategic Bushfire Management Plan.
8.3 Develop and use our networks with other service providers to better inform the community of available services.	8.3.1 Develop connections with the City's health service providers, including general practitioners, to promote Council's programs and services.
	8.3.2 Where required, link people with other government and non-government health and allied support services.
	8.3.3 Use a variety of communication tools to promote the City's range of community services.
8.4 Collocate Council facilities community activity hubs to improve accessibility.	8.4.1 Identify synergies and opportunities for collocating community facilities and activities, and ensure that these are equitably distributed and accessible to the community.
8.5 Advocate on behalf of the community for health and allied support services, to fill identified gaps.	8.5.1 Assist health and allied support service providers to identify gaps in services in our City.
	8.5.2 Lobby government and associated agencies where there is a demonstrated deficiency in service provision.

Our leisure time – through engagement with the arts, culture, learning and recreation – supports good mental and physical health and our social and cultural infrastructure. Leisure activities also contribute strongly to our economy.

The City has a wide range of outdoor and indoor recreational facilities, sporting facilities, parks, reserves, community centres and library facilities available for residents.

Council recognises that a variety of recreational, arts and community facilities and activities may be required to meet the needs of our existing and future residents. Delivery of these will rely not only on the actions of Council, but also on the State and Commonwealth Governments and the private sector.

Key strategic objective 2040

9.   Participation in entertainment, recreation, leisure and the arts

Strategic direction (5–30 years)		Outcomes (1–5 years)	
9.1	Provide and encourage the delivery of a diverse range of leisure, recreation, learning, entertainment, arts and cultural opportunities.	9.1.1	Review the City's Recreation Management Plan to consider the future recreation needs and preferences of our community.
		9.1.2	Develop an open space strategy that will guide the future provision, implementation, management and maintenance of open space.
		9.1.3	Facilitate targeted programs and services to increase participation in leisure, arts and culture, sport and recreation.
		9.1.4	Develop an events framework that supports and delivers a range of events across the organisation for leisure, recreation, learning, entertainment, arts and culture.

Strategic direction (5–30 years)	Outcomes (1–5 years)
9.2 Deliver recreation, leisure and arts programs and manage facilities sustainably.	9.2.1 Implement a plan to improve our communication with sporting and leisure clubs in our City. 9.2.2 Foster the development of knowledge, innovation and expertise in sporting and leisure clubs. 9.2.3 Provide recreation planning and policy advice to sporting and leisure clubs to improve their management, decision-making and sustainable development.
9.3 Promote the City's range of facilities, programs and events to our community.	9.3.1 Promote the City's recreation, leisure and arts facilities, programs and events to our community using a range of communication tools. 9.3.2 Develop and implement marketing and communications plans for key recreational facilities to better promote the services and facilities they offer. 9.3.3 Develop new and improve existing partnerships with clubs, community groups, government and other relevant groups to establish programs and activities for our community.
9.4 Encourage and support greater community engagement in artistic, cultural and creative pursuits.	9.4.1 Develop a strategy to advance arts and culture in our City. 9.4.2 Develop a diverse and comprehensive program of artistic and cultural programs and events including visual and performing arts, literature, markets and cultural festivals. 9.4.3 Incorporate public art into a variety of Council projects.
9.5 Enrich our community through lifelong learning and leisure opportunities and access to resources.	9.5.1 Develop learning programs and services that meet the changing needs of the community and incorporate current learning trends, and review existing programs and services against the same criteria. 9.5.2 Use technological developments to improve library services, including access to resources and staff functions.

Many of the strategic directions in this plan have implications that affect more than one theme. For example, the population of our City will influence the amount and type of housing we will require. These links are demonstrated below.

		Our buildings and infrastructure	Our local economy	Our housing and living	Our environment	Our transport networks	Our population	Our leadership	Our community	Our leisure play and arts
Our buildings and infrastructure										
1.1	Plan and maintain infrastructure, buildings and facilities to meet the future needs of the community.	✓	✓	✓	✓	✓	✓	✓	✓	✓
1.2	Collocate and connect complementary facilities, creating hubs of activity throughout the City.	✓	✓	✓		✓	✓		✓	✓
1.3	Provide fair and equitable access to Council facilities for all the community and optimise the use of the facilities.	✓				✓	✓		✓	✓
1.4	Demonstrate best practice in the application of sustainability principles, place-making and urban design in relation to Council buildings and infrastructure.	✓	✓	✓	✓	✓				
1.5	Develop long-term plans that adopt a whole-of-site approach to asset management.	✓						✓		
Our local economy										
2.1	Capitalise on opportunities created by the National Broadband Network rollout.	✓	✓				✓		✓	

		Our buildings and infrastructure	Our local economy	Our housing and living	Our environment	Our transport networks	Our population	Our leadership	Our community	Our leisure play and arts
2.2	Recognise complementary relationships between the local economy and other regions, and enhance the City's role in promoting and supporting sound business and employment opportunities.	✓	✓	✓		✓				
2.3	Identify opportunities to enhance existing and create new specialised business clusters in the City.	✓	✓			✓	✓			
2.4	Encourage and support low-impact home-based business, small business and business incubation.	✓	✓	✓			✓			
2.5	Encourage innovative and emerging industries.	✓	✓			✓				
2.6	Accommodate emerging trends in the retail and commercial and industrial sectors.	✓	✓			✓				
Our housing and living										
3.1	Encourage and support diversity in housing form, cost and tenure to meet the changing needs and preferences of the community.	✓	✓	✓			✓		✓	
3.2	Support the development of increased housing densities in and around key activity and infrastructure hubs.	✓	✓	✓	✓	✓	✓			
3.3	Improve the amenity and character of the City and encourage opportunities for urban renewal.	✓	✓	✓			✓		✓	
3.4	Prioritise the planning and development of a high-order transit-oriented development at the Modbury Regional Centre through lobbying, collaboration and partnerships with key stakeholders.	✓	✓	✓	✓	✓	✓			
Our environment										
4.1	Inform our community regarding environmental issues.				✓			✓		

		Our buildings and infrastructure	Our local economy	Our housing and living	Our environment	Our transport networks	Our population	Our leadership	Our community	Our leisure play and arts
4.2	Adopt adaptation and mitigation measures as a response to climate change.	✓	✓		✓	✓				
4.3	Conserve, improve, maintain and protect areas of environmental value.		✓		✓					
4.4	Reduce the amount of waste going to landfill.				✓					
4.5	Use a whole-of-catchment approach to achieve flood protection, improve watercourse environments, and encourage the efficient, productive use of water.	✓			✓					
Our transport networks										
5.1	Create regional connections and link our neighbourhoods, facilities and amenities by a network of cycle paths and pedestrian paths.	✓	✓	✓	✓	✓	✓			✓
5.2	Create a coordinated and sustainable transport network that is safe, convenient, affordable, efficient and accessible.	✓	✓	✓	✓	✓		✓		
5.3	Create a city conducive to public transport, walking and cycling by implementing good urban design and place-making strategies.	✓	✓	✓	✓	✓				✓
5.4	Work with stakeholders to provide mass rapid transit to connect the Modbury Regional Centre with centres at Golden Grove, Elizabeth and Salisbury.	✓	✓	✓	✓	✓	✓	✓	✓	
Our population										
6.1	Support and celebrate cultural diversity.	✓	✓	✓			✓	✓	✓	✓
6.2	Encourage a future population that supports our developing local economy, as well as effective and efficient services and infrastructure.	✓	✓	✓	✓	✓	✓	✓	✓	✓

		Our buildings and infrastructure	Our local economy	Our housing and living	Our environment	Our transport networks	Our population	Our leadership	Our community	Our leisure play and arts
6.3	Support a diverse and sustainable population by providing appropriate transport, infrastructure, services, housing, employment, recreation, culture, arts and learning opportunities.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Our leadership										
7.1	As a Council, be accessible, strategic and professional, and make decisions that are in the best interests of our community and our City.	✓	✓	✓	✓	✓	✓	✓	✓	✓
7.2	Communicate with and inform our community using a variety of methods that meets community needs.						✓	✓	✓	
7.3	Foster responsible, informed and transparent decisions on key issues by ensuring we undertake timely and appropriate engagement with our community and other stakeholders.	✓	✓	✓	✓	✓	✓	✓	✓	✓
7.4	Lead the City using best practice and continuous improvement principles in the areas of governance, risk management, financial and resource management, and customer and other services.	✓	✓	✓	✓	✓	✓	✓	✓	✓
7.5	Foster and develop leadership in our community.						✓	✓	✓	
Our community										
8.1	Ensure a diverse range of community programs, services and events to meet the changing needs of our community.	✓	✓				✓	✓	✓	✓
8.2	Support healthy lifestyles and a safe living environment by providing infrastructure, partnerships, programs, information and education.	✓	✓	✓		✓	✓	✓	✓	

		Our buildings and infrastructure	Our local economy	Our housing and living	Our environment	Our transport networks	Our population	Our leadership	Our community	Our leisure play and arts
8.3	Develop and use our networks with other service providers to better inform the community of available services.						✓	✓	✓	
8.4	Collocate Council facilities with community activity hubs to improve accessibility.	✓		✓	✓	✓	✓	✓	✓	✓
8.5	Advocate on behalf of the community for health and allied support services to fill identified gaps.						✓	✓	✓	
Our leisure, play and arts										
9.1	Provide and encourage the delivery of a diverse range of leisure, recreation, learning, entertainment, arts and cultural opportunities.	✓	✓				✓	✓	✓	✓
9.2	Deliver recreation, leisure and arts programs and manage facilities sustainably.	✓	✓				✓	✓	✓	✓
9.3	Promote the City's range of facilities, programs and events to our community.	✓	✓				✓	✓	✓	✓
9.4	Encourage and support greater community engagement in artistic, cultural and creative pursuits.	✓	✓				✓	✓	✓	✓
9.5	Enrich our community through lifelong learning and leisure opportunities and access to resources.	✓	✓				✓	✓	✓	✓

Council is required to align the city's direction with that of our region, state and nation. *South Australia's Strategic Plan* has a particular influence on the direction of our city. The links between *South Australia's Strategic Plan* and the *City of Tea Tree Gully Strategic Plan 2011–2015 follow.*

South Australia's Strategic Plan 2007 **Targets**		*City of Tea Tree Gully Strategic Plan 2011–2015* **Key strategic directions**	
T1.5	**Business investment:** Exceed Australia's ratio of business investment as a percentage of the economy by 2014.	2.2	Recognise complementary relationships between our local economy and other regions, and enhance the City's role in promoting and supporting sound business and employment opportunities.
T1.7	**Performance in the public sector – customer and client satisfaction with government services:** Increase the satisfaction of South Australians with government services by 10% by 2010, maintaining or exceeding that level of satisfaction thereafter.	7.4	Lead the City using best practice and continuous improvement principles in the areas of governance, risk management, financial and resource management, and customer and other services.
T1.8	**Performance in the public sector – government decision-making:** Become, by 2010, the best-performing jurisdiction in Australia in timeliness and transparency of decisions which impact the business community (and maintain that rating).	7.3	Foster responsible, informed and transparent decisions on key issues by ensuring we undertake timely and appropriate engagement with our community and other stakeholders.

South Australia's Strategic Plan 2007 Targets		City of Tea Tree Gully Strategic Plan 2011–2015 Key strategic directions	
T.21	**Strategic infrastructure:** Match the national average in terms of investment in key economic and social infrastructure.	1.1	Plan and maintain infrastructure, buildings and facilities to meet the future needs of the community.
		5.4	Work with stakeholders to provide mass rapid transit to connect the Modbury Regional Centre with centres at Golden Grove, Elizabeth and Salisbury.
		6.3	Support a diverse and sustainable population by providing appropriate transport, infrastructure, services, housing, employment, recreation, culture, arts and learning opportunities.
T1.22	**Total population:** Increase South Australia's population to 2 million by 2050, with an interim target of 1.64 million by 2014.	6.2	Encourage a future population that supports our developing local economy, as well as effective and efficient services and infrastructure.
T2.2	**Healthy weight:** Increase the proportion of South Australians 18 years and over with healthy weight by 10 percentage points by 2014.	9.1	Provide and encourage the delivery of a diverse range of leisure, recreation, learning, entertainment, arts and cultural opportunities.
		8.2	Support healthy lifestyles and a safe living environment by providing infrastructure, partnerships, programs, information and education.
T2.3	**Sport and recreation:** Exceed the Australian average for participation in sport and physical activity by 2014.	9.1	Provide and encourage the delivery of a diverse range of leisure, recreation, learning, entertainment, arts and cultural opportunities.
T2.4	**Healthy South Australians:** Increase the healthy life expectancy of South Australians by 5% for males and 3% for females by 2014.	8.2	Support healthy lifestyles and a safe living environment by providing infrastructure, partnerships, programs, information and education.
T2.8	**Statewide crime rate:** Reduce victim reported crime by 12% by 2014.	8.2	Support healthy lifestyles and a safe living environment by providing infrastructure, partnerships, programs, information and education.
T3.1	**Lose no species:** Lose no known native species as a result of human impacts.	4.3	Conserve, improve, maintain and protect areas of environmental value.

South Australia's Strategic Plan 2007 **Targets**		City of Tea Tree Gully Strategic Plan 2011–2015 **Key strategic directions**	
T3.5	**Greenhouse gas emissions reductions:** Achieve the Kyoto target by limiting the state's greenhouse gas emissions to 108% of 1990 levels during 2008–2012, as a first step towards reducing emissions by 60% (to 40% of 1990 levels) by 2050.	4.2	Adopt adaptation and mitigation measures as a response to climate change.
T3.6	**Use of public transport:** Increase the use of public transport to 10% of metropolitan weekday passenger vehicle kilometres travelled by 2018.	5.3	Create a city conducive to public transport, walking and cycling by implementing good urban design and place-making strategies.
		5.4	Work with stakeholders to provide mass rapid transit to connect the Modbury Regional Centre with centres at Golden Grove, Elizabeth and Salisbury.
T3.7	**Ecological footprint** Reduce South Australia's ecological footprint by 30% by 2050.	4.1	Inform our community regarding environmental issues.
T3.8	**Zero waste:** Reduce waste to landfill by 25% by 2014.	4.4	Reduce the amount of waste going to landfill.
T3.9	**Sustainable water supply:** South Australia's water resources are managed within sustainable limits by 2018.	4.5	Use a whole-of-catchment approach to achieve flood protection, improve watercourse environments, and encourage the efficient, productive use of water.
T3.13	**Energy efficiency – government buildings:** Improve the energy efficiency of government buildings by 25% from 2000–2001 levels by 2014.	4.2	Adopt adaptation and mitigation measures as a response to climate change.
		1.4	Demonstrate best practice in the application of sustainability principles, place-making and urban design in relation to Council buildings and infrastructure.
T4.1	**Creative industries:** Increase the number of South Australians undertaking work in the creative industries by 20% by 2014.	2.5	Encourage innovative and emerging industries.
T4.4	**Cultural engagement – arts activities:** Increase the number of attendances at selected arts activities by 40% by 2014.	9.4	Encourage and support greater community engagement in artistic, cultural and creative pursuits.
T4.7	**Business innovation:** The proportion of South Australian businesses innovating to exceed 50% in 2010 and 60% in 2014.	2.5	Encourage innovative and emerging industries.

South Australia's Strategic Plan 2007 Targets	City of Tea Tree Gully Strategic Plan 2011–2015 Key strategic directions
T4.8 **Broadband usage:** Broadband usage in South Australia to exceed the Australian national average by 2010, and be maintained thereafter.	2.1 Capitalise on opportunities created by the National Broadband Network rollout.
T5.7 **Aboriginal leadership:** Increase the number of Aboriginal South Australians participating in community leadership and in community leadership development programs.	7.5 Foster and develop leadership in our community.
T5.8 **Multiculturalism:** Increase the percentage of South Australians who accept cultural diversity as a positive influence in the community.	6.1 Support and celebrate cultural diversity.
T6.1 **Aboriginal wellbeing:** Improve the overall wellbeing of Aboriginal South Australians.	6.1 Support and celebrate cultural diversity.
T6.7 **Affordable housing:** Increase affordable home purchase and rental opportunities by 5 percentage points by 2014.	3.1 Encourage and support diversity in housing form, cost and tenure to meet the changing needs and preferences of the community.

Our role

In addition to Council's role to provide services and facilities, we must adopt other roles to ensure that we achieve the directions and outcomes of this plan. These roles are defined below.

Collaborate   Council will work with stakeholders including other tiers of government, community groups, businesses and other councils to realise shared goals.

Lobby   Council will seek to influence other tiers of government, agencies or non-government organisations to progress the priorities of our community and our city.

Partner   Council will form agreements or arrangements with other stakeholders to advance mutual interests.

Support   Council will assist others in achieving goals that are not directly part of Council business but have been identified as priorities for our City and our community.

General terms

Activity hub or infrastructure hub   Physical concentrations of complementary activities or infrastructure, which improve accessibility and productivity and make efficient use of infrastructure and resources.

Affordable housing   Housing that is appropriate to the needs of households with low to moderate incomes (that is, up to 120 per cent of gross annual median income).

Biodiversity   The variety in life in all its forms and at all levels of organisation, as well as the ecological and evolutionary process through which genes, species and ecosystems interact with one another and their environment (Department of Planning and Local Government, 2010).

Climate change   A change in the state of the climate that can be identified by changes in the mean and/or variability of its properties, and that persists for an extended period, typically decades or longer. (Garnaut Review, 2008).

Crime Prevention Through Environmental Design   Principles of urban design that aim to deter criminal activity, primarily by promoting casual surveillance, defining public and private space, and controlling access.

Density   A measure of the number of people or the number of dwelling units in a given area (Department of Planning and Local Government, 2010).

Development Plan	The principle document used to assess development within the City and within South Australia.
Eastern Region Alliance	The Eastern Region Alliance (ERA) is a group of eastern metropolitan councils who voluntarily work together for the benefit of their local communities and the eastern region community as a whole. Member Councils of ERA are the Cities of Tea Tree Gully, Burnside, Campbelltown, Unley, Prospect, Norwood Payneham St Peters, and the Town of Walkerville.
G6	The G6 Purchasing Group of six councils. It is a joint purchasing initiative involving the cities of Adelaide, Charles Sturt, Marion, Onkaparinga, Salisbury and Tea Tree Gully. Members cooperate and participate in procurement activities.
Key stakeholder	A person or group with a direct interest in an outcome, strategy, policy or initiative.
Mass rapid transit	Regular and significant public transport that uses fixed transit infrastructure such as trains, trams or the O-Bahn guided busway.
Northern Adelaide region	The Northern Adelaide region is one of seven South Australian Government Administrative regions that together make up Greater Adelaide. The Northern Adelaide region consists of the Local Government areas of Tea Tree Gully, Playford, Salisbury and a portion of Port Adelaide Enfield.
Place-making	A holistic process that seeks to create good public spaces that we connect with, and that stimulate our senses and enliven us (adapted from Village Well, 2009).
Strategic management plans	A suite of documents that identifies Council's objectives for the management of the City for at least four years. Council is required to adopt these under the *Local Government Act 1999*.
Transit-oriented developments	Transit-oriented developments comprise mixed-use, higher-density development centred on a major public transport access point. They accommodate residential, high-order retail services and employment activities as well as high quality open space. They are attractive and walkable places for people to live, work, shop and recreate in an accessible and self-contained community (Department of Planning and Local Government, 2010).
Urban design	The process of creating a vision for an area and then realising it by applying skills and resources. It incorporates a variety of disciplines to create places that are attractive and have a distinct identity (adapted from English Partnerships and the Housing Corporation, UK).

Urban renewal

The practice of improving the amenity and character of an urban area through initiatives that also improve the area's economic, social and environmental sustainability. It often involves the development of urban design guidelines and urban redesign, investment in infrastructure and upgrade of public spaces.

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