CITY OF
TEA TREE GULLY
Naturally Better
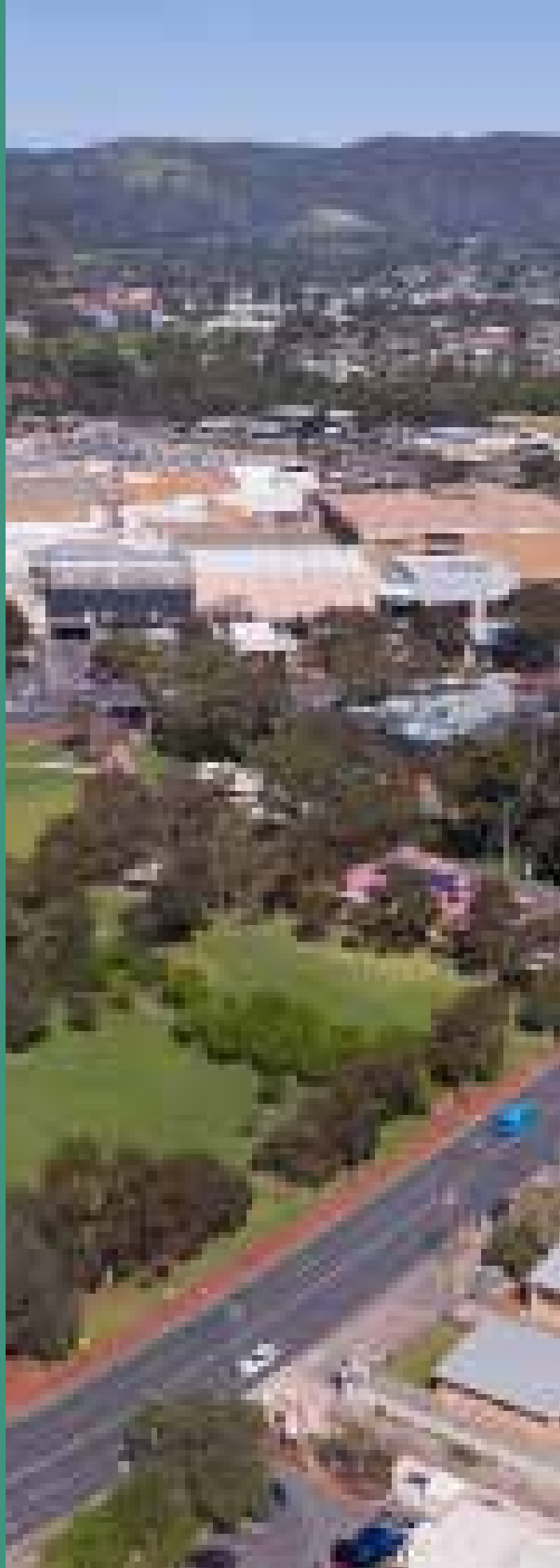
STRATEGIC PLAN 2025

We acknowledge the Kaurna people as the Aboriginal traditional owners and custodians of the lands and waters in the area now known as the City of Tea Tree Gully.

We respect the spiritual relationships with country and stories here that have developed over tens of thousands of years.

We recognise that this rich cultural heritage is a living culture and remains important to Kaurna people, other Aboriginal people and our non-Aboriginal communities today.

The wellbeing and prosperity of Kaurna and other Aboriginal people is important to the strong, vibrant communities we strive for.

PLANNING FOR THE FUTURE

The Strategic Plan 2025 is our plan for a strong and vibrant city. It reflects our vision and aspirations for the future and establishes a clear direction for the City of Tea Tree Gully – a thriving community with a quality lifestyle that values its people and natural environment.

This plan builds on the progress we have made to improve our city, strengthen our economy, enhance our open spaces and parks, create a quality lifestyle and foster a resilient and resourceful community.

It also ensures that we remain flexible and responsive to the current and future opportunities and challenges that present themselves, some of which are not unique to us.

At the heart of this plan is the wellbeing of everyone who lives and works here and visits our city. As custodians of this great city, we are committed to working together with our many stakeholders to make a positive difference and add real value to our community.

The concept of wellbeing is articulated in our aspirations for a healthy, safe, prosperous, connected, vibrant and liveable city and community. To achieve these wellbeing outcomes we will need to think differently, show strong leadership and adopt a genuinely collaborative approach to working with state and federal governments, local businesses and our communities.

These outcomes take into account the community engagement we have undertaken over the past few years, which has informed our thinking and our priorities.

This plan is the lead document in our strategic planning framework and is supported by specific strategies and plans that guide our decision making, annual business planning and budgeting as well as the day-to-day management of our City.

Council endorsed the plan on 24 September 2019.

WHO ARE WE

9,521 ha
Total land area

33%
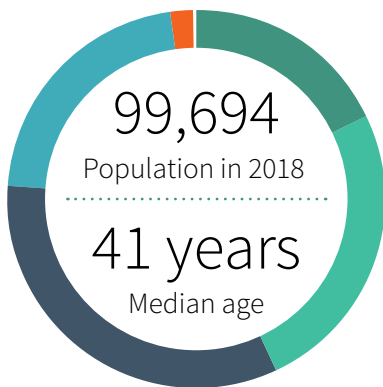Rural area

66%
Urban area

1,305 ha
of open space
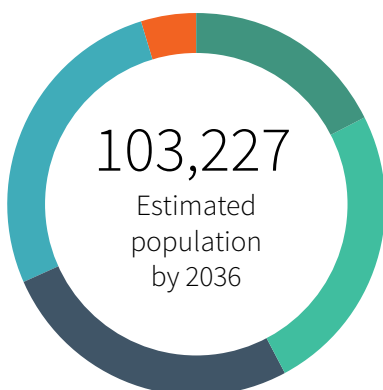
100,000
Street trees

23.5%
Tree canopy cover

606
Parks and reserves

120
Playgrounds

541 km
of sealed footpath

99,694
Population in 2018

41 years
Median age

- 0–17 years (17.9%)
- 18–34 years (25.2%)
- 35–59 years (33%)
- 60–84 years (21.5%)
- 85+ (2.1%)

23.9%
of residents born overseas

40,070
Current number of dwellings

19.5%
undertaking voluntary work

43,362
Estimated number of dwellings by 2036

50.3%
with tertiary qualifications

2.5
People per household in 2016

65%
of residents are employed

2.4
People per household in 2036

103,227
Estimated population by 2036

- 0–17 years (16.5%)
- 18–34 years (23.3%)
- 35–59 years (24.5%)
- 60–84 years (25.2%)
- 85+ (4.3%)

5,150
Registered businesses

$2.747 B
Gross domestic product

Source: https://profile.id.com.au/tea-tree-gully/highlights-2016

CHALLENGES & OPPORTUNITIES

We live in a global environment with unprecedented levels of economic, social and environmental change. While change offers opportunity, as we plan for the future we must address the serious challenges facing us, including social isolation, cost of living, climate change, affordable housing and access to adequate job opportunities.

Ageing population

South Australia has the oldest population in mainland Australia and the number of people aged over 65 in Australia is expected to double by the year 2055. There will be a growing and emerging demand for goods and services that will enable these older Australians to age well.

By 2031 millennials are expected to account for 60% of Australia's population, boosting demand for apartment living, communal and collaborative spaces, active urban lifestyles, and public transport (Planning Institute of Australia 2018).

Biodiversity

Biodiversity is vital to keep our ecosystems healthy, balanced and thriving. Climate change, loss of habitat, exploitation, invasive species and pollution are the main threats to biodiversity. We can help to minimise these impacts by managing our relationship with the environment.

Climate change

We face warmer and drier climate conditions with increased risks of exposure to extreme events such as heatwaves, bushfires and flooding. The liveability of our cities and towns and the health and wellbeing of our communities will be impacted by how well we adapt.

Community expectations

More people are wanting to have a say in decisions that affect them. They expect government to do things more efficiently, and they want to be able to access more services and information via their digital devices, when it suits them.

Importance of place

As social isolation grows and technology enables us to do more from fewer locations, our public places and community facilities will become important spaces for people to connect.

Leadership

Communities expect strong leaders with courage, vision and commitment to plan for the future and make decisions that are in the best long-term interests of the greater community, including those who are silent or are in the minority.

Population diversity

Diversity contributes to community wellbeing and prosperity. It is about recognising and welcoming the differences between individuals in terms of gender, race, age, physical and mental abilities, socio-economic status, diversity of background and mindset, life experiences, sexual orientation, and political and religious beliefs.

Social isolation

Social isolation is increasing and we know that feeling lonely and isolated can affect our physical and mental health.

Technology

The pace of change is unprecedented. Technology and knowledge can improve the liveability of our communities and help us to solve problems, improve operational efficiency and offer better services.

Design and transport

As urban renewal and redevelopment increases in our suburbs, we need to ensure good design outcomes are achieved and provide adequate transport options.

Water

Many of the world's water systems that keep ecosystems thriving and feed a growing human population have become stressed. By 2025 two-thirds of the world's population may face water shortages and ecosystems around the world will suffer even more. It's vital that we continue to protect, plan and manage our water resources, including the environment that protects water quality.

OUR VISION

A thriving community with a quality lifestyle that values its people and natural environment.

WELLBEING PILLARS

Extensive research tells us that there are a number of factors that contribute to community wellbeing and we have embraced these as the six pillars that underpin our Strategic Plan.

Healthy
Healthy communities provide opportunities for people to achieve physical, mental and social wellbeing, and includes being able to access nutritious food, housing, quality education, transport, physical activity, quality health care, social connections, achieve goals, social justice etc.

Safe
A safe community is one where people can be at home and move around in public places without fear and without risk of harm or injury.

Prosperous
A prosperous community is one that is thriving, where individuals are experiencing growth and success and have access to diverse employment and education opportunities, businesses are doing well and the economy is diverse and resilient.

Connected
Connected communities are where individuals participate in meaningful activities and there are opportunities to participate in community life and decision making. People have a sense of purpose about achieving their goals and feel a sense of belonging and connection to the area in which they live.

Vibrant
A vibrant community is one where people enjoy spending time, it has a clear identity and character, people can experience and express art and culture, and the history and heritage of the area is valued.

Liveable
A liveable city is one where places and spaces are desirable and accessible, offering housing choices, quality recreation facilities, diverse employment opportunities and transport options for people at all stages of life.

MEASURES OF SUCCESS

A range of indicators tell us how well we are achieving the objectives in our Strategic Plan. The key indicators measure how we are performing in the following areas and are reported annually:

- Community wellbeing
- Economic growth
- The delivery of annual projects and initiatives
- Customer service
- Financial position of the organisation.

Our planning framework

Strategic Plan

Our aspirations and objectives over five years

Annual Business Plan

Our priorities, projects and budget for each year

Quarterly reports

Quarterly strategic plan project status reports and budget reviews

Annual Report

Report on delivery of our priorities

ASPIRATIONS FOR THE FUTURE

Our aspirations for our city and community will be achieved by focusing on following five key themes.

1. Community

We create opportunities for people to connect with one another and to their local community.

Objectives

1.1. People feel a sense of belonging, inclusion and connection with places, spaces and the community

1.2. Diversity is welcome and celebrated

1.3. There are opportunities for people to volunteer, give back and share their skills with others in the community

1.4. Our services are accessible to all and respond to changing community needs

1.5. People can have a say in decisions that affect them and the key decisions of the Council.

Relevant community wellbeing pillars: Healthy, Prosperous, Connected, Liveable

2. Environment

We are leaders in how we manage and care for our environment, we minimise the impacts of climate change, protect our community from public and environmental health risks, and actively promote sustainable and healthy living.

Objectives

2.1. Environmentally valuable places and sites that are flourishing and well cared for

2.2. A community that is protected from public and environmental health risks

2.3. The carbon footprint of our city is reduced through the collective efforts of community and Council, including business

2.4. Our consumption of natural resources is minimised by reducing, reusing and recycling products and materials, and using renewable resources

2.5. We are resilient to climate change and equipped to manage the impact of extreme weather events.

2.6. Our tree canopy is increasing.

Relevant community wellbeing pillars: Healthy, Safe, Prosperous, Liveable

3. Economy

We support a thriving local economy where businesses are successful and people have access to a range of employment and education opportunities.

Objectives

3.1. Modbury Precinct is revitalised as the city's key activity centre

3.2. A population profile that supports a growing economy

3.3. A local economy that is resilient and thrives, where businesses are supported to grow and prosper, provide local jobs and sustain our community and visitors and utilise technology to improve the liveability of our City

3.4. People are supported to develop their leadership and employment capabilities

3.5. Support the efficient use of land for valuable mineral extraction and energy resources.

Relevant community wellbeing pillars: Healthy, Safe, Connected, Prosperous, Vibrant, Liveable

4. Places

We create places where people enjoy living and spending time because they are appealing, safe, accessible and interesting.

Objectives

4.1. Streets, paths, open spaces and parks are appealing, safe and accessible

4.2. Opportunities exist to express and experience art and culture

4.3. Neighbourhoods are easy to move around and are well connected with pedestrian and cycle paths that offer an alternative to cars

4.4. Buildings and places are well designed, energy efficient and display a uniqueness of character and identity

4.5. Housing is well designed and affordable and responds to the changing needs of existing and future residents

4.6. Infrastructure and community facilities are fit for purpose, constructed using sustainable practices and well maintained.

Relevant community wellbeing pillars: Healthy, Safe, Connected, Prosperous, Vibrant, Liveable

5. Leadership

We are trusted to make good decisions that are in the best interests of our community.

Objectives

5.1. Leadership and advocacy is focused on the long term interests of the community

5.2. Customer service provides a positive experience for people is based on honesty and transparency

5.3. Planning considers current and future community needs

5.4. Delivery of services is sustainable and adaptable

5.5. Decision making is informed, based on evidence and is consistent

5.6. Major strategic decisions are made after considering the views of our community.

Relevant community wellbeing pillars: Healthy, Safe, Connected, Prosperous, Vibrant, Liveable

STRATEGIC ALIGNMENT WITH STATE GOVERNMENT

State planning policies

The state planning policies for South Australia set a clear vision and priorities for our state's future, outlining the things that are important to enhance our liveability, sustainability and prosperity. Of the 16 state planning policies, our Strategic Plan is closely aligned with the aspirations of 15, and these are listed below. The policy for coastal environments is not relevant in our city. The link between our Strategic Plan and the state planning policies is shown below.

State planning policies	City of Tea Tree Gully Strategic Plan 2025 objectives
Integrated planning	2.3 2.5 3.1 3.3 4.1 4.3 4.4 4.5 4.6 5.3 5.4
Design quality	4.1 4.3 4.4 4.5 4.6
Adaptive reuse	2.3 2.4 3.1 4.4 4.5 4.6 5.4
Biodiversity	2.1 2.2 2.3 2.4 2.5 2.6
Climate change	2.5
Housing supply and diversity	4.5
Cultural heritage	1.1 1.2 4.2 4.4
Employment lands	3.1 3.2 3.3 3.4
Key resources	2.4 5.3
Strategic transport infrastructure	4.1 4.3 4.6 5.3
Energy	2.3 2.4 2.5 4.3 4.5 4.6 5.4
Water security and quality	2.1 2.2 2.3 2.4 2.5
Natural hazards	2.5
Emissions and hazardous activities	2.2
Primary industry	2.5 3.3
Coastal environment	Not applicable

State Public Health Plan 2019–2024

The *South Australian Public Health Act 2011* requires Council to develop a Public Health Plan that provides a strategic focus for public health related issues and actions. Our Strategic Plan is aligned with the State Public Health Plan 2019–2024. The table summarises the link between our Strategic Plan and the State Public Health Plan 2019–2024.

City of Tea Tree Gully Strategic Plan 2025 aspirations	**State Public Health Plan 2019–2024 priorities**				
	Build stronger communities and healthier environments	Protect against public and environmental health risks and respond to climate change	Prevent chronic disease, communicable disease and injury	Strengthen the systems that support public health and wellbeing
1. Community We create opportunities for people to connect with one another and to their local community.	●			
2. Environment We are leaders in how we manage and care for our environment, we minimise the impacts of climate change, protect our community from public and environmental health risks, and actively promote sustainable and healthy living.	●	●	●	
3. Economy We support a thriving local economy where businesses are successful and people have access to a range of employment and education opportunities.				●
4. Places We create places where people enjoy living and spending time because they are appealing, safe, accessible and interesting.	●	●		
5. Leadership We are trusted to make good decisions that are in the best interests of our community.	●	●	●	●