

# 2016-2020

## Living in the Town of Walkerville: a strategic community plan



The Town of Walkerville acknowledges the Kurna people as the traditional custodians of this land, and respects their spiritual relationship with their country.

The Town of Walkerville recognises the generations of stewardship the Kurna people have provided to this land, and respects that their cultural heritage and beliefs are as important today, as they were for their ancestors.

**W**alkable  
**A**ccountable  
**L**eadership  
**K**indness  
**E**thical / Engaging  
**R**esponsible  
**V**ibrant  
**I**nclusive  
**L**iveable  
**L**ocal  
**E**xemplary

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## a message from the

Every four years, Council goes back to the community to consult on its strategic plan. In late 2015 and early 2016, we began to revisit and review the existing plan for this purpose. Our approach was one of strategic evolution, rather than an unnecessary revolution for revolution's sake.

The reason for this approach was simple. Both community and Council have been well served by the existing plan which was endorsed in 2012 and developed through the most extensive consultation process undertaken by Council to date.

In 2012 the plan focused on three interrelated goals:

- local lively culture
- an economically successful community
- sensitive environments and development.



# mayor of walkerville: strategic evolution

When the Elected Members and I sat down with Administration to review this document in detail; we concluded that the goals and objectives in the existing plan were as relevant today as they were four years ago. As an Elected Member body, we acknowledged both the spirit and intent of the plan as well as its common sense approach. Nor did we think we would be serving the best interests of our community by discarding a serviceable, workable and strategic planning document. While it made sense to keep the essence of the plan, we also wanted to introduce new elements and points of emphasis that would reflect the changes in our community post 2012.

Hence the plan has been refined and transformed into five key focus areas. We've deliberately added transparency and accountability into the plan and articulated a vision for a Council that is forward thinking, cohesive and collaborative. Using the 2012 plan as a starting point, we have refreshed and developed the vision to take us to 2020.

As Elected Members – we are confident that the values and aspirations contained in this plan are sound and meaningful to residents.

For me, this point of view has been supported through ongoing conversations with community groups and key stakeholders. When I became Mayor of Walkerville in 2014, we introduced a series of informal liaison groups which included representatives from community groups, schools, traders and property owners. These round table discussions were invaluable in taking the pulse of the community from those who know it best. In late 2015/early 2016, we also undertook a whole of Town survey to benchmark our services and gauge community options on what our strategic focal points should be.

We now have a cohesive strategic vision, which is realistic, deliverable and has the interests of people and the betterment of the Township as a whole at its heart. I look forward to working together to make this vision of the Town of Walkerville a reality.



**Raymond (Ray) Grigg**  
Mayor of Walkerville



## Defining the Town of Walkerville

<b>Walkable</b>	everything is connected, roads, open spaces, people
<b>Accountable Leadership</b>	transparent decision-making that looks to the future, guides the community
<b>Kindness</b>	where everyone is valued and heard
<b>Ethical / Engaging</b>	doing the right thing and doing things right / listening to many voices and responding to what the community has to say
<b>Responsible</b>	striving long term solutions and not quick fixes
<b>Vibrant</b>	activated, safe and people friendly places and experiences
<b>Inclusive</b>	a place we can all call home, embracing diversity – Walkerville is welcoming
<b>Liveable</b>	better connections, culture of lifestyle
<b>Local</b>	respecting what makes us unique
<b>Exemplary</b>	setting the benchmark, working with pride, striving for excellence.





## our town

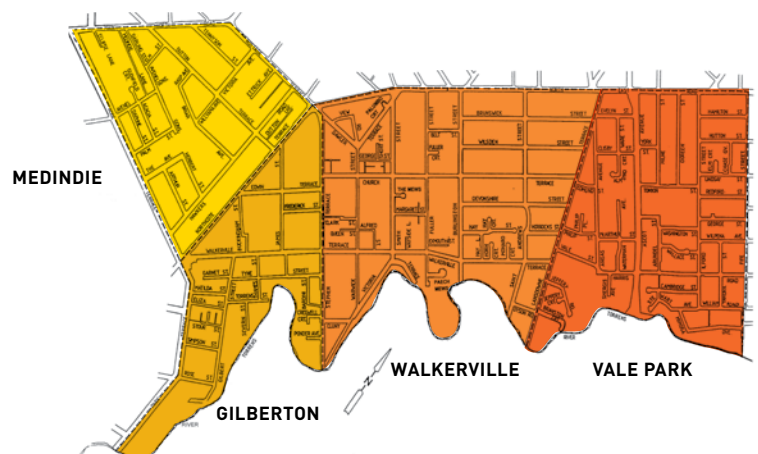
### about the Town of Walkerville

**The Town of Walkerville encompasses the suburbs of Gilberton, Medindie, Vale Park and Walkerville and is located immediately north-east of the city of Adelaide, about 4 kilometres from the Adelaide GPO.**

The Town of Walkerville is the smallest council in inner metropolitan Adelaide and covers a land area of 3.5km<sup>2</sup>. The Township is home to almost 8000 residents and remains the only council in inner metropolitan Adelaide to have retained its 'Town' status.

The Town of Walkerville is bordered by the River Torrens, the Adelaide Parklands and residential suburbs to the north and north-east. Its street boundaries are:

- Park Terrace
- Robe Terrace
- Main North Road
- Nottage Terrace
- North East Road
- Fife Street.



## snapshot of our community

**44**

median age



**1487**

volunteers



**24**

open space  
assets/reserves

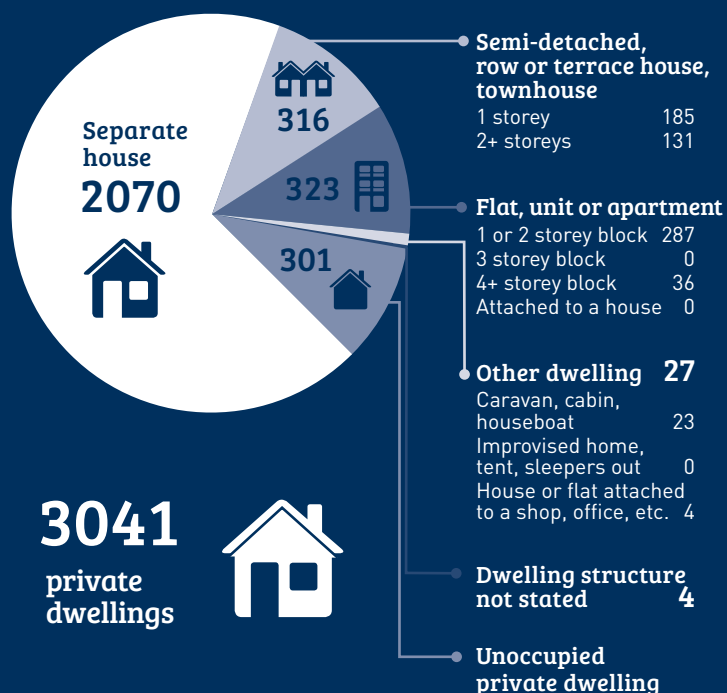
(includes Linear  
Park Trail)

**36.4 km** roads

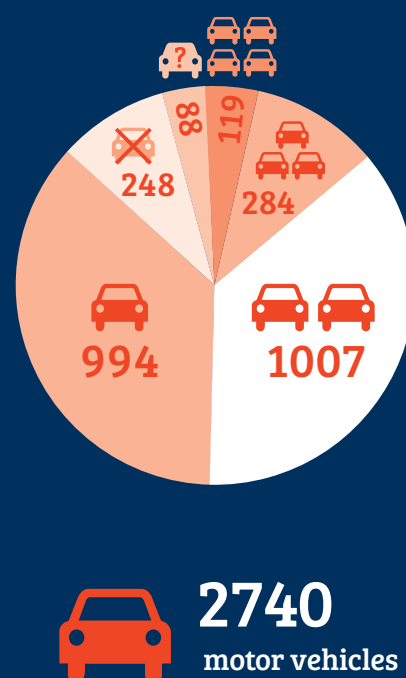
**72.5 km** footpaths

**81.6 km** kerbing

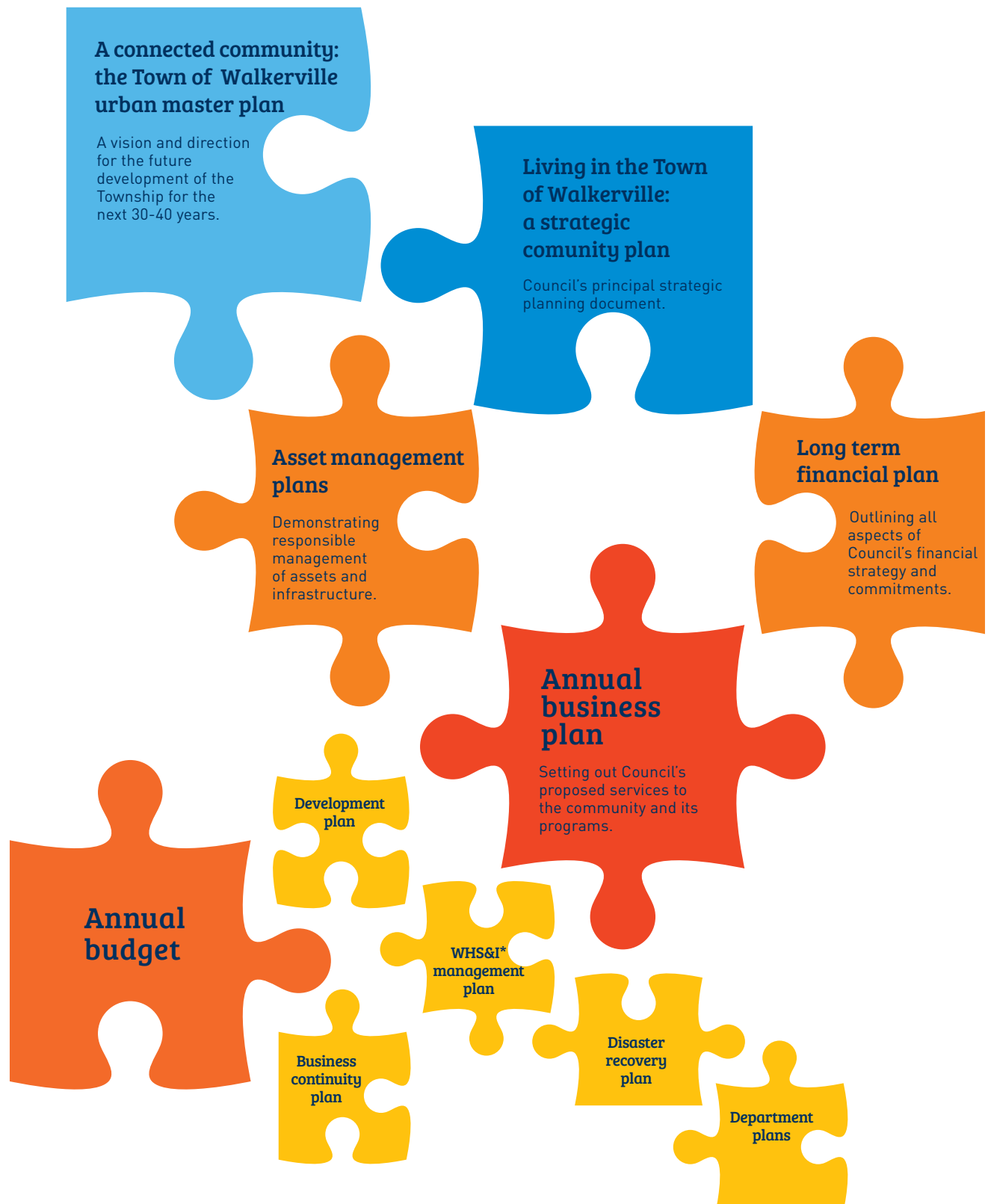
### Number of private dwelling



### Number of motor vehicles per dwelling



# strategic framework



\*Work health & safety and injury management plan





### english literacy

programs and services for people from all walks of life

### babies

early education experiences, immunisation, early reading programs, library

### youth

health programs and support services, events, recreation and engagement aimed at secondary students and young people, library programs

### children

school holiday programs, library

### active ageing

fitness programs, community wellbeing programs, social programs, recreation

### women's issues

partnering with peak bodies that advocate for equal participation, gender pay gap and for the prevention of violence against women

### disability

audit Council owned buildings and places and websites

### support@home

domestic assistance, home maintenance & modifications, social support, transport

### university

interpretation and cultures both historic

## Wellbeing Tree:

public consultation until 5pm, 10 May 2016

ing a community  
Walkerville:

believe is essential  
design, economic  
people of all ages

may have  
leaves and suggest  
ons.

### Instructions:

Using the dots:  
nominate your TOP  
three leaves/issues.

Something's missing





# introduction to the framework

Building sustainability for the Town of Walkerville is a key visionary strategy for Council and a fundamental foundation for future generations. The plan grew out of *Living in the Town of Walkerville: a strategic plan for the Town of Walkerville 2012-2016*. It exists within a State-wide context and supports the priorities identified in *South Australia's strategic plan*.

The 2016-2020 strategic plan for the Town of Walkerville outlines five key focus areas:

- vibrant local culture, inspired by diversity and inclusivity
- sustainable and resilient future, based on a sensitive and sensible approach to planning, heritage, economic development and the public realm
- transparent and accountable local tier of Government that is respected for its forward thinking approaches and cross-council collaborations
- healthy, connected and inspired community
- positive and respectful customer service experience delivered by professional, informed and cohesive work force.

Each focus area is supported by initiatives, desired outcomes and targets. Each target in our plan is aligned to targets in the *South Australia strategic plan* [www.saplan.org.au](http://www.saplan.org.au)





# plan



**Title:**

*2016-2020 Living in the Town of Walkerville: a strategic community plan*

**Vision:**

**A Council that supports the aspirations and wellbeing of the community.**

**Mission:**

**This Council will make decisions and take actions that are shaped by the interest and values of the community. We respect our history that makes the Town of Walkerville unique. This Council will provide services that are equitable, responsible and sustainable.**

**Values:**

**We are a Council that is transparent, accountable, fair, caring, honest, responsible, ethical, collaborative, adaptable, respectful, flexible, resilient.**

**Key focus areas:**

- 1** vibrant local culture, inspired by diversity and inclusivity
- 2** sustainable and resilient future, based on a sensitive and sensible approach to planning, heritage, economic development and the public realm
- 3** transparent and accountable local tier of Government that is respected for its forward thinking approaches and cross-council collaborations
- 4** healthy, connected and inspired community
- 5** positive and respectful customer service experience delivered by professional, informed and cohesive work force.

A blue-tinted photograph of a man and a woman. The man on the left is wearing a ceremonial robe with a fur collar and a sash, and glasses. The woman on the right is wearing a headscarf and a dark top, and is smiling while holding an Australian Citizenship certificate. The certificate features the Australian coat of arms and the text 'Commonwealth of Australia', 'Australian Citizenship', and 'KARUNA THIRUMANI SUTHERS'.

vibrant local culture,  
inspired by diversity  
and inclusivity



# key focus area 1



initiative	desired outcomes	targets	SA SP* target
<b>local history is preserved, promoted and easily accessible</b>	<ul style="list-style-type: none"> <li>The Town's heritage is recognised, recorded, enhanced and protected.</li> <li>Local history displayed and celebrated.</li> <li>Protect and celebrate Australia's Indigenous heritage and culture and provide opportunities for interpretation and understanding.</li> <li>Maximise the cultural and historic value of the Walkerville Wesleyan Cemetery.</li> </ul>	<ul style="list-style-type: none"> <li>Walkerville Library has a dedicated Local History on Display area.</li> <li>Civic &amp; Community Centre has a dedicated display for Australia's Indigenous heritage and Dreamtime.</li> <li>Guided tours operate throughout the year.</li> </ul>	<p>T5</p> <p>T27</p> <p>T5</p>
<b>cultural and community events are well attended</b>	<ul style="list-style-type: none"> <li>Increase attendance at community events and programs.</li> <li>Collaborative approaches with key stakeholders and cross-Council connections made.</li> </ul>	<ul style="list-style-type: none"> <li>Attendances at community events and programs increase each year.</li> <li>Events and programs are co-hosted with key stakeholders.</li> </ul>	<p>T23</p> <p>T3</p>
<b>promote activation and community participation within the town centre</b>	<ul style="list-style-type: none"> <li>Provide open spaces and opportunities for more community participation and events.</li> <li>Create public places that add interest and vibrancy so that residents and visitors enjoy the amenities.</li> <li>Quality permanent and temporary public art is that will enrich the Town's cultural attractiveness is displayed within the Town Centre.</li> </ul>	<ul style="list-style-type: none"> <li>An 'information pack' is available for community use, identifying available public (open) spaces / places for use.</li> <li>Public art is on display within the Town Centre.</li> </ul>	<p>T1 &amp; T83</p> <p>T3</p>
<b>create opportunities for people of every age to participate in community life</b>	<ul style="list-style-type: none"> <li>Develop and implement <i>Living Walkerville</i>, that provides a framework for 'healthy' living for people of all ages</li> </ul>	<ul style="list-style-type: none"> <li><i>Living Walkerville: wellbeing for every age and stage</i> is implemented and reviewed annually.</li> </ul>	<p>T5, T23, T24, T78, T82 &amp; T86</p>



sustainable and resilient  
future, based on a sensitive  
and sensible approach  
to planning, heritage,  
economic development  
and the public realm






# key focus area 2



initiative	desired outcomes	targets	SA SP* target
<b>a well designed, accessible and connected township</b>	<ul style="list-style-type: none"> <li>Entrance statements, garden beds and landscaped areas of importance are visually interesting.</li> <li>Landmarks, streetscapes, open spaces are protected and enhanced.</li> <li>Movement and access for all modes of transport is improved</li> </ul>	<ul style="list-style-type: none"> <li>Entrance statements, garden beds and landscaped areas of importance are enhanced, maintained and identified in the <i>Annual business plan</i>.</li> <li>Town-wide traffic plans/<i>Movement action plans</i> are implemented</li> </ul>	<p>T1</p> <p>T22</p>
<b>council's public infrastructure is responsibly managed and maintained</b>	<ul style="list-style-type: none"> <li>Asset Management maturity and improved capabilities to deliver positive outcomes to the community in the management of Council's assets.</li> <li>Maintain investment in our infrastructure in line with the <i>Long term financial plan</i> and <i>Asset management plans</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Investment in infrastructure, is delivered inline with the <i>Long term financial plan</i> and <i>Asset management plans</i>.</li> </ul>	<p>T56</p>
<b>development which supports mixed-use, higher density and activation along arterial corridors</b>	<ul style="list-style-type: none"> <li>Council's policies and procedures support mixed-use, business and retail, public realm and car parking activation initiatives.</li> <li>Higher density development along major arterial corridors and transport facilities are encouraged.</li> <li>New development compliments the Town's heritage and character areas.</li> </ul>	<ul style="list-style-type: none"> <li>Annual review of Council's policies and procedures is undertaken to ensure they support mixed-use, business, retail, public realm, car parking activation initiatives and complement the Town's heritage and culture.</li> <li>Council implements a Heritage Policy.</li> </ul>	<p>T1</p> <p>T1</p>
<b>development in balance with the environment</b>	<ul style="list-style-type: none"> <li>Council's development plan, policies and procedures deliver a wide choice of living and work places that are in balance with the needs of the environment.</li> <li>Infrastructure, by way of roads, footpaths and stormwater exist to support development.</li> <li>Council actively works with commercial developers to ensure that community benefits are incorporated into projects.</li> <li>Council's Development assessment process is transparent, fair, simplified and facilitative.</li> </ul>	<ul style="list-style-type: none"> <li>Council's development policies and procedures are reviewed regularly to ensure they reflect wide choice of living and work places.</li> <li>Council's <i>Asset management plans</i> are reviewed annually and delivered inline with the <i>Annual business plan</i> and <i>Long term financial plan</i>.</li> <li>Commercial development provides for community benefit by way of public art, public realm activation, playgrounds and increased amenities.</li> </ul>	<p>T1</p> <p>T56</p> <p>T1</p>
<b>cross-council collaboration delivers shared service arrangements</b>	<ul style="list-style-type: none"> <li>Identify further resource sharing opportunities with neighbouring Councils.</li> </ul>	<ul style="list-style-type: none"> <li>Council reviews on an annual basis its resource sharing initiatives and implements new initiatives.</li> </ul>	<p>T1</p>





transparent and  
accountable local  
tier of Government  
that is respected for  
its forward thinking  
approaches and  
cross-Council  
collaborations



# key focus area 3



initiative	desired outcomes	targets	SA SP* target
<b>council's role and services are clearly understood</b>	<ul style="list-style-type: none"> <li>Council regularly communicates with its community.</li> <li>Community engagement is higher than the Stage average.</li> </ul>	<ul style="list-style-type: none"> <li>Council produces and delivers a quarterly newsletter.</li> <li>Council's <i>Weekly round up</i> is released every Friday on Council's website.</li> <li>Community engagement is higher than the State average.</li> </ul>	<p>T23</p> <p>T23</p> <p>T23</p>
<b>council's communication and decision making is clear, open and transparent</b>	<ul style="list-style-type: none"> <li>Council's publications are void of jargon.</li> <li>Council regularly communicates with its community through various methods.</li> <li>Council's reputation and brand is enhanced and promoted.</li> <li>Community has a positive and trusting relationship with Council.</li> <li>Increased community awareness of Council's decisions.</li> <li>Council regularly seeks feedback from its community.</li> </ul>	<ul style="list-style-type: none"> <li>Council publications are written in plain language.</li> <li>Council produces and delivers a quarterly newsletter.</li> <li>Council's <i>Weekly round up</i> is released every Friday on Council's website.</li> <li>Customer satisfaction survey results improve from previous survey.</li> <li>As per above.</li> <li>Council's website 'hits' increase annually.</li> <li>Council provides online project driven surveys.</li> </ul>	<p>T23</p> <p>T23</p> <p>T23</p> <p>T32</p> <p>T32</p> <p>T23</p> <p>T23</p>
<b>council consistently meets its legislative compliance obligations</b>	<ul style="list-style-type: none"> <li>Elected members operate within legislative requirements.</li> <li>Staff operate within their delegated authority.</li> </ul>	<ul style="list-style-type: none"> <li>Council policies are reviewed annually to ensure they are compliant within legislation.</li> <li>Staff delegations are reviewed annually and audited.</li> </ul>	<p>T32</p> <p>T32</p>
<b>council's long term financial position is viable and sustainable</b>	<ul style="list-style-type: none"> <li>Council regularly reviews its short-term and long-term financial plans and challenges assumptions made on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>Council operates within its financial restraints and moves towards delivering a balance budget.</li> </ul>	<p>T32</p>



A full-page photograph with a warm, golden-yellow color cast. It depicts two young boys in a park-like setting. The boy on the left is wearing a dark t-shirt, dark pants, and a baseball cap, standing next to a light-colored bicycle. The boy on the right is wearing a dark t-shirt, light-colored pants, a backpack, and a helmet, also standing next to a light-colored bicycle. They are positioned on a dirt path or clearing, with a large, leafy tree on the left and a dense forest in the background. The text "healthy, connected and inspired community" is overlaid in white on the left side of the image.

healthy,  
connected  
and inspired  
community



# key focus area 4



initiative	desired outcomes	targets	SA SP* target
<b>enhance community wellbeing</b>	<ul style="list-style-type: none"> <li>Community wellbeing strategy developed, endorsed and implemented.</li> <li>Facilitate and develop programs and services for vulnerable members of the community.</li> </ul>	<ul style="list-style-type: none"> <li>Council's <i>Living Walkerville: wellbeing for every age and stage</i> is implemented.</li> </ul>	T5, T23, T24, T78, T82 & T86
<b>provide active and passive recreational spaces</b>	<ul style="list-style-type: none"> <li>Lighting, signage and footpaths improved along Linear Park.</li> <li>Amenities along Linear Park are improved, providing picnic and BBQ areas.</li> <li>Create an Indigenous Australian art and cultural trail along the Town of Walkerville length of the River Torrens.</li> </ul>	<ul style="list-style-type: none"> <li>Amenities along Linear Park are improved, maintained and identified in the <i>Annual business plan</i>.</li> <li>Indigenous Australian art and cultural trail along the Town of Walkerville length of the River Torrens exists.</li> </ul>	T83  T27
<b>support community leaders to facilitate community events &amp; activities</b>	<ul style="list-style-type: none"> <li>Positive and collaborative working relationships exist between Council and community leaders to deliver community requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Mayor's liaison forums are held every year.</li> <li>Council facilitates community events and activities through its sponsorship &amp; community grant programs.</li> </ul>	T32  T32
<b>technology is available for community use through council's facilities</b>	<ul style="list-style-type: none"> <li>Community has access to appropriate technology to participate in the digital world.</li> </ul>	<ul style="list-style-type: none"> <li>Civic &amp; Community Centre has a selection of appropriate technology available for community use.</li> </ul>	T56
<b>active living is promoted and encouraged</b>	<ul style="list-style-type: none"> <li>Facilitate forums / events to educate community on active healthy living.</li> <li>Develop map outlining local walking trails.</li> <li>Develop resources and programs to meet the learning and literacy needs of the community.</li> </ul>	<ul style="list-style-type: none"> <li>Council's <i>Living Walkerville: wellbeing for every age and stage</i> is implemented.</li> <li>Local walking trail maps exist.</li> <li>Literacy resources and programs are available and incorporated in Council's wellbeing programs.</li> </ul>	T5, T23, T24, T78, T82 & T86  T83  T87

positive and respectful  
customer service  
experience delivered by  
professional, informed  
and cohesive work force





# key focus area 5



initiative	desired outcomes	targets	SA SP* target
<b>enhanced customer experience</b>	<ul style="list-style-type: none"> <li>Processes, policies, procedures and service levels are easily accessible.</li> <li>Concierge services are expanded.</li> <li>Increase accessibility to services and staff.</li> <li>Update website to provide for greater online services.</li> </ul>	<ul style="list-style-type: none"> <li>Council's publications are produced in plain language.</li> <li>Community surveyed to ascertain what 'extra' services they require from Council staff.</li> <li>Council's website provides a variety of online services.</li> </ul>	<p>T32</p> <p>T32</p> <p>T32</p>
<b>customer satisfaction surveys inform continuous improvement initiatives</b>	<ul style="list-style-type: none"> <li>Community surveys focus on customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>Council provides online project driven surveys.</li> </ul>	<p>T32</p>
<b>civic &amp; community centre is easily accessible and widely utilised</b>	<ul style="list-style-type: none"> <li>Facility is actively used by a variety of community groups.</li> </ul>	<ul style="list-style-type: none"> <li>Bookings and usage of the Civic &amp; Community Centre is increased annually.</li> </ul>	<p>T3</p>
<b>positive working relationship with the community and stakeholders</b>	<ul style="list-style-type: none"> <li>Community and stakeholders actively participate in public consultation opportunities.</li> <li>Community forums provide avenues for members of the community to be heard, provide feedback or be educated.</li> </ul>	<ul style="list-style-type: none"> <li>Number of responses received from public consultation opportunities increase.</li> <li>All consultation models provide multiple ways to engage.</li> </ul>	



# a message from the

**Strategic plans are reviewed every four years and this current plan traces its origins to the 2012-2016 *Living in the Town of Walkerville* strategic plan.**

As referenced in the Mayor's message, when it came time to revisit the plan for 2016-2020, the Elected Members concluded that the goals and objectives developed in 2012, were still sound. As the Mayor himself notes, their approach became one of 'strategic evolution, rather than an unnecessary revolution for revolution's sake.' In other words, the draft that was presented to the public for consultation, was developed and refined to reflect where the community is today and where it strives to be by 2020, whilst retaining the integrity of the 2012 plan.

I was CEO at the time we went out for public consultation for the 2012-16 plan and it remains one of the most successful and inclusive consultation processes undertaken. The fact is, Council is always consulting with its community and these ongoing civic conversations inform much of what we do.

For example, in the years since 2012, we have consulted and developed a framework to activate many of the goals and objectives outlined in the Strategic plan. This represented a significant body of work for the Council and some of the most notable examples include:

- **Strategic directions report** (2012) which outlines how Council's Development plan links in with *The 30 year plan for greater Adelaide* and identifies strategic opportunities around Town activation, mixed used development and movement across the Town.
- **Open space strategy** (2014) which outlines a plan to ensure that our precious open spaces are accessible, connected, environmentally sustainable and multi-functional.
- **Movement management plan** (2014) a comprehensive review which informed the *Movement action plan* (2015) which set out a series of actions to resolve movement issues in the Township, many of which have been activated, including:
  - 40km/h speed limit along Walkerville Terrace (2015)
  - Traffic management / parking controls around the vicinity of Wilderness School



# chief executive officer: from consultation to activation

- **Town centre development plan amendment** (2015) which put forward a series of amendments to Council's Development plan to reinvigorate the Town's urban fabric and create an attractive and vibrant environment for the community.
- **By-Laws** (2015)
- **Various policies** (2014-2016)
- **Annual business plans and budgets.**

The Township of Walkerville – Walkerville Terrace in particular – has undergone a tremendous revitalisation and transformation since the publication of the *2012 Strategic plan*. Bustling retail premises have replaced the infamous 'hole in the ground' on Walkerville Terrace. The former Department of Transport, Energy and Infrastructure building is now a flagship boutique arts hotel and accommodation precinct and the new Civic and Community Centre and refurbished Town Hall is a multi-functional community asset that will serve the needs of future generations.

Having been part of the 2011-12 strategic planning process (which led to the *2012-2016 Living in the Town of Walkerville strategic plan*), it is satisfying to look back and see how so much of what the community hoped for, and what Council planned for, has been achieved.

And now we look towards 2020.

In early 2016, the community was provided with an opportunity to comment on the revised plan as part of Council's commitment to public consultation and community engagement. Given that the plan did not represent a dramatic departure from the one before, we did not anticipate a huge response. However, the feedback we received was in favour of the plan.

The plan was endorsed by the Elected Members in July 2016 as per Council resolution CNC5/16-17.

The 2016-2020 plan is driven by five key focus areas, supported by outcomes and corresponding targets. This document will guide Council's decision making and direction over the next four years. The plan is aspirational, measurable and deliverable.

It will be used to inform our annual budgets and long-time financial projections. Investment in infrastructure, assets, community and corporate services will be assessed on how they relate to the five key focus areas and we will ensure that adequate resources will be allocated to safeguard delivery. This plan is not a document that sits on a shelf gathering dust every four years – this is a document that drives and informs decisions at every level.

What's new in the plan? As part of our ongoing continuous improvement philosophy, Council has placed an increased emphasis on a 'positive and respectful customer service experience delivered by a professional, informed and cohesive work force' (key focus area 5). This coupled with Council's fervent desire to continue to operate in a 'transparent and accountable local tier of government that is respected for its forward thinking approaches and cross-Council collaborations' (key focus area 3), will see increased activity with innovative shared service models with our neighbouring eastern region Councils. Council already has a number of impressive shared service arrangements and will continue to explore alternate opportunities. Partnering and sharing our resources across boundaries is one of the most cost effective ways we can achieve more with less. It is also something that we do particularly well.

I welcome the prospect of revitalisation and excellence that this four year plan promises. Along with my team, we look forward to working with the Elected Members, to transform this strategic vision into action.



**Kiki Magro**  
Chief Executive Officer



