



2020–2024



Living in the Town of Walkerville:

a strategic community plan

Town of Walkerville

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Design & Production: The Set Up

The Town of Walkerville

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

In preparing this strategic plan, we recognise the many generations of stewardship the Kurna people have provided to this land, and respect that their cultural heritage and beliefs are as important today as they were for their ancestors.

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A message from the Mayor

A liveable, cohesive, safe, active and sustainable township. These words will drive and shape our Township over the next 1460 days.

It seems like a small catchphrase for a significant amount of time – but it is the vision Walkerville Council shares in assisting our community to develop, grow and flourish. Every four years, Council reviews and consults with you on its plan for the future. In late 2019 we began to review the existing plan as part of this process. We have evolved together and as a result, this new plan will allow us to evolve even further.

When Council members sat down to review the present plan, we concluded that the goals and objectives set out in the 2016–2020 plan were as relevant today as they were four years ago. While it made sense to keep the essence of the plan, we also wanted to introduce new elements and points, some of which came from you, that would reflect the changes in our community post 2016.

The five key focus areas from the 2016 plan have been transformed into seven key pillars to take us to 2024. We are confident that the values and aspirations contained in the *2020-2024 Living in the Town of Walkerville: a strategic community 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. I became Mayor of Walkerville in 2018, having served a four-year term as Councillor during 2014–2018 and Deputy Mayor from 2017–2018. In that time, I have listened to residents, community groups, schools, traders and property owners. These discussions were invaluable. Thank you.



The direction we are announcing moving forwards will not only be flexible and ambitious, but it will enhance diversity and inclusivity, it will promote heritage and open space, it will aim for a stronger economy and it will support a leadership that fosters a unique and safe environment for its community long into the future.

Our strategic plan is about recognising the enormous potential of a small village in creating identity for our residents and businesses. A thriving community that works together is dynamic, and is growing and changing all the time.

To achieve this, we will work significantly to reflect on past achievements and challenges, explore new opportunities and make sound governance decisions.

The 2020–2024 strategic community plan sets out the direction and aspirations of Council. It is a cohesive and tactical strategy which is grounded by seven key pillars that Council has identified as its vision for the next four years.

Our plan is genuine, articulate and embraces our village character. It has the betterment of our community and Township at heart, and I very much look forward to delivering this plan as we work together to make this vision a reality for the Town of Walkerville.

Elizabeth Fricker

Mayor of the Town of Walkerville



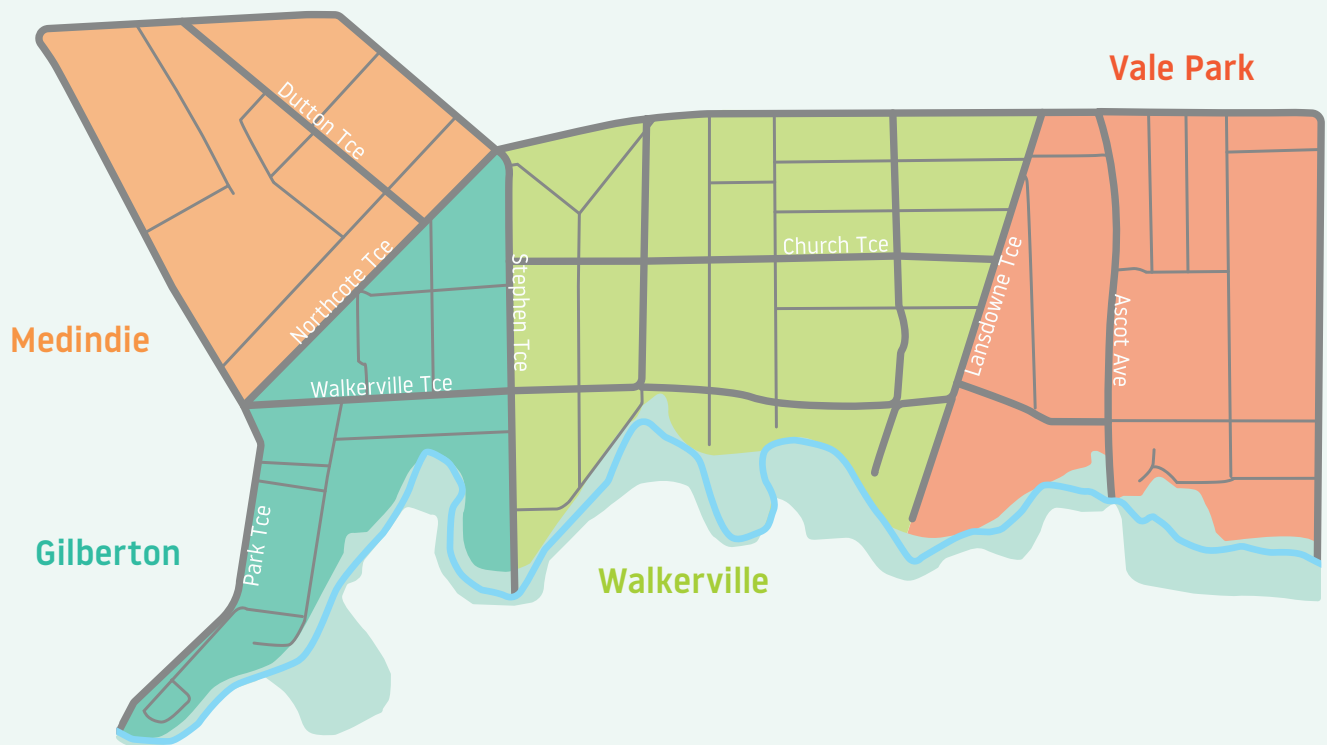
Our town: About the Town of Walkerville

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 3.5km². 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

No. of residents
more than
7,500


Median age
44


Volunteers
1589

open space

24

assets and reserves
(includes Linear Park Trail)

Number of private dwellings
Total: 3335



Separate House 1874

**Semi-detached, row or
terrace house, townhouse 643**

327 **316**
1 storey 2+ storeys

Flat or apartment 389

241 **64** **84** **0**
1 or 2 storey block 3 storey block 4+ storey block Attached to a house

Other Dwelling 19

12 **0** **7**
Caravan Cabin, houseboat, improvised home, tent, sleepers out House or flat attached to a shop, office, etc

Dwelling structure not stated 9

Unoccupied private dwellings 401

Roads Footpaths
36.4km **72.5km**

Kerbing
81.6km

Number
of motor
vehicles



2933

1 motor vehicle
1098

2 motor vehicle
1011

3 or more
vehicles
496

Number of motor
vehicles not stated
89

None
239



Strategic framework

A connected community: the Town of Walkerville urban master plan

Disability access and inclusion plan

Living in the Town of Walkerville: a strategic community plan

Living Walkerville: wellbeing for every age and stage

Asset management plans

Long term financial plan

Financial guiding principles

Annual business plan

Annual budget

Development plan

Disaster recovery plan

Business continuity plan

Department plans

WH&S management plan

Introduction to the plan: Framework

Driving strong policy, creating sustainability, securing the wellbeing for all and delivering outcomes in the Town of Walkerville are key tactics which formulate our overarching strategy.

The basis behind this vision is to build a resilient Township for future generations. This plan grew out of the *2016-2020 Living in the Town of Walkerville: a strategic community plan*. It exists within a state-wide context and supports the priorities identified in South Australia's Strategic Plan.

The 2020-2024 *Living in the Town of Walkerville: a strategic community plan* focusses on seven key pillars:

-  Places and spaces
-  Safety
-  Mobility and movement
-  Assets
-  Heritage
-  Economy
-  Leadership



These seven key pillars are supported by their own 'objectives' and 'desired outcomes', which are outlined in the following pages. The objectives describe the mechanism or activity required to achieve the vision of the plan, whereas the desired outcomes act as targets and measures for each objective to assist Council and community in tracking progress. The pillars were formed based on the March 2019 Community Survey and consequently have been developed into measurable actions that will guide our planning and annual budget allocations.

Title

2020–2024 Living in the Town of Walkerville: a strategic community plan

Vision

A liveable, cohesive, safe, active and sustainable township

Mission

We will provide services that are affordable, equitable and sustainable

Values

We are fair and ethical in our decision making

Key Pillars

- | | |
|--------------------------|---------------|
| 1. Places and spaces | 4. Assets |
| 2. Safety | 5. Heritage |
| 3. Mobility and movement | 6. Economy |
| | 7. Leadership |

The plan detail

The seven key pillars

1. Places and spaces

Objective	Desired outcome
 Create useable open space facilities that meet community needs and promote physical activity	<ul style="list-style-type: none">• Public space amenities are improved, providing a variety of active and passive public infrastructure• Areas of planted visual amenity are developed to compliment the village appeal• Use of public space is encouraged for cultural activities to stimulate social cohesion• People-oriented activities at key town precincts are promoted and encouraged• Public Art Strategy is developed and implemented• Signage and wayfinding to amenities and places of interest across the town are expanded.





The seven key pillars

2. Safety



Objective

Support the provision of a safe and supportive social environment that contributes to people and families feeling safe

Desired outcome

- Lighting is improved throughout the township
- Outdoor activity is encouraged and provided for
- Programs that target socially isolated or vulnerable groups are introduced
- Activities for teenagers and support for vulnerable groups are provided
- Collaboration with key stakeholders to identify and respond to crime, fear of crime and anti-social behaviour.

“Outdoor activity is encouraged and provided for”

The seven key pillars

3. Mobility and movement

Objective

Provide easy traffic and pedestrian movement throughout the town

Desired outcome

- Traffic flow and road user behaviour are improved through targeted education programs and activities in partnership and collaboration with key stakeholders
- Road and footpath conditions are improved through safety audits, design, construction and management of local roads and footpaths
- Advocate to the State Government to improve the wider transport network
- Traffic flow and road user behaviour is improved through enforcement of legislation and Council Policy
- Pedestrian-friendly areas are designed and developed
- Safe and interconnected networks of cycle/walking paths to key everyday destinations such as schools, shops, sports and recreational areas are developed.





The seven key pillars

4. Assets



Objective

Continue to provide for and maintain a good standard of assets and public infrastructure

Desired outcome

- Physical and social infrastructure that match community demographics are promoted
- Council owned infrastructure is managed and maintained in a sustainable manner and to a quality the community can afford
- Asset management plans are reviewed annually
- Long term financial plans accurately represent the true cost of maintaining Council owned infrastructure
- Natural landscape environments are managed
- Council's infrastructure services are provided in an economically optimal manner
- Council's infrastructure is maintained at an appropriate level that meets community needs
- New assets are assessed against whole of life cycle costs and the ability to fund new services.

“infrastructure is managed and maintained in a sustainable manner”



The seven key pillars

5. Heritage



Objective

Protect and maintain the unique history of the township and its buildings

Desired outcome

- Heritage and culture are communicated through signage and public art that create a distinctive and unique sense of place
- We celebrate the diverse heritage of our community
- We promote and encourage the conservation of our heritage buildings and places
- Heritage Conservation Funding Grants are made available
- We recognise our heritage through our Heritage Plaques Scheme
- We digitise existing records of heritage assets to celebrate the town's rich built character and provide walking trail landmarks.



The seven key pillars

6. Economy



Objective

Create the means to enable economic diversity and encourage business opportunities

Desired outcome

- Support and encourage business growth
- Collaborate with like-minded Councils and organisations to promote the eastern region economy
- Respond and adapt to business needs
- Reduce the cost of compliance as much as possible
- Explore joint ventures with private owners to mitigate development risk as a means of allowing projects to proceed, which otherwise may not
- Provide business grants
- Host an annual business day in collaboration with key stakeholders
- Encourage businesses to better utilise the public realm
- Digital-based business attraction and retention scheme is developed and implemented.

“Encourage businesses to better utilise the public realm”

The seven key pillars

7. Leadership

Objective

Desired outcome

A responsible and influential local government organisation

- Seek out shared-services opportunities
- Promote accountable and transparent management of Council's finances and governance
- Flexible and adaptable in our decision making
- Support and advocate on behalf of community groups
- Maintain and regularly review an equitable property rating framework
- Maintain and regularly review equitable fees and charges of Council services
- Represent and promote the needs, interests and aspirations of the community
- Position the Town of Walkerville as a centre for excellence in local government
- Develop strategies to encourage the community to participate in consultation activities
- Develop ecologically sustainable initiatives that contribute to better use and management of waste, energy and water
- Develop adaptation strategies to effectively respond to the impact of climate change.





A message from the Chief Executive Officer

The people who live within the Town of Walkerville are passionate, socially active and care deeply about the Town's past, present and future.

This four-year plan in particular aims to take this on board with a focus on developing a can-do culture, which is reinforced by committed staff and modern tools. These aspects will support the Council as it takes the next steps towards accomplishing the objectives and desired outcomes in this plan.

Strategic plans are reviewed every four years and this current document has grown using significant history from the 2012-2016 and 2016-2020 Living in the Town of Walkerville plans. Although we have witnessed great change since 2012, one key aspect remains the same – our community wants decisions based on sound reasoning and driven by considerations of demand. Through the seven pillars, all current and future issues will be addressed by our elected body to ensure we are meeting the needs of our residents and businesses through solid consultation.

This strategic plan provides a roadmap of where the community said they want to go and how we are going to get there. It is driven by our residents and businesses, and will be actioned by the delivery of services, plans and strategies – which are targeted and budgeted for through our *2020-2029 Long Term Financial Plan*, annual business plans and budgets.

In the years since the last strategic plan was formed in 2016, we have developed, consulted and implemented a vast array of projects and policies to enhance our Township. Some of the most notable examples include:

- **Living Walkerville: wellbeing for every age and stage (2016)** embeds community wellbeing into Council's strategic thinking and budgetary processes. It is the first strategic document focused entirely on improving wellbeing.
- **Women of Walkerville Foundation (2017)** comprises Council's female Elected Members with the goal to initiate fundraising activities which support organisations advocating for those who need it most in the community.
- **Traffic Plan: A Movement Management Plan (2018)** aims to provide clear direction for all modes of transport within local and regional needs for movement and access – including vehicle traffic, walking, cycling and public transport.
- **White Ribbon (2018)** a journey to becoming a White Ribbon Accredited Organisation – one of the most important social change initiatives we have undertaken as an organisation as a way to convey the message of preventing violence against women.
- **Financial Guiding Principles (2018)** directs Council in maintaining a strong and consistent legacy of financial management and investment over the long term.
- **Wesleyan Cemetery Advisory Committee (2018)** provides advice to Council and promotes and encourages the enjoyment and appreciation of the 1849 historic cemetery.
- **Walkerville Oval Playground Renewal Project (2018)** replacing and installing a new and improved playground off of Alfred Street in Walkerville.

- **Disability Access and Inclusion Plan (2018)** identifies actions and recommendations that speak to how best we can make the Town of Walkerville accessible and inclusive for everyone.
- **Heritage Plaques Policy & Heritage Plaques Fund Policy (2019)** provides a consistent approach to the installation and distribution of funds of heritage plaques within places of historic significance in the Township.
- **Urban Forest Strategy (2019)** focusses on the preservation, management and promotion of our open spaces, parks, gardens, trees and the overall visual presentation of our urban forest.
- **Waste Advisory Group (2019)** provides expert advice and develops waste management driven initiatives that support the strategic objectives of Walkerville Council and its subsidiary, East Waste.

From the above examples, it is evident that we have been achieving the goals of cultural, social and economic prosperity, and will endeavour to do so throughout this plan and future generations. An economically successful community is one that offers a variety of experiences. It allows business entrepreneurs to flourish and promotes opportunities for residents to wander, shop, eat, drink, play and work. The Town of Walkerville has responded to the community's desire to have a Township that is centred on a connection to lifestyle and cultural identity – which includes a range of business and retail activity represented by a variety of cafes, restaurants, food markets and shopping essential stores. Our cultural and social diversity combined with the Town's history, cultural heritage and natural assets creates a solid foundation on which to build a dynamic, sustainable and inclusive future. I believe this plan promotes just that.

In early 2020, the community was provided with the ability to comment on the revised 2020-2024 strategic community plan and Council subsequently endorsed the plan on 18 May 2020.

This plan is driven by seven key pillars, supported by objectives and desired outcomes. Having been part of the process for the past two strategic plans, tracing back eight years, it is hugely rewarding to see where we started and where we are now. We have hoped, we have planned, we have actioned and we have achieved. We now look forward as we head into a new decade and a new strategic plan.



This is the start of an innovative four-year plan. A plan, which has set measurable goals and outcomes to achieve for Walkerville. From annual business plans and budgets to environmental projects and development policies – this plan is vital to our Township because it paves the way for every other document and resolution we make as a Council and as a community. Not only will it provide directive on our decision-making, but it will also shape our progression so that when we look back in four years, we can proudly see how the seven key pillars formed the path to success.

I look forward to seeing the progress of yet another successful and fruitful plan over the course of the following four years. I can assure you that myself, my team, and our elected body will be here to listen, engage and inform as we transform this strategic plan from words on paper to reality.

Kiki Cristol

A handwritten signature of Kiki Cristol in black ink.

Chief Executive Officer

“Our plan is
genuine, articulate
and embraces our
village character.”

Mayor Elizabeth Fricker