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# Community Plan 2034

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July 2024





## Kaurna Acknowledgement

West Torrens is located on the Traditional Homelands of the Kaurna Nation of People, the first Traditional Owners and Custodians of the Adelaide Region.

Council pays respect to Elders past, present and emerging.

We recognise and respect their cultural heritage, beliefs and spiritual relationship with the land, sea, waterways and sky.

We acknowledge that they are of continuing importance to the Kaurna people living today.

We have built a beautiful city. However, we further recognise that the process of settlement resulted in the dispossession and dislocation of the Kaurna people and that we are always mindful of this.

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## Production acknowledgment

This document was produced by the City of West Torrens, with valuable assistance from members of the West Torrens community who contributed during public consultation.







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## Document history

Version	Date	Details
1.0	2004	2004 -2009 Community Plan
2.0	June 2009	'Towards 2025' Community Plan; revised
2.1	November 2011	'Towards 2025' Community Plan; revised
3.0	August 2014	'Towards 2025' Community Plan; revised
4.0	November 2016	'Towards 2025' Community Plan; revised
5.0	May 2017	'Towards 2025' Community Plan; revised
7.0	February 2021	Community Plan 2030
8.0	July 2024	Draft Community Plan 2034



# Message from the Mayor and CEO



West Torrens is an appealing metropolitan location in South Australia as it's centrally located between Adelaide's Central Business District (CBD) and the city's coastline. It is an ideal place for people who want to live and work as it offers a cosmopolitan lifestyle, with many cultures adding to the eclectic mix of our community.

West Torrens is very important to the State, being home to Adelaide Airport and the Adelaide Parklands Terminal. This means we are often the first port of call for many national and international visitors making their way to South Australia.

West Torrens continues to experience significant residential growth and our economy and community is constantly looking at ways to adapt and thrive.

It is imperative that we, the Council of the City of West Torrens, build on our past successes and plans for a future that will provide for our ever-growing community. Part of that process is to listen and engage with our residents, businesses, and visitors to ensure that we are developing a city that can meet our growing needs and aspirations. It is our vision to be the best place to live, work and enjoy life and, as such, our Community Plan is our 'blueprint' to help us achieve that vision.

Our 'Community Plan 2034' is our strategic plan that determines our key priorities for the next 10 years. This version is a review of our 2030 Plan and has been provided to our community for feedback to ensure that our priorities are still pertinent. This document is a culmination of much engagement with our community, Elected Members, key stakeholders, and local businesses who have had input into what they believe the West Torrens of the future should be.

As the over-arching blueprint for how our Council will achieve our community's priorities during the next decade, this plan is a guide which can be amended and adapted at any time. We review our plans every few years to ensure they are still relevant and, when necessary, make modifications to accommodate changing circumstances.

We hope you enjoy reading our Community Plan 2034 and we look forward to achieving much together in the future.



**Michael S. Coxon**  
Mayor



**Angelo Catinari**  
Chief Executive Officer



# The Plan's history

The Plan underwent a review in 2009, leading to the development of the 'Towards 2025 Community Plan', aiming to address the needs and expectations of West Torrens residents. More than 2,000 people participated in an extensive consultation process, contributing feedback that, combined with existing Council plans and government strategies, shaped the inaugural plan.

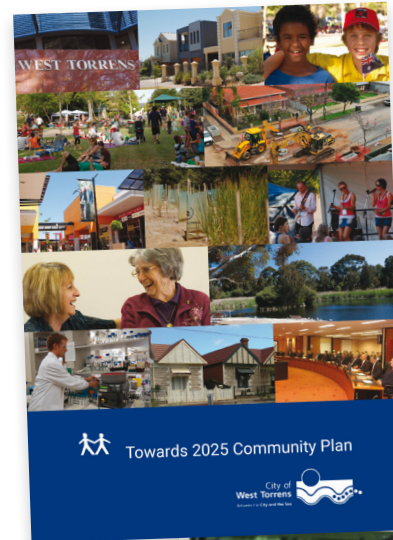
In 2013-14, the Council initiated the 'Our Place' project to reassess community needs and aspirations. Through this initiative, more than 1,300 conversations, comments and suggestions were collected.

Subsequent reviews in 2016-17 ensured the ongoing relevance of our goals and aspirations, with community feedback playing a crucial role in updating our blueprint.

In 2019-20, in collaboration with consultants Intermethod, we engaged with more than 1,000 community members to shape our 'Community plan 2030'.

In 2024, we once again sought community input to understand current priorities for living, working, playing and interacting in West Torrens. Through various channels such as the 2024 Summer Festival events, community surveys, workshops, business interviews and face-to-face sessions, we gathered valuable insights. This comprehensive process has equipped us to align Council actions with community expectations both now and in the future.

Our commitment to excellence in serving our diverse community remains steadfast. We eagerly anticipate collaborating with everyone to uphold West Torrens as a premier destination to live, work, learn and enjoy life.







## What is the Community Plan 2034?

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The Community Plan 2034 is the lead document in Council's suite of strategic management plans. This Plan is a statement of what the City of West Torrens will do to help achieve the community's vision of:

**West Torrens -  
committed to  
being the best place  
to live, work and  
enjoy life.**

This plan, together with Council's asset management plans, Annual Business Plan, Budget and Long-Term Financial Plan, addresses the Council's obligations under the *Local Government Act 1999*.

The Community Plan 2034 is an aspirational document that will guide Council action during the next 5 to 10 years. It builds on our previous plan, 'City of West Torrens Community Plan 2030', by considering current challenges and societal trends, changing lifestyles and demographics.

Development of this plan included extensive community consultation and reflects the key priorities of the people who live, work, study and play in West Torrens or who visit the area.





# Structure of the Plan

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## Our delivery framework

This section outlines how the Community Plan 2034 aligns with other strategic documents and policies of the City of West Torrens.

## Our community vision

This section introduces the 5 focus areas.

## Focus areas

The 5 focus areas - Community Life, Built Environment, Environment and Sustainability, Prosperity and Organisational Strength - contribute to achieving our vision.

## Strategic objectives

This describes how our strategic objectives reflect our community values.

## Community engagement

This provides an overview of the community engagement undertaken that has shaped this plan. Feedback is grouped according to the 5 focus areas.

The **Community Plan** is Council's overarching strategic document, supported by a number of strategic and corporate plans which target specific areas.

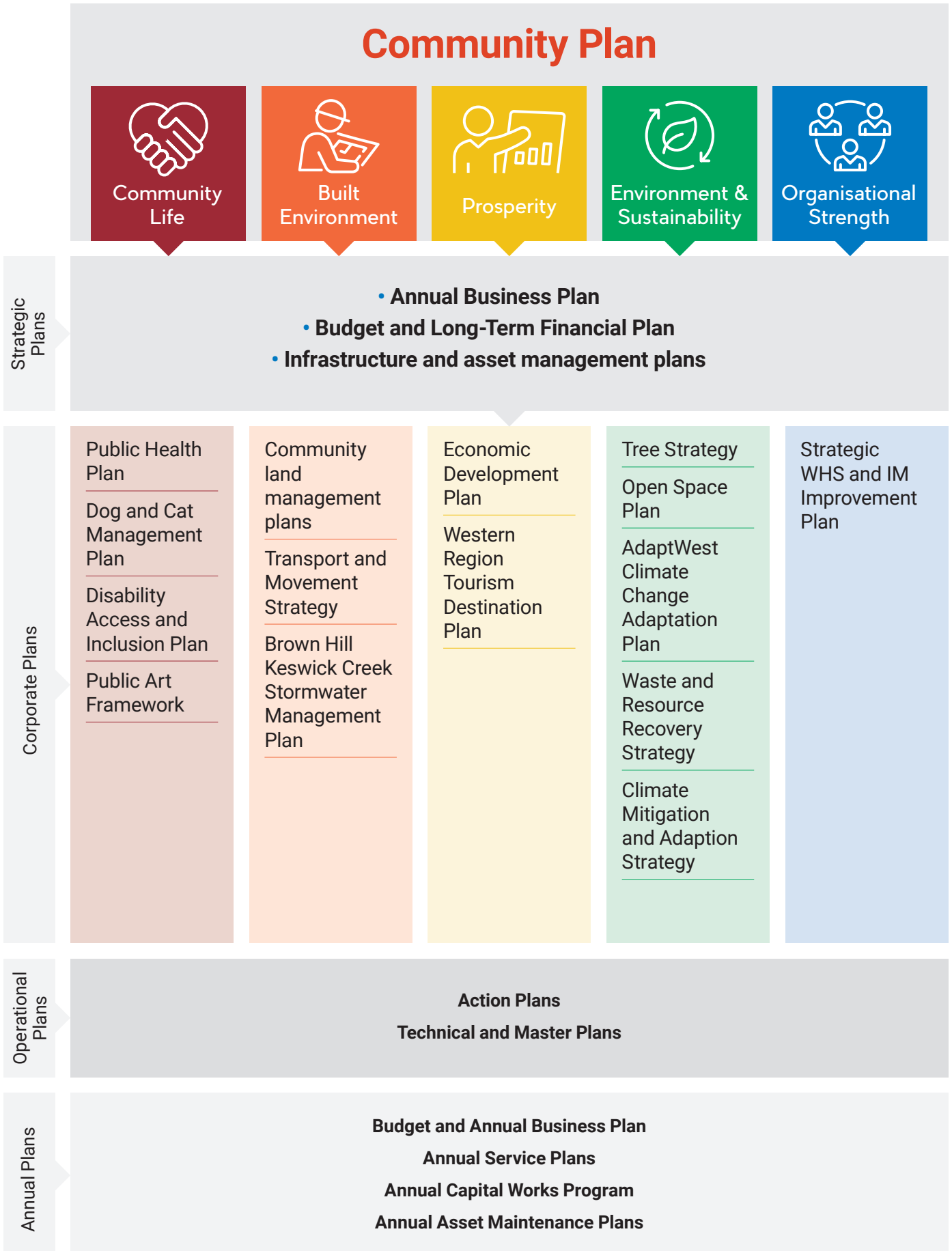
**Operational plans**, such as action plans, provide the steps to achieving the aims of our strategic and corporate plans and, ultimately, our Community Plan.

**Annual service plans** and budget provide specific details for each year and achievements are reported to Council on a quarterly basis.



# Strategic and corporate suite

## Strategic and Corporate Plans and their alignment to our Community Plan 2034





## City of West Torrens Community Plan

### Our Vision

Committed to being the best place to live, work and enjoy life

The 5 focus areas for the delivery of our vision are:



#### Community Life

We support diversity, health and well-being, community cohesion and connections, and create opportunities to learn and enjoy the local area.



#### Built Environment

We ensure housing, urban development and infrastructure contribute to attractive and safe neighbourhoods, and how we travel in and beyond our area.



#### Organisational Strength

Council ensures its services lead to quality outcomes and exceptional experiences for our community.



#### Environment and Sustainability

We protect and conserve the natural environment, reuse and recycle resources, support biodiversity and respond to climate change.



#### Prosperity

We support jobs, businesses and industries to generate local economic growth and activity.



# Community engagement



In 2024, we provided our community with the chance to give feedback about our plan via various methods.

In total, we received feedback from 1,192 people by way of events, community surveys, workshops, business interviews and 'pop-up' face-to-face discussion sessions at the Hamra Library and Hilton Shopping Centre.

At these engagement events, we asked participants about their needs and how Council could meet them. The feedback has helped shaped this Community Plan and other strategic documents.

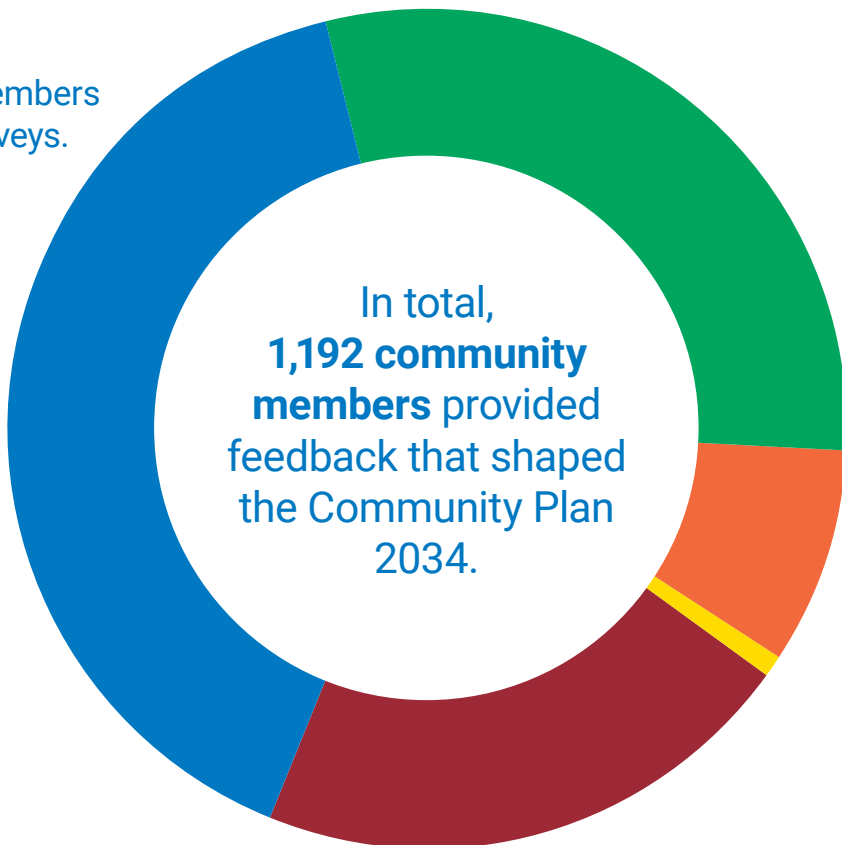
**479**  
community members  
completed surveys.

**351**  
Summer Festival  
attendees  
provided feedback.

**99**  
Hilton Plaza  
Shopping Centre  
and Hamra Library  
visitors provided  
feedback.

**11**  
business owners  
were interviewed.

**252**  
stakeholders  
participated in  
workshops.



In total,  
**1,192 community  
members** provided  
feedback that shaped  
the Community Plan  
2034.



# Directions for our city

## Our vision, values and mission



**Vision**  
Committed to being  
the best place  
to live, work  
and enjoy life.

**Mission**  
To strive for  
excellence in  
serving our diverse  
community.

**Values**  
Accountability  
Advocacy  
Community Capacity  
Community Involvement  
Healthy Communities  
Inclusivity  
Quality  
Supportive Working  
Environment







# Community Life

Council area

**37 km<sup>2</sup>**



**15,000+**

people visit the  
West Torrens  
Library Service  
each month



**30%**

of West Torrens  
residents live  
alone



**32%**



of West Torrens  
residents were  
born overseas

**18%**



of West Torrens  
residents are  
aged 65 or over

**64,000+**

people live in the  
City of West Torrens

**7%**



of West Torrens  
residents arrived  
in past 5 years

**80%**

of West Torrens  
residents  
are digitally  
connected



Figures may have changed from previous Community Plans due to an improved method of measurement.



## 1. Our focus

We support diversity, health and well-being, community cohesion and connections, and create opportunities to learn and enjoy the local area.

### Strategic objectives

- 1.1 Improve accessibility and inclusiveness of Council services.
- 1.2 Provide opportunities for people of all ages and abilities to have active and healthy lifestyles.
- 1.3 Help build community resilience through opportunities for community involvement, social connections, and life-long learning.
- 1.4 Empower people to embrace technological change and to be active digital citizens.
- 1.5 Facilitate community health, wellbeing and safety.
- 1.6 Value and acknowledge the rich and diverse culture including our First Nations people and the distinctive local identity and heritage that defines us.
- 1.7 Respond to the needs of our young people.
- 1.8 Continue to promote and support festivals and events throughout the year.
- 1.9 Enhance quality of life for our ageing population through targeted, inclusive initiatives and policies.

### Trends and opportunities

- Take into consideration the social, health and wellbeing impacts post COVID-19.
- Tailor programs to meet the needs of our ageing population, which seeks to maintain their quality of life by 'ageing in place'.
- Build community capacity, inclusion and wellbeing through our library, community centres and other facilities and programs.
- Consider the impacts of cost-of-living pressures on our community.
- Embrace our cultural diversity and its positive influence on the richness and vibrancy of our city.
- Encourage a more engaged community who want to work with Council to achieve positive outcomes.
- Consider the mounting financial pressures on community groups and the reduction of volunteering.
- Acknowledge rising numbers of caregivers residing within West Torrens and the obstacles they encounter.





# Built Environment

**58%**

of residents are buying or own their homes



**83%**

of residential properties are within 400 metres of a recreational space



**296**

kilometres of roads

**581**

kilometres of footpaths

**170**

kilometres of stormwater pipes

**\$400** per week

average mortgage repayment by residents with mortgages



**70+**

playgrounds and fitness sites

**173+**

hectares of open space

**9%**

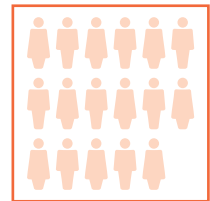
of West Torrens residents use public transport to travel to work



Approximate living density of

**17**

persons per hectare



130+ Council-owned buildings worth

**\$178+**  
million



**2%**



of West Torrens residents ride bikes to work

Figures may have changed from previous Community Plans due to an improved method of measurement.



## 2. Our focus

We ensure housing, urban development and infrastructure contribute to attractive and safe neighbourhoods, and how we travel in and beyond our area.

### Strategic objectives

- 2.1 Advocate for outcomes which support a range of housing options, promote compatible non-residential development, provide an appealing, safe, and harmonious urban landscape.
- 2.2 Ensure that infrastructure meets the needs of a changing city and climate and takes into account impacts of infill development.
- 2.3 Design neighbourhoods which promote safe, active travel and strengthen connections, amenity, and accessibility.
- 2.4 Provide a variety of indoor and outdoor sport, recreation and community facilities and open spaces.
- 2.5 Encourage place-making initiatives that elevate the experience for both local residents and visitors at key destinations.
- 2.6 Continue to manage and improve flood mitigation.
- 2.7 Effectively oversee and uphold the management of Council assets, ensuring responsible financial stewardship.
- 2.8 Recognise and respect the importance of Adelaide Airport to West Torrens and the state.

### Trends and opportunities

- Manage the adverse impacts of increased residential population because of infill development, including the impacts on traffic, car parking, amenity and established vegetation and open space.
- Increase accessible public open space, sport and recreation facilities and social infrastructure to support new and existing residents in denser suburbs.
- Through the extension of our public art initiative, increase the aesthetic appeal and cultural vibrancy of West Torrens.
- Support innovative design to create more attractive and safe urban environments because of residential infill impacting on streetscapes.
- Develop our cycle and walking routes into an integrated system that encourages existing active travel.
- Respond to the change in our community profile in relation to ageing, education levels, and rental and housing affordability.
- Support the community's desire for a vibrant 'main street' serving as the heart of placemaking in West Torrens.



# Prosperity

## 58%

of residents have a Bachelor or higher degree, advanced diploma or vocational qualification



## 23%

of residents work locally



## 27%

of workers are in the retail and health/social care sectors



## 7%

of the state economy is generated within West Torrens



## 36%

of residents have no university or trade qualification

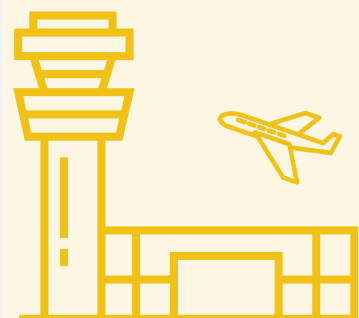
## 785

hectares occupied by Adelaide Airport



## 49,000+

local jobs



Figures may have changed from previous Community Plans due to an improved method of measurement.



### 3. Our focus

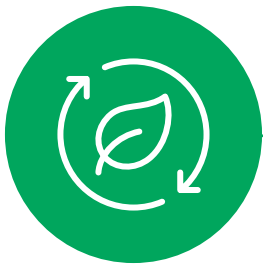
We support jobs, businesses and industries to generate local economic growth and activity.

#### Strategic objectives

- 3.1 Encourage a diverse, resilient, and competitive economy, embracing small business and tourism sectors.
- 3.2 Optimise the benefits of local activity and promote key employment precincts.
- 3.3 Drive economic growth via innovation, collaboration, and strategic investment, while fostering meaningful connections between businesses and the community.
- 3.4 Promote opportunities and economic advantage arising from Adelaide Airport and our proximity to the Central Business District (CBD).

#### Trends and opportunities

- Forge partnerships with our dynamic and diverse business community.
- Acknowledge a changing business sector, including the loss of major manufacturing employers and the growth in health, ageing and allied service sectors.
- Be aware of the move away from shop front retail to online shopping and its impacts.
- Seek opportunities to assist retail and food outlets which are impacted by COVID-19, including issues such as staffing shortages, heightened operating expenses, and dwindling discretionary spending.
- Leverage our locational advantages, including key freight routes, our positioning to Adelaide CBD, Adelaide Airport and Port Adelaide defence industry employment.
- Support the completion of the North-South Road corridor to enhance connectivity between West Torrens and Greater Adelaide, tempered by concerns associated with its impact during construction.
- Foster positive relationships and outcomes with government agencies and private developers, in regard to the future West End Precinct development, which provides opportunities for the growth of local living and employment.



# Environment and Sustainability

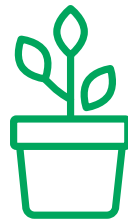
**9,000+**

tonnes of green waste collected each year



**4,000+**

seedlings provided to residents through Native Plant Giveaway program each year



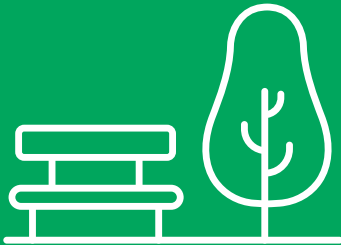
**634**

tonnes of greenhouse gases prevented by Council solar lighting program each year



**173** hectares

of public open spaces



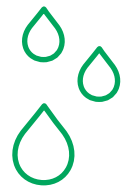
**54%**

of collected waste diverted from landfill



**226**

rain gardens



**10%**

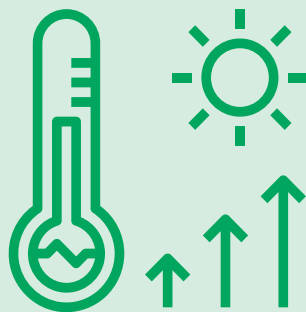
of the area has tree canopy cover



**25%**

average number of hot days per year that were 35°C or above between 2020 - 39.

Up from 2015-21.



Figures may have changed from previous Community Plans due to an improved method of measurement.



## 4. Our focus

We protect and conserve the natural environment, reuse and recycle resources, support biodiversity and respond to climate change.

### Strategic objectives

- 4.1 Sustainably manage our resources through reuse, recycling and circular economy.
- 4.2 Reduce our city's impact on the environment.
- 4.3 Prepare for, and respond to, the challenges of a changing climate.
- 4.4 Provide open spaces that foster the natural environment, support biodiversity, and encourage people to spend time outdoors.
- 4.5 Safeguard and enhance the urban forest, with special attention to addressing the challenges posed by urban infill.
- 4.6 Actively inform and advocate developers and government agencies of our strong commitment to preserving and conserving the natural environment.
- 4.7 Protect and support the ongoing health and vitality of waterways in West Torrens.

### Trends and opportunities

- Plan and respond to the predicted increase in extreme weather events because of climate change and grow our community resilience.
- Encourage our community to embrace the advantages of sustainable modes of energy generation and increased renewable energy investment, such as waste to hydrogen fuel initiatives.
- Develop and research innovative waste management and resource recovery initiatives.
- Support lowering the levels of car dependency, while increasing opportunities for active travel.
- Address universal access needs by improving pedestrian and cycling infrastructure, encouraging a shift towards public transport, walking, and cycling.
- Increase our stormwater management network to improve our rivers, wetlands, parks, street trees and spaces.
- Support the increase in use of electric vehicles and the demand for charging stations, along with the future evolution of hydrogen cell renewable energy.
- Investigate the improved greening of street verges in both residential and industrial areas.
- Acknowledge the increase demand for community gardens and communal spaces as housing allotments reduce in size.





# Organisational Strength

**16.7%**

increase in Council's social media activity in 2023



**75.5%**

of customers satisfied with services that were actioned by Council on their behalf

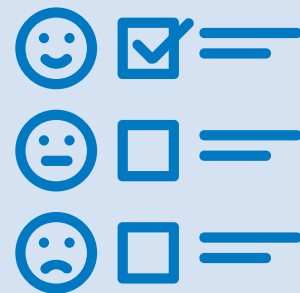
**7.2%**

of ratepayers signed up for the new direct debit (Payble) online rate payment system



**79%**

of Council's customers found it easy to get the help they needed



**53%**

of customers have issues solved in their first contact with Council



Figures may have changed from previous Community Plans due to an improved method of measurement.

## 5. Our focus

Council ensures its services lead to quality outcomes and exceptional experiences for our community.

### Strategic objectives

- 5.1 Develop strong partnerships and working relationships with our community, other organisations, and spheres of government.
- 5.2 Ensure the community is at the centre of decision making.
- 5.3 Ensure a high level of governance, transparency, and integrity.
- 5.4 Be an inclusive, innovative, and collaborative organisation.
- 5.5 Create a safe, healthy, and resilient workforce, fostering a positive and supportive culture.
- 5.6 Ensure our workforce can meet current needs and plan for future needs of our community.
- 5.7 Take into consideration sustainable financial management principles when developing our plans and strategies.
- 5.8 Provide opportunities for our community to communicate and engage meaningfully with Council.
- 5.9 Use technology as a tool to help innovate how we interact with each other.
- 5.10 Build a resilient community and organisation that can effectively respond to emergency incidents and events.
- 5.11 Enhance the visibility and promotion of Council initiatives and activities.
- 5.12 Be dedicated to continuous improvement and cost effectiveness.
- 5.13 Commit to continual growth and advocacy to ensure a vibrant and financially sustainable future.
- 5.14 Prioritise our future through robust strategic thinking and planning.
- 5.15 Attract, reward, retain and value our staff and makes us an employer of choice.

### Trends and opportunities

- Collaborate with neighbouring organisations to deliver significant projects, lever value-add and achieve cost effective outcomes.
- Expand our resources and services to meet the needs of our growing population.
- Explore opportunities and streamline processes to better respond to our community's desire for immediate action and outcomes.
- Investigate the use of Artificial Intelligence (AI) within a Council context.
- Increase awareness and protection against malicious cyber activity, which poses a threat to businesses, government organisations and our community.
- Support flexible working arrangements, which remains strong post COVID-19.



# Our Council area







City of  
**West Torrens**

Proudly supporting our community







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