

2020 – 2024 Strategic Plan

Adelaide. The most
liveable city in the world.

2020/21 update

Acknowledgement of Country

City of Adelaide acknowledges the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land.
We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations.



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Introduction

First shaped by the Kaurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city, that offers an enviable quality of life.

Adelaide is the world's only City in a park, surrounded by nationally heritage listed Park Lands. We are a creative City of makers and innovators and celebrate our status as an UNESCO City of Music.

We are one of Australasia's most digitally connected cities, with our Ten Gigabit Adelaide network empowering local businesses to realise their global potential.

We are an environmentally sustainable City, being the first Local Government Administration in South Australia to be Carbon Neutral certified.

Adelaide is a city of firsts, known for its social, cultural and technological innovation and now poised at the edge of many new possibilities that the growing space and future industries will bring.

As the Capital City Council of South Australia, the City of Adelaide (CoA) is:

- Home to over 25,000 residents
- Home to over 15,000 businesses
- Host to over 300,000 people in the City everyday

On 10 March 2020, Council unanimously adopted the City of Adelaide 2020 – 2024 Strategic Plan. The Strategic Plan sets the vision for Adelaide to be the most liveable city in the world. It identifies four community outcomes through which the vision will be delivered: Thriving Communities; Strong Economies; Dynamic City Culture; and Environmental Leadership. The four community outcomes are underpinned by Enabling Priorities. In June 2021, the Economist Intelligence Unit (EIU) Global liveability index announced Adelaide as the 3rd most liveable city in the world.

The outcomes reflect the aspirations of the community and Council and focuses our partnership and advocacy activities and drives programs and projects through the delivery of Key Actions.

Under each of the community outcomes are a series of statements that articulate the aspirations for the City. These aspirations are achieved through the delivery of 49 key actions and monitored through 15 measures of success.

The first year of delivery for the 2020 – 24 Strategic Plan occurred against the backdrop of major upheavals due to the COVID-19 pandemic significantly impacted city businesses, our residents, and the wider community as well as Council's own revenue base.

The impacts of the shutdown of non-essential activity had an immediate and profound effect on income to Council and our ability to deliver for the community in our usual ways. This strengthened the need for the CoA to make the very best of the resources available.

Our terminology explained

In the first year of the Strategic Plan, Key Actions have been marked as 'commenced', 'not commenced' or 'completed'.

- If a Key Action has commenced, it means that some activity has occurred during 2020 –2021 to progress that action.
- If a Key Action has not commenced, it means that no activity was undertaken during the financial year.
- Where a Key Action is marked as 'completed', it means that the Key Action has been achieved and there is no further activity required for the remainder of the life of the Strategic Plan.

An update on the 15 Measures of Success is also included in this document. The updates show progress on how we have progressed with delivering what we set out to achieve.

In the report, Measures of Success are marked as 'favourable movement', 'unfavourable movement', 'baseline established this year' or 'no update available'; and can be determined as follows:

- 'Favourable movement' – in addition to the baseline figure new data is available and the direction of change is what we want to see.
- 'Unfavourable movement' – in addition to the baseline figure new data is available but the direction of change is not what we want to see.
- 'Baseline established this year' – during 2020 – 2021 work was undertaken to develop a baseline.
- 'No update available' – a baseline figure was determined prior to 2020 – 2021 however there was no new data available at the time of writing.

Each Measure of Success is a simple statement of what we want to see happen. So that we can objectively assess this, these Measures of Success have been further defined so that they are quantifiable. The data used for each of the Measures of Success have been carefully selected from CoA and external data sources so that they can be reliably tracked over time.

Examples of this process are provided below:

- Under the Thriving Communities outcome, one of the Measures of Success is to see that the city's population is growing. The city's population growth is 'counted' using the 'estimated resident population' or 'ERP', which is the official population estimates produced by the Australian Bureau of Statistics. For this Measure of Success, the baseline figure of 25,549 residents was determined and is used as the starting point upon which future population figures will be compared.
- Under the Dynamic City Culture outcome, the Measure of Success, 'more domestic and international visitors' saw an unfavourable movement as the number of visitors fell compared to the baseline figure, which is not the direction of change we want to see. In contrast, under the Environment Leadership outcome, the Measure of Success 'community greenhouse gas emissions are lower' saw a favourable movement. This is because the amount of greenhouse gas emissions decreased, which is the direction of change we want to see.





How to read this document

The legend below has been used throughout this document to provide an easy way to view the status of our Key Actions and Measures of Success.

Key Action - legend

 commenced  not commenced  completed

Measures of Success - legend

 favourable movement  unfavourable movement
 baseline established in 2021-22  no update available

Below is an example of one of our Measures of Success, with an explanation of what each field represents / means:

1 The City's population is growing

3 Measured by: Number of city residents

4 Baseline: 25,549 (2018/2019)

5 Update: 26,177 (2019/2020)

6 Source: ABS, estimated resident population,
Regional Population by Age and Sex

2 favourable movement

7 Commentary on update:

Based on ABS estimates, the population of the CoA increased by 2.5% between 2018/2019 and 2019/2020. This is consistent with the long-term (10 year) average annual growth rate. The population effects of COVID-19 will not be seen until the population estimates for 2020/2021 are available.

1. This is what we want to see happen (what success looks like)
2. The direction of movement we have seen
3. This is what we measure
4. This was our first data point
5. This is the latest data we have
6. This is where the data comes from
7. This is some information about the data we think you might like to know

Outcome 1

Thriving Communities

Council will create a city that is welcoming, inclusive and accessible to all

How we will deliver this outcome

- 1.01 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
- 1.02 Build and be guided by the Wellbeing Dashboard
- 1.03 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness
- 1.04 Develop diverse places, and facilities with and for young people
- 1.05 Support health and housing for vulnerable people and young people
- 1.06 Support volunteerism to build community capacity and connectedness
- 1.07 Develop plans to improve mobility and physical and digital access and connectedness
- 1.08 Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways
- 1.09 Pursue affordable, reliable links to airports, regions and suburbs
- 1.10 Support delivery of welcoming civic infrastructure / third spaces to foster community connections through the adoption of universal and sustainable design principles
- 1.11 Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport

Key Action - legend

- commenced
- not commenced
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- baseline established in 2020 - 2021
- no update available

How we will know we succeeded

The City's population is growing

Measured by: Number of city residents
Baseline: 25,549 (2018/2019)
Update: 26,177 (2019/2020)
Source: ABS, estimated resident population,
Regional Population by Age and Sex

 **favourable movement**

Commentary on update:

Based on ABS estimates, the population of the CoA increased by 2.5% between 2018/2019 and 2019/2020. This is consistent with the long-term (10 year) average annual growth rate. The population effects of COVID-19 will not be seen until the estimates for 2020/2021 are available.

Our residents are more physically active

Measured by: Times per week where residents undertake at least 30 minutes or more of physical activity
Baseline: 4.13 (2019)
Update: 4.33 (2020)
Source: CoA Resident Survey

 **favourable movement**

Commentary on update:

The update was collected in October 2020, following the harshest impacts of COVID-19 on the physical and social activities of city residents.

People feel safe in the city

Measured by: Share of residents who agree that the city has public spaces that I feel safe to use.
Share of city users who agree that the city has public spaces that I feel safe to use.
Baseline: 89% (residents) / 87% (city users)
Update: No update available
Source: CoA Resident Survey and City User Profile Survey

 **baseline established in 2020-2021**

Commentary on update:

Baseline data for this measure for residents was collected in October 2020 and updated data will be available in the second half of 2021. The baseline figure for city users was established in 2021 and updated data will be available in 2022.

What we want to achieve together

- Healthy and resilient communities
- Safe and welcoming community spaces
- Well-planned and inclusive residential population growth
- Functional zero homelessness
- A safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes
- Increase community use of and access to the Adelaide Park Lands



How we will deliver this outcome: **year one update**

1.01 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences

Commenced

The Recreation and Sports Grants enabled 20 organisations to increase participation in sport and recreation activities across the City and in the Adelaide Park Lands. The Adelaide Aquatic Centre delivered swimming lessons to over 2,800 children, exceeding the pre-COVID number of participants. The CoA commissioned a Sports Courts Needs Analysis to inform future provision of sports courts in the City and Park Lands. A 'Clubs Development Inclusion' study was completed and will inform future strategies for increasing the inclusivity of sporting and recreation offerings in the Park Lands. Council endorsed the relocation of a beach sports facility to Bonython Park / Tulya Wardli (Park 27).

1.02 Build and be guided by the Wellbeing Dashboard

Commenced

The CoA Wellbeing Dashboard was launched on 5 May 2021. The 34 indicators across 7 theme areas will guide Council's future decision making and investment across a holistic range of services. The Community Development grants focused on delivering social connection and inclusion outcomes to aid COVID-19 recovery in city communities. Other activities undertaken throughout the year included 14 Neighbour Day gatherings building community connections, Nutrition Week workshops held at libraries, a Well City event co-hosted by the Lord Mayor at Adelaide Town Hall, an Adelaide Symphony Orchestra accessible performance development partnership, and the development of Council of Capital City Lord Mayors Arts & Culture Action Plan with a focus on building a resilient creative workforce.

1.03 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness

Commenced

The Strategic Partnership with the Don Dunstan Foundation concluded on 31 December 2020. The City of Adelaide continues to provide support to the Adelaide Zero Project Backbone Team, now based at the Australian Alliance for Social Enterprise.

1.04 Develop diverse places, and facilities with and for young people

Commenced

"Chalk Sticks" a Welcoming Space for Young People was launched in the south west corner of Tarntanyangga/Victoria Square. This initiative aimed to celebrate the importance of young people and increase their sense of welcome and use of the City environment.

1.05 Support health and housing for vulnerable people and young people

Commenced

Council endorsed the Draft Homelessness, Social and Affordable Housing Policy for consultation on 13 April 2021. The purpose of the policy is to clarify the CoA's role in relation to homelessness, social housing (public and community), and affordable housing. It responds to the CoA's overarching vision for Adelaide to become the most liveable city in the world. The CoA is represented on a State Government led Health and Wellbeing Taskforce concerned with achieving better outcomes for visitors to Adelaide from remote Aboriginal communities.

How we will deliver this outcome: **year one update**

1.06 Support volunteerism to build community capacity and connectedness

Commenced

The City celebrated volunteers in May 2021, recognising the 260-plus CoA volunteers with the theme 'Recognise, Reconnect, Reimagine'. 85-plus volunteers were engaged across community centres and libraries including digital literacy one-on-ones and MyHealth help sessions run at the libraries. The City Shed was launched in April and is an opportunity for community volunteers and participants to lead and engage in social activities and woodworking.

1.07 Develop plans to improve mobility and physical and digital access and connectedness

Commenced

The CoA Ten Gigabit project was officially completed in October 2020 with 1000 buildings connected to the ultra-high speed fibre optic network. The project was launched in 2018 as a commitment to providing city businesses with the opportunity share and receive high volumes of data at ten gigabit per second data speeds. The CoA has partnered with the South Australian Department for Infrastructure and Transport (DIT) to develop a City Access Strategy. The City Access Strategy will take a long-term, integrated approach to planning transport infrastructure services to the City.

1.08 Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways

Commenced

The North-South Bikeway is progressing with design underway for the final sections. Construction is expected to be complete by the end of 2021 for all but one section where adjacent private development activity is delaying construction. The East-West Bikeway project was not approved by Council. The CoA is working with the State Government to reallocate the grant funding to other cycling infrastructure projects in the city.

1.09 Pursue affordable, reliable links to airports, regions and suburbs

Not Commenced

There was no activity toward this action in 2020-2021.

1.10 Support delivery of welcoming civic infrastructure / third spaces to foster community connections through the adoption of universal and sustainable design principles

Commenced

Following the expiration of the lease at 171 Sturt Street, the South West Community Centre was successfully transitioned to its temporary location at the Minor Works Building in January 2021. The Minor Works Building is located at Stamford Court within the award winning Ergo Apartments.

1.11 Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport

● Commenced

The CoA is working with the State Government to trial shared mobility E-scooters. The outcomes of the trial will help to shape shared mobility policy at a state and federal level.



Outcome 2

Strong Economies

Council will champion a robust and diversified economy where innovation and low costs support growth and investments

How we will deliver this outcome

- 2.01 Develop 88 O'Connell Street
- 2.02 Redevelop Adelaide Central Market Arcade and Market District
- 2.03 Establish a Smart Visitor Experience Centre
- 2.04 Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate
- 2.05 Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the City
- 2.06 Support and develop diverse creative and social industry sectors
- 2.07 Develop spatial plans to support future growth in the city
- 2.08 Facilitate creative uses of the public realm and ventures in underutilised city buildings
- 2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities
- 2.10 Implement a City Wide Business Model

Key Action - legend

- commenced
- not commenced
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- baseline established in 2020 - 2021
- no update available

How we will know we succeeded

The city has a greater share of the State's economy

 **favourable movement**

Measured by: City's economy as a share of the South Australian economy
Baseline: 17.9% (2018/2019)
Update: 18.2% (2019/2020)
Source: National Institute of Economic and Industry Research (NIEIR) presented by economy.id

Commentary on update:

The size of a local economy is measured by its wealth or gross regional product (GRP). In 2019/2020, the city economy was worth \$20.16 billion, accounting for 18.2% of the State's economy.

There is more pedestrian movement in key areas of the city

 **unfavourable movement**

Measured by: Monthly average of unique device detections across the city
Baseline: 9.9 million (year to April 2020)
Update: 8.6 million (year to April 2021)
Source: CoA – Kepler Analytics

Commentary on update:

In the 12 months to April 2020, an average of 9.9 million unique devices were detected per month across all sensors in the city. In the following year, the number of average monthly unique device detections fell by 13.4% to 8.6 million. This is due to a marked decrease in unique device detections during May/June 2020 at the height of public activity restrictions as a result of COVID-19.

More businesses in the city think the city is a good place to do business

 **baseline established in 2020 – 2021**

Measured by: Share of city businesses who agree that the city is a good place to do business
Baseline: 72% (2020)
Update: No update available
Source: CoA Business Insights Survey

Commentary on update:

Baseline data for this measure was collected in October 2020. Updated data will be available in the second half of 2021.

What we want to achieve together

- The lowest cost capital city with the least red tape
- Greater digital capabilities and connectivity through Ten Gigabit Adelaide, enhancing capacity for innovation
- Attraction and retention of a broad range of businesses and investment
- Be a test bed for innovation in diverse industries
- Main streets and laneways activated for economic growth



How we will deliver this outcome: **year one update**

2.01 Develop 88 O'Connell Street

Commenced

The CoA executed a Land Facilitation Agreement with the developer, Commercial & General in December 2020. The Development Application has been lodged with the State Commission Assessment Panel.

2.02 Redevelop Adelaide Central Market Arcade and Market District

Commenced

Development Approval was received from the State Commission Assessment Panel in January 2021. Development planning and further design work is underway with ICD Property seeking relevant pre-commitments.

2.03 Establish a Smart Visitor Experience Centre

Commenced

The Visitor Information Centre was relocated from James Place to the Colonel Light Centre, 25 Pirie Street, early in 2021. Strategic and commercial partnerships for the Visitor Centre are being scoped. The CoA is working with the Australian Government as part of the Adelaide City Deal in planning the delivery of a new Experience Adelaide Smart Visitor Centre.

2.04 Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate

Commenced

Through the CoA's ambition to be one of the world's first carbon neutral cities, the aim is to provide a supportive environment for innovation and start-ups. The Sustainability Incentives Scheme includes rebates for the most cutting-edge technology solutions, including shared solar and smart electrical vehicle charging. "Shared solar" is an emerging solution for apartments. It allows a solar system to provide electricity into the dwellings, rather than servicing just common areas. This uses more of the power generated before exporting to the grid. Two innovative projects sought rebate funding for shared solar in the CBD in 2020/21. The Carbon Neutral Adelaide Partnership program provided innovative companies, including start-ups, a range of ways to profile their solutions to potential markets.

2.05 Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the City

Commenced

Council endorsed the Temporary Use of Public Space Policy. This policy combines and supersedes multiple policies to simplify the policy environment for customers. A new Permit Fee Model was endorsed and communicated to customers. Commencing on 1 July 2021, the fee model is now consistent, principle-based, and significantly simplified with five fee rates in place instead of the previous 42.

How we will deliver this outcome: **year one update**

2.06 Support and develop diverse creative and social industry sectors

Commenced

Activities to support the creative and social industry sectors included: a cultural strategic partnership between the CoA and Expressions Media to develop 'Vaulting Ambitions'; an incubator program developed under 'The Business of Being Creative' banner; Christmas Incentive Scheme; Guildhouse reVision philanthropic cultural strategic partnership; Mercury CX hothouse screen industry development cultural strategic partnership; City Mobilities partnership with the Mill and Open Space Contemporary Arts; and ACE Open City of Adelaide studio program. The Arts & Cultural Grants were fully subscribed. There was increased use of Adelaide Town Hall Community Activation Fund, and the Aboriginal and Torres Strait Islander professional development grants were launched.

2.07 Develop spatial plans to support future growth in the city

Commenced

Input was provided into the creation of the new state-wide Planning and Design Code (the Code). The Code commenced operation in March 2021 and replaces the Adelaide (City) Development Plan. The Code includes all zones requested by Council with the content being reviewed to ensure it supports creating a vibrant, diverse, and liveable city.

2.08 Facilitate creative uses of the public realm and ventures in underutilised city buildings

Commenced

Delivered three City of Music Laneways: Sia Furler Lane; No Fixed Address Lane; and Cold Chisel Lane. The No Fixed Address band and Jimmy Barnes visited Adelaide to co-launch their Lanes, generating significant local and national media interest.

2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities

Commenced

The Mainstreets Revitalisation Program has delivered a series of Lord Mayor Roundtables and key stakeholder engagement through a new single point of contact place coordination approach. Extensive research and stakeholder engagement informed mainstreets revitalisation planning, and \$200,000 was secured for Mainstreets Revitalisation & Improvement Grants for businesses to enhance street frontages. The Moonta Street Upgrade is a construction project that will create a high-quality pedestrian environment and improved experience for shoppers, diners, and visitors. The upgrade includes replacement of the old paving, the planting of two new trees at the Gouger Street end of Moonta Street to provide greenery, cooling and shade and improvements to stormwater management. Construction is currently underway and the project is on track for completion in October 2021. Market to Riverbank Bentham Street construction works were placed on hold due to the interface with the Peppers Medi Hotel on the corner of Bentham Street.

2.10 Implement a City Wide Business Model

● Completed

In October 2020, the CoA resolved to amend the Charter of the Rundle Mall Management Authority to expand its Objects, Purpose, Powers, Functions and Duties. The amended Charter, including change of name to the Adelaide Economic Development Agency (AEDA) was published in the Government Gazette on 14 January 2021 and AEDA formally commenced operations on 18 January 2021. The objects and purpose of AEDA are:

- To accelerate economic growth in the CoA by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth.
- To promote the CoA as a destination and 'magnet city' and increase its visitation and use by residents, workers, visitors and the community in general.
- To position the Rundle Mall as the State's premier retail and commercial shopping precinct in order to sustain retail, business and economic viability.

AEDA is governed by a skills-based Board of Management and the Lord Mayor is Council's representative on the Board.



Outcome 3

Dynamic City Culture

Council will continue to create a beautiful, diverse city that celebrates its natural, cultural, and built heritage

How we will deliver this outcome

- 3.01 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kaurna people as traditional owners
- 3.02 Pursue world and State heritage listing for the Adelaide Park Lands and city layout
- 3.03 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
- 3.04 Support development of new cultural and civic infrastructure for the city
- 3.05 Upgrade major recreational facilities
- 3.06 Develop asset management plans to provide for future generations
- 3.07 Deliver diverse parks and playspaces
- 3.08 Increase public art throughout the city in collaboration with the private sector
- 3.09 Connect City users to place through curated city experiences
- 3.10 Support community diversity, cultural expression, experiences and participation
- 3.11 Expand Adelaide's global reputation as a 'magnet city' and UNESCO City of Music, through world class events, live music, festivals and activation

Key Action - legend

- commenced
- not commenced
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- baseline established in 2020 - 2021
- no update available

How we will know we succeeded

More domestic and international visitors

Measured by: Number of domestic and international visitors to the city
Baseline: 2.7 million (year to December 2019)
Update: 995,078 (year to December 2020)
Source: Tourism Research Australia, unpublished data

 unfavourable movement

Commentary on update:

Domestic and international visitation was affected for much of calendar year 2020 due to the international border closure and the extended lockdown in Victoria, a key domestic tourism market for South Australia.

Increased cultural infrastructure

Measured by: Count of cultural infrastructure in Adelaide and North Adelaide
Baseline: 1,286 (2019/2020)
Update: 1,306 (2020/2021)
Source: CoA data

 favourable movement

Commentary on update:

A definition for cultural infrastructure has been developed for the CoA. It includes 'physical' infrastructure such as theatres, museums, public art, events spaces, and art galleries as well as 'intangible' infrastructure such as grants and digital spaces.

More city users agree the city is dynamic and full of rich and diverse experiences

Measured by: Share of city users who consider the city to be a welcoming and dynamic place full of rich and diverse experiences
Baseline: 80% (2019)
Update: 81% (2021)
Source: CoA City User Profile Survey

 favourable movement

Commentary on update:

Data from the latest City User Profile Survey showed that city users continue to consider the city as dynamic and full of rich and diverse experiences. The share of city users who strongly agreed with this statement increased marginally from 80% to 81% between 2019 and 2021.

What we want to achieve together

- Aboriginal and Torres Strait Islander peoples and cultures strongly represented in city life
- Beautiful, surprising places
- Global connections and collaborations
- Celebration of diverse community and collaborations
- New culture and civic infrastructure
- Protection, preservation, and promotion of our unique built, natural, and cultural heritage



How we will deliver this outcome: **year one update**

3.01 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kaurna people as traditional owners

Commenced

The Stretch Reconciliation Action Plan 2021 – 24 was endorsed by Council in June 2021. Kaurna Cultural Burn was successfully held on Friday 14 May. Kids on Country was held on 10 June 2021.

3.02 Pursue world and State heritage listing for the Adelaide Park Lands and city layout

Commenced

Further research into the heritage values of the Park Lands and City layout has been undertaken with the potential for the colonial settlement story of Adelaide to be of world heritage value. Council is supporting progressing a nomination jointly with the Mount Lofty Ranges. This provides opportunity to tell a broader story including of the traditional owners.

3.03 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion

Commenced

Council adopted the Heritage Strategy and Action Plan in May 2021, including actions directed at facilitating further adaptive re-use of heritage assets. Three new case study videos were produced showing creative ways to re-use heritage assets. This included a church conversion to a dwelling on Finnis Street North Adelaide and an office re-fit for the Darling Building on Franklin Street and on Wyatt Street. The Heritage Incentives Scheme provided over \$1 million in grants to owners of heritage places to support conservation and restoration works enabling ongoing use. Council also delivered the SA History Festival Events, including two presentations by Council's Heritage Architects on adaptation and re-use of heritage places.

3.04 Support development of new cultural and civic infrastructure for the city

Commenced

The CoA commissioned a report to document the value of artist studios for the City. Development of a Council of Capital City Lord Mayor's (CCCLM) Arts & Culture Action Plan continued with a focus on creative cultural infrastructure. A definition of 'cultural infrastructure' was developed to enable the CoA to quantify and track this Strategic Plan measure of success over time. Extensive research was conducted to inform the definition, including liaison with other capital cities in Australia.

How we will deliver this outcome: **year one update**

3.05 Upgrade major recreational facilities

■ Commenced

Investigations of options for aquatic facilities proceeded throughout the year. The CoA is currently undertaking a detailed feasibility study for an aquatic facility at a new site in Denise Norton Park / Pardipardinyilla (Park 2). Council is continuing to advocate for funding from other tiers of government.

3.06 Develop asset management plans to provide for future generations

■ Commenced

The CoA developed a Strategic Asset Management Plan (SAMP) to provide a high-level integrated framework to deliver on the infrastructure needs and objectives identified in the City of Adelaide Strategic Plan 2020 – 24. Community engagement on the SAMP occurred in April/May 2021. Following the finalisation of the SAMP, the CoA will be working on its Asset Management Plans. There will be a plan for each of the six categories of assets that the CoA delivers.

3.07 Deliver diverse parks and playspaces

■ Commenced

Several projects were delivered or progressed over the year. This included delivery of the Quentin Kenihan Inclusive Playspace in Rymill Park / Murlawirrapurka (Park 14), which was designed to meet best practice principles in inclusive playspace design, balancing the needs of all users and maximising play value. Construction of the City Skate Park commenced. The design was informed by community engagement including through the Community Skate Advisory Group. The Skate Park has a street skate style with existing trees integrated into the design. Lighting will encourage safe use.

3.08 Increase public art throughout the city in collaboration with the private sector

■ Commenced

Public art installed include 'The Pigeon' and 'Tracking Connections' in Gawler Place, Vietnamese Boat Peoples Monument and Quentin Kenihan Play Space artwork. Other installations include Produce Lane artwork, Women in the Chamber Portraits, Adelaide Festival Plastic Bag Store exhibition, Collections Project in partnership with Guildhouse, Adelaide Symphony Orchestra and Adelaide Festival Centre. Illuminate Adelaide 2021 artwork was commissioned.

3.09 Connect City users to place through curated city experiences

■ Commenced

A comprehensive city-wide activation program was delivered including 2020 Winter Weekends, 2020/2021 Street Beats & Eats, and East End Unleashed. Significant city events delivered include: Twilight Fringe on O'Connell; Gouger Street Feast; and Gouger Street Yum Cha. More than 200 medium and major events were hosted in the Park Lands and city roads for the 2020/2021 financial year, despite the challenges and restrictions of COVID-19. These events brought thousands of people back into the City particularly during the summer festival season of 2020/2021.

3.10 Support community diversity, cultural expression, experiences and participation

Commenced

During the year, the CoA partnered with numerous organisations to deliver activities to support community diversity, cultural expression, experiences and participation. These included the Philosophy Cafe partnership with the Adelaide University, Tech Talks with the University of South Australia, Poet in Residence partnerships with Spoken Word, Memory Museum Partnership with Thick as Thieves, and many more. Other activities carried out include Music in the Library series featuring local musicians, a Musical Theatre residency, Feast Festival workshops and residencies, and SALA curator, exhibition and workshop program.

3.11 Expand Adelaide's global reputation as a 'magnet city' and UNESCO City of Music, through world class events, live music, festivals and activation

Commenced

Council approved the Christmas Festival Action Plan 2021 – 24, which will lead a new approach to delivering Christmas with partners, businesses, community, artists and creatives city-wide. Delivered the first Adelaide's Christmas Festival 2020 including the delivery of the Christmas Incentive Scheme to 66 businesses and creatives for Live Music and Performance, Makers Markets, Window Wonderland and Community Events. The City enabled the summer event season to stage some of the largest and safest events and festivals globally during the pandemic. New approaches were developed with partners for social distanced events including the locally produced Summer Sounds Festival with live music events over 18 days in January 2021. The event sold over 30,000 tickets. In 2020, the New Year's Eve Event at Elder Park and the fireworks were cancelled due to COVID-19. The CoA worked with local restaurants, bars, cafes and accommodation providers to develop offers and staycation deals, and support to venues that had programmed live music on New Year's Eve. Twelve individual venues were supported by payment of musicians on New Year's Eve to the value of \$14,000. A review of Council's approach to the event is currently being undertaken.



Outcome 4

Environmental Leadership

Council will be a leader in responding to climate change and support our community and businesses to be resilient in the face of environmental challenges

How we will deliver this outcome

- 4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces
- 4.02 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy
- 4.03 Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change
- 4.04 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure
- 4.05 Enhance biodiversity in the Park Lands and connect our community to nature
- 4.06 Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations
- 4.07 Support all CBD businesses to be green accredited
- 4.08 Protect and conserve the heritage listed Adelaide Park Lands

Key Action - legend

- commenced
- not commenced
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- baseline established in 2020 - 2021
- no update available

How we will know we succeeded

Community greenhouse gas emissions are lower

 **favourable movement**

Measured by: Tonnes of carbon dioxide equivalent (CO₂e)

Baseline: 1.03 million CO₂e (2018/19)

Update: 986,160 CO₂e (2019/2020)

Source: CoA Community Carbon Inventory

Commentary on update:

The city's community greenhouse gas emissions in 2019/2020 were 986,160 tonnes of carbon dioxide equivalent, which is a 21% reduction in emissions relative to the 2006/2007 base year and 4.5% reduction relative to 2018/2019. The downward trend reflects increasing renewable generation in the SA electricity grid and reduced electricity use. Stationary energy (44%) and Transportation (35%) contribute most of the city's emissions.

Less waste to landfill

 **no update available**

Measured by: Share of residential kerbside waste collection diverted from landfill

Baseline: 53.6%

Update: No update available

Source: CoA data

Commentary on update:

The CoA is currently developing a suite of programs to meet the goals of the Resource Recovery (Organics, Recycling and Waste) Strategy 2020 – 2028, which was adopted by Council in November 2020, including to meet the target of 75 percent diversion of waste from landfill in residential kerbside collected waste. Subsequent waste audits will be conducted to measure the success of these programs and to provide an update on the percentage of residential kerbside waste collection diverted from landfill against the 2019 baseline year of 53.6%.

More residents agree that Council is taking steps to protect our environment

 **baseline established in 2020-2021**

Measured by: Share of city residents who agree that Council is taking effective steps to protect our natural environment

Baseline: 69% (2020)

Update: No update available

Source: CoA Resident Survey

Commentary on update:

Baseline data for this measure was collected in October 2020. Updated data will be available in the second half of 2021.

What we want to achieve together

- One of the world's first carbon neutral cities by 2025, where sustainability is core
- A transition to low carbon and circular economies
- Enhanced greening and biodiversity
- A climate ready organisation and community
- Integrated and sustainable development



How we will deliver this outcome: **year one update**

4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces

Commenced

Greening works continue to be carried out in various locations across the city. The Whitmore Square Greening project is well underway and is being delivered in accordance with the Whitmore Square / Ipparrityi Master Plan approved by Council in 2019. Greening is also being carried out in the City's North West and South West. Locations for increased greening include Young Street, Gray Street and Byron Place.

4.02 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy

Commenced

The Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020 – 28 was adopted by Council in November 2020. Three Resource Recovery Advisor and one Waste and Recycling Education Coordinator roles have since been filled to develop a range of programs to support city-wide improvements for waste and recycling and to achieve the goals and targets set out in the Strategy.

4.03 Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change

Commenced

Following the adoption of the Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020 – 2028 by Council in November 2020, the CoA has produced new and engaging education material for residents. This includes a new 'Recycling and Waste Calendar' delivered in December 2020. The calendar features comprehensive information on what materials go in which bin. CitySwitch is a program run in all capital cities that assists office-based businesses to reduce energy, waste and waste in their operations. Two organisations headquartered in Adelaide were featured in the 2021 awards – Uniting Communities and dsquared Consulting for their advanced leadership in sustainability. The Energy Assessment Program for small business was launched on 5 May 2021, targeting the food services, accommodation, and retail sectors. The first 50 eligible small businesses to sign up will receive a free assessment that will identify energy saving opportunities, and the resulting cost savings every year. Program participants will receive an action plan, with recommendations on energy saving upgrades and projects such as efficient lighting, appliances or equipment to reduce bills and improve sustainability. The CoA provides financial incentives for sustainable technology installation in apartments, houses, and commercial buildings to improve energy and water performance. At 24 May 2021 the approved applications for 2020/2021 included 35 rebates amounting to \$72,137 supporting a further \$420,591 in community investment. The rebates assisted ratepayers to install 24 solar PV systems, complete energy efficiency improvements in three apartment buildings, install four electric vehicle chargers, complete three carbon neutral certifications and one NABERS rating.

How we will deliver this outcome: **year one update**

4.04 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure

● Commenced

As of 21 May 2021, there were 196 Carbon Neutral Adelaide partner organisations publicly committed to reducing carbon emissions in the community. A program of education was aimed at the business community to accelerate their uptake of lower carbon solutions. These include:

- A webinar series covering energy efficiency in business, shared solar for apartments, and carbon offsetting in Australia.
- Video case studies of the Adelaide Festival's journey to carbon neutrality.
- A showcase event and a series of case studies that highlights leadership in energy, transport, waste and carbon neutrality.
- A 'speed date a sustainability' expert event tailored to the needs of city businesses.
- An industry tour of Majestic M Suites to learn about its unique and leading energy efficiency features.

The CoA has continued to maintain 40 off and on-street electric vehicle (EV) charging stations throughout the City and has established systems for managing, monitoring, and maintaining these systems. The Sustainability Incentives Scheme supported eight new EV charging stations at two residential locations and two commercial sites. The CoA has also responded to an invitation from the South Australia's Electric Vehicle Charging Network to host additional off-street car charging stations and has applied for additional funding to support the UPark Smart EV Fleet Project. This project will incorporate and leverage the CoA Power Purchase Agreement (PPA) for renewable electricity and on-site solar, in combination with network demand management, to optimise the consumption of renewable electricity.

4.05 Enhance biodiversity in the Park Lands and connect our community to nature

● Commenced

No progress on Karrawirra Parri Wetlands and Nature Space Project. This project has been placed on hold.

Phase 1 of the Kaurna Kardla Burn Project in Carriageway Park / Tuthangga (Park 17) was delivered in partnership with the Kaurna Community, Department for Environment and Water, Green Adelaide, and the University of Adelaide. The project has significant cultural benefits: the use of fire as a land management tool to assist in maintaining remnant vegetation returns a Kaurna land management practice to the Park Lands. The CoA are monitoring the impact on remnant vegetation in partnership with Bush For Life and the University of Adelaide.

The CoA secured \$30,000 from Green Adelaide to remove carp from the Torrens Lake. This is part of an ongoing and adaptive management plan to reduce the negative impact of carp on water quality and aquatic biodiversity.

The CoA secured \$20,000 from Green Adelaide to deliver objectives of the Integrated Biodiversity Management Plan 2018 – 2023, including removing weeds along the Torrens River. The CoA also secured \$25,000 from Green Adelaide to restore an ecological community in Reservoir Park / Kangatilla (Park 4) and improve habitat quality by creating a biodiverse carbon offset planting demonstration site with an interpretive trail, signage and urban elements.

4.06 Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations

● Commenced

In January 2020 the CoA became the first South Australian local government certified Carbon Neutral Organisation under the Australian Government's Climate Active program. The carbon neutral certification is for the FY 2019 - 2020 and will be renewed each year in accordance with the Climate Active process. The 2020 – 21 financial year was the first year of the CoA's renewable energy power purchase agreement, meaning that the organisation ran on 100% renewable energy for all of its facilities. Community GHG emissions for 2019 - 2020 were 986,160 tCO₂-e, which is a 21% reduction in emissions relative to the 2006 - 2007 base year inventory of 1,252,913 tCO₂-e. Stationary energy (44%) and transportation (35%) contribute most of the city's emissions. Waste and Industrial Processes and Product Use (IPPU, i.e. refrigerants) constitute the remainder of emissions. The emissions inventory was revised as a result of changes to the methodology to calculate IPPU emissions and the addition of aviation emissions in line with the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories.



How we will deliver this outcome: **year one update**

4.07 Support all CBD businesses to be green accredited

● Commenced

There are many avenues for business to seek and achieve green credentials including through carbon neutral certification and building ratings such as Green Star and NABERS. The Sustainability Incentive Scheme offers rebates to businesses for consultancy support needed to achieve these types of green credentials. In 2020 – 21 four organisations received rebates through the Sustainability Incentive Scheme for this purpose - three to become carbon neutral certified and one for a NABERS rating.

4.08 Protect and conserve the heritage listed Adelaide Park Lands

● Commenced

The Adelaide Park Lands and City Layout is listed on the National Heritage List. The South Australian Heritage Council has resolved that the Adelaide Park Lands and City Layout meets the criteria for identification on the State Heritage Register and has commenced the process to formally recognise it on the Register. We have been supporting this process through assisting with the drafting of the State Heritage Area Design Guidelines which will form part of the listing information.







Enabling Priorities

Council will continue to
work innovatively and
collaboratively with
partners and the community

How we will deliver this outcome

- 5.01 Review and improve the way we collect and present data to share insights with the community
- 5.02 Demonstrate bold governance leadership in the Local Government Sector
- 5.03 Build on effective advocacy and partnerships, locally, nationally and globally
- 5.04 Implement the Strategic Property Review
- 5.05 Develop new revenue opportunities for Council operations
- 5.06 Review Council services to balance efficiencies with meeting community expectations
- 5.07 Implement Sustainable (financial, environmental, social, cultural) Procurement Policy
- 5.08 Implement new approaches to engaging the community in Council decision-making
- 5.09 Encourage and support new ideas and concepts

Key Action - legend

- commenced
- not commenced
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- baseline established in 2020 - 2021
- no update available

How we will know we succeeded

Council has the financial capacity to meet its long-term commitments

 **favourable movement**

Target:	Asset sustainability ratio: 90%-110% Asset test ratio: maximum 50% Leverage test ratio: maximum 1.5 years
Update:	Asset sustainability ratio: 67% Asset test ratio: 18% Leverage test ratio: 0.5 years
Source:	City of Adelaide Q3 2020 – 21 Finance Report

Commentary on update:

The sustainability ratio expresses expenditure on asset renewals as a percentage of the projected funding required. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Infrastructure and Asset Management Plans (AMPs). The ratio falls below the target range (90%-110%) for the 2020/2021 financial year as per Council resolution to assist with cashflow requirements for recovery from COVID impacts. It is assumed that over the long term asset renewals will be funded in line with the Strategic Asset Management Plans and the sustainability ratio returns to 100%.

Council services meets the needs of the community

 **baseline established in 2020 – 2021**

Measured by:	Share of city residents, businesses and users that are satisfied that Council services meets their needs
Baseline:	To be determined (residents / businesses). 66% (City Users)
Update:	No update available.
Source:	City of Adelaide Resident Survey, Business Insights Survey, City User Profile Surveys

Commentary on update:

A baseline measure for resident and business satisfaction with Council services will be established in 2021. The baseline figures for city user satisfaction with Council services was established in 2021 and updated data will be available in 2022.

Council delivers on its operational efficiency targets

 **favourable movement**

Target:	Identify \$20 million permanent operating expenditure in 2020/2021
Update:	\$20m identified with \$14.4m realised in 2020/2021
Source:	City of Adelaide Q3 2020 – 21 Finance Report

Commentary on update:

The \$20 million permanent ongoing expenditure savings that have been identified in 2020/2021 will achieve a \$14.4 million savings this financial year. The \$5.6 million further savings that have been identified as part of the \$20 million total will be realised from 2021/2022.

What we want to achieve together

- Bold leadership and strategic partnerships to meet challenges and take up new opportunities
- A cohesive and integrated set of strategies and plans to deliver community outcomes
- Transparent decision-making based on data and evidence
- Community consultation underpins everything we do
- Robust financial management
- New efficiencies and revenue streams
- Share and celebrate what we do



How we will deliver this outcome: **year one update**

5.01 Review and improve the way we collect and present data to share insights with the community

Commenced

Throughout 2020/2021, the CoA has continued to present quarterly data and insight presentations to Council and Committee. These presentations have assisted in building a relevant research agenda focusing on City Visitation, Spending in the City, Vacancy Rates and Retail Trends, Tourism, Employment, City Growth, and Investment. Throughout the period of COVID-19 pandemic these data and insights have been critical in tracking the impacts on the CoA and the areas of focus for business planning heading into 2021/2022 financial year. A Draft Research Strategy has been developed for the period 2021 – 2024. The Research Strategy establishes the proposed principles and desired outcomes for all primary research activity at the CoA. The Research Strategy is supported by an Operating Guideline to ensure our research is relevant, coordinated, and accessible.

5.02 Demonstrate bold governance leadership in the Local Government Sector

Commenced

Following a review of the local government sector in June 2020, the Minister for Transport, Infrastructure and Local Government introduced the Statutes Amendment (Local Government Review) Bill 2020 in the House of Assembly. Council has been engaged in the Local Government Reform review, and provided submissions to the State Government's consultations in August 2020 and April 2021.

5.03 Build on effective advocacy and partnerships, locally, nationally and globally

Commenced

Attendance and participation at the Local Government Association (LGA) of SA ordinary general meeting and annual general meeting ensures that the CoA remains connected with the local government sector and can be part of any advocacy activities that the LGA runs with the State and Federal Governments. Council also continues to work with the Premier and State Government departments through the Capital City Committee, including an open forum in May 2021. The Council of Capital City Lord Mayors (CCCLM) continues to provide opportunity for national leadership and for the effective co-ordination, advocacy and representation of the special interests of the capital cities of the Australian States and Territories, especially in their relations with other spheres of government. The Lord Mayor and CEO continued to meet via electronic meetings with CCCLM throughout the COVID-19 challenges, as did the working groups focussing on Homelessness and Housing, Culture and the Arts, City Safety, Climate Action (led by Adelaide), Economic Development and Infrastructure. CoA hosted the most recent meeting in May 2021 with most states and territories coming together in person.

5.04 Implement the Strategic Property Review

Commenced

Early opportunities identified including sale of the James Place public toilets (with replacement toilets to be provided) and proposed sale of the 211 Pirie Street site subject to community land revocation. Council assets are subject to ongoing review and Council decision making.

How we will deliver this outcome: **year one update**

5.05 Develop new revenue opportunities for Council operations

Commenced

Early investigations regarding new revenue streams has commenced. Council has been presented with options to diversify revenue streams at North Adelaide Golf Course. The introduction of Mini Golf and Driving Range have been highlighted as key priorities to progress via concept planning and the development of a business case. Council is also investigating and developing business cases to operate an online tour booking platform and implementing retail merchandise for the Visitor Information Centre. Planned implementation of one or both business cases to occur in June/July 2021.

5.06 Review Council services to balance efficiencies with meeting community expectations

Commenced

The engagement on the 2020/21 Business Plan and Budget, which took place from 2 July 2020 through to the 23 July 2020 sought to understand the services that were most important to the community and how they were performing. This data was further supported through like questions in the annual Resident and Business Surveys in October 2020. 2021 brought about an ongoing review of service information including how services are defined, presentation of this information in Council's Annual Business Plan and Budget, and alignment with the delivery of the CoA 2020 – 24 Strategic Plan. These works led to the creation of a new Service Directory presented to Audit Committee in February 2021. The enduring nature of these services allows Council to continue to build service-based information over time and compare year on year. Further work to review services was undertaken through the co-creation of a service assessment framework with KPMG. This framework was trialled and tested using three diverse services to test the robustness of the framework. These works are currently confidential with the initial outcomes presented to Council's Audit Committee in April 2021.

5.07 Implement Sustainable (financial, environmental, social, cultural) Procurement Policy

Completed

Engaged with various stakeholders to inform the development of an updated Procurement Policy to include social procurement aspects. The updated policy was presented to Council in June 2021.

5.08 Implement new approaches to engaging the community in Council decision-making

Commenced

The CoA is continuing to assess and improve ways of engaging the community such as through improving the user experience. The greater use of corporate electronic direct mails (EDMs) and established databases to link people directly to engagement opportunities has allowed Council to efficiently reach more people. The use of 'Quick Polls' was trialled, providing community members with the opportunity to provide quick and instant feedback without completing a full survey. A continued focus on ensuring multiple mechanisms for people to provide their feedback is actively being integrated into Council's engagement approach, including but not limited to, pop in information sessions, community forums, online question and answer sessions and online forums. In May 2021, the CoA committed to review its Community Engagement Strategy and Policy in alignment with the upcoming Local Government Reform. Both the revised Community Engagement Policy and Community Engagement Strategy will identify opportunities for improving the engagement experience for the community. The CoA undertook more than 70 engagement projects over the financial year.

5.09 Encourage and support new ideas and concepts

● Commenced

Communications were distributed across the organisation to set expectations around the need to think differently about how Council services are delivered to ensure efficiency, including promoting new ways of working. The acting CEO has set this expectation with the wider leadership group, especially since the Reshaped Organisational Structure was implemented on 18 January 2021. All leaders have been asked to support their teams to encourage new ideas and concepts.



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