



CITY OF ADELAIDE 2016-2020 STRATEGIC PLAN **FOUR (4) YEAR DELIVERY PLAN**

VISION

The City of Adelaide 2016-2020 Strategic Plan outlines Council's vision for the City:

Adelaide is a welcoming and dynamic City full of rich and diverse experiences.

PRIMARY GOAL

To realise this vision Council has a primary goal of :

Strengthen the City economy by growing the number of people living, working, playing, visiting and studying in the City every day

PRINCIPLES

To achieve our vision and remain uniquely Adelaide, our Strategic Plan principles will ensure our City will be:

- Iconic and celebrated for its distinctive heritage and cultural values
- Inclusive of all members of our community and accessible for all
- Diverse enough to accommodate a range of activities and experiences valued by people of different ages, cultures, abilities and interests
- Resilient to a changing climate and able to sustain quality experiences, both now and for future generations
- Affordable relative to other capital cities and liveable with great infrastructure, arts, recreation and sport
- Made up of distinct districts each with its own character and fully engaged community

THEMES

This four (4) year delivery plan document describes the objectives, actions and deliverables under each of the four themes of:

Smart, Green, Liveable and Creative



The City of Adelaide 2016-2020 Strategic Plan, which can be viewed and downloaded online from:
<http://www.adelaidecitycouncil.com/your-council/strategic-corporate-planning/>

CONTENTS

SMART

Overview and City Transformation Projects	4
1.1 By 2020, our city's economy will be growing faster than the Australian economy	5
1.2 Total businesses in the City will grow from 5,000 to over 5,300 and workers on any given day from 89,000 to 94,000 by 2020	12
1.3 Workers in professional and technical services, education, finance, telecommunications, creative and media sectors will have grown from 41,000 to over 49,000 by 2020	15
1.4 By 2020, the number of students in the City on any given day of the week will increase from 39,000 to 41,000	16

GREEN

Overview and City Transformation Projects	17
2.1 City carbon emissions will be reduced by 35% from the 2006-07 baseline by 2020	18
2.2 Green space and greenery in the built-up areas of the City will have increased by 100,000 sq. meters	24
2.3 By 2020, aquatic native plants on the Torrens Lake floor will have increased from almost zero to 7,500 square metres	26
2.4 A detailed measure of reduction in kerbside and general waste will have been developed and influences our work	27
2.5 A comprehensive integrated water management measure will have been developed and influences our work	29

LIVEABLE

Overview and City Transformation Projects	30
3.1 The number of people living in the City will grow from 23,000 to 28,000 by 2020	31
3.2 Adelaide will be listed in the top three (3) most liveable cities in the world by 2020	36
3.3 A nation leading wellbeing and resilience measure will be applied and influences our work	41

CREATIVE

Overview and City Transformation Projects	44
4.1 Attendance at festivals and events in the City and Park Lands will have grown by 5% by 2020	45
4.2 A detailed measure of the number of people creating and actively participating in arts and cultural activities will have been developed and influences our work	50
4.3 Bed nights spent in Adelaide by international and domestic visitors will have grown from 8.1 million to 9 million by 2020	52
4.4 People who say the City has great places to enjoy events, activities, art and culture will have grown from 8.4 to 9 out of 10 by 2020	55
4.5 The number of people that are visiting the City each day for shopping, leisure or entertainment will have grown from 111,000 to 117,000 by 2020	57

2016 - 2020 OVERVIEW

Adelaide must become a smart city with a globally connected and opportunity rich economy. Increasing the City's economic growth to surpass Australian growth will have a dynamic flow-on to the state and national economies. Adelaide as a 'Smart City' will put people and businesses at the centre of everything we do.

Economic growth is a key focus of the City of Adelaide 2016 - 2020 Strategic Plan. We are currently reviewing our Mainstreets Development Program, delivering the 'Experience Adelaide' action plan, and scoping the O'Connell Street enhancement plan. We are also developing ways to make it easier to do business with Council by conducting a review of all permits, including outdoor dining, and implementing improved online customer services.

We are building upon the growing laneway and entrepreneurial culture in the City by working towards the rejuvenation of key laneways and pedestrian connections. Priorities are the Adelaide Railway Station to Adelaide Central Market link and Rundle Mall laneways, including Gawler Place.

The building of 21st century telecommunications infrastructure across the City will revolutionise the way we do business. To this end, we are working with State and Federal Governments to explore business models for the implementation of a 10 Gigabit City Network.

Our Strategic Plan also targets growth in the knowledge-based sector as a way of generating higher-skilled jobs and confidence in the broader economy. To become a world-renowned education centre we are continuing to strengthen our relationships and support for our partners in the education sector.

CITY TRANSFORMATION PROJECTS

- 1. Smart Organisation Online Services**
Our community and customers will be able to submit all Council forms online by 2018 and all development applications online by 2020. Community consultation and the establishment of an online forms technology platform will be undertaken in 2017-18.
- 2. Old Royal Adelaide Hospital (ORAH)**
The design of major State and Council funded projects in proximity of the ORAH are being carefully managed to help ensure the future of the ORAH complements the Park Lands, North Terrace cultural precinct and the East End commercial precinct.
- 3. Gawler Place Redevelopment**
Construction work on the revitalisation of Gawler Place between North Terrace and Grenfell Street will commence in 2017-18 and will be completed in 2018-19. Stakeholder engagement and background research has been undertaken and presented to the RMMA Board. The concept design is being developed.
- 4. Market to Riverbank Laneways Upgrade**
Construction work on the revitalisation of laneways between North Terrace and Grote Street in partnership with the State Government will commence in 2017-18 and will be completed in 2018-19.

SMART
A SMART CITY WITH A
GLOBALLY CONNECTED
AND OPPORTUNITY
RICH ECONOMY



1.1 By 2020, our city's economy will be growing faster than the Australian economy

1.1.01 Adopt smart technologies that demonstrate a clear return on investment through new recurring revenue generation models such as; sourcing of external funding, fee for services, data, intellectual property, licensing, proprietary technologies, sharing of services and efficiency dividends.

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.01.1	Further investigate opportunities for the sharing of Information Management services with other Councils				
1.1.01.2	10 Gigabit City Network				
1.1.01.3	Investigate interactive way-finding stations and advertising revenue models				

COMMENTS

Opening up new revenue generation opportunities is focused on sharing information management services with other Councils, advertising and the proposed 10 Gigabit City network

1.1.02 By June 2017, develop and promote an international City brand that showcases the smart, liveable, green and cultural advantages of Adelaide

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.02.1	City and Corporation Brand				

plan /
review













design

delivery /
implementation

business
as usual

● completed

1.1.03 By June 2018, work with key stakeholders in mainstreets and districts to develop business plans that will provide greater participation at the local level and appropriate governance models, as well as work on projects such as an O'Connell Street enhancement program

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.03.1	North Adelaide Local area traffic and parking management plan				
1.1.03.2	Mainstreets Development Program base funding				
1.1.03.3	O'Connell Street enhancement program				
1.1.03.4	Central Market U-Park Right Hand Turn				
1.1.03.5	Provide technical advice, guidance and support and deliver agreed maintenance services to City businesses and precinct groups				
1.1.03.6	Mainstreets pilot programs including advancement grants and district management pilot				
1.1.03.7	Global Village Quarter				
COMMENTS					
The focus of these deliverables is on implementing a mainstreet governance model while progressing key projects such as the O'Connell Street enhancement program (implementation in forward years pending Council approval), Central Market U-Park right hand turn and the North Adelaide Local Traffic and Parking Plan.					

TERM OF COUNCIL



plan /
review



design



delivery /
implementation



business
as usual



completed

1.1.04 Transform our services and business processes to improve our effectiveness and efficiency and provide improved quality communications, including having all Council forms able to be submitted online by 2018 and all development applications able to be submitted online by 2020

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.04.1	Your Say Adelaide				
1.1.04.2	Obtain approval for the City Communications Strategy and implement agreed deliverables				
1.1.04.3	Community Engagement Review				
1.1.04.4	Smart Organisation – Online services				
1.1.04.5	Smart Organisation – Information management and digitisation				
1.1.04.6	Smart Organisation – Asset Systems Roadmap				
1.1.04.7	Transforming Services: e-planning				
1.1.04.8	Planning Assessment (BAU)				
1.1.04.9	Building Assessment (BAU)				
1.1.04.10	Development Assessment - Systems & Support (BAU)				
1.1.04.11	City Works (BAU)				
1.1.04.12	Encroachment Policy				
1.1.04.13	Transform services – Public Realm documentation and business processes				
1.1.04.14	Smart Organisation – Online Services				
1.1.04.15	Smart Organisation – Customer/Stakeholder Management				
1.1.04.16	Smart Organisation – Customer Portal				
1.1.04.17	Permits review				
1.1.04.18	Customer-centricity of Council services				

TERM OF COUNCIL

COMMENTS

This comprehensive set of deliverables are focused on a better customer experience and includes a review of community engagement approaches, a move to online services in a range of areas, such as planning and building approvals while streamlining internal systems.

 plan / review








 design

 delivery / implementation

 business as usual



 completed

1.1.05 By June 2017, as part of an improved customer experience we will develop a business plan and implement smart parking technology across the City and North Adelaide to move towards an expiation-free environment

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.05.1	Installation of Electric Vehicle Charging Points in UParks				
1.1.05.2	City Parking Experience – technology and initiatives (on and off street)				
1.1.05.3	City Parking Experience - Business architecture review				
COMMENTS					
The focus of these deliverables is on the installation of electric vehicle charging points in UParks while developing a business case and rolling out smart parking technology across the city over the four (4) years.					

TERM OF COUNCIL

1.1.06 By June 2017, leverage, upgrade and expand our AdelaideFree WiFi network to higher download and upload speeds

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.06.1	City Connectivity - Adelaide Free WiFi				
COMMENTS					
This deliverable will focus on an targeted expansion of the Adelaide Free WiFi network while considering alternative methods of WiFi provision across the City and Park Lands.					

TERM OF COUNCIL

plan /
review

design

delivery /
implementationbusiness
as usual completed

1.1.07 Council will continue to liaise and work closely with NBN Co in support of the NBN roll-out across the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.07.1	NBN roll-out				

TERM OF COUNCIL

1.1.08 Council will work with key partners to facilitate a 10GB per second capable broadband network across the City and North Adelaide to all premises







ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.08.1	10 Gigabit City				

TERM OF COUNCIL

COMMENTS

The focus in this deliverable is on developing a feasibility for a 10 Gigabit network in partnership with others (delivery dependent on Council decision).

1.1.09 Work with key partners (private sector, NBN Co and universities) to create a national centre for applied research and education into the digital economy

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.09.1	Entrepreneurs and Innovation Centre				
1.1.09.2	Co-working spaces network				

TERM OF COUNCIL



plan /
review

design

delivery /
implementationbusiness
as usual

● completed













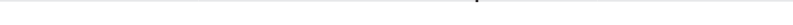

1.1.10 Pursue a definitive outcome for the future of the former Royal Adelaide Hospital site as a world class precinct that complements the Park Lands, North Terrace cultural precinct and the East End commercial precinct

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.10.2	East End Activation in context of RAH moving				
1.1.10.3	Facilitate appropriate re-development on the RAH Site				

COMMENTS

These deliverables focus on working with State Government on the long term plan for the Old Royal Adelaide Hospital Site while supporting the East End to transition by working with the local community to activate the area.

1.1.11 Showcase the City as the location of choice for international and national trade and investment, especially for the knowledge, arts and cultural sectors, through our sister cities and other partnerships and connections, and align with State Government economic targets for increasing foreign investment, service exports and skilled migration

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.11.1	Investment Attraction				
1.1.11.2	International Relations				
1.1.11.3	Intelligent Cities Conference				
1.1.11.4	SMART CITY - economic dashboards				

COMMENTS

These deliverables will seek to attract new investment into the City and leverage our Sister City relationships to promote business and cultural connections.

 plan / review

 design

 delivery / implementation

 business as usual

 completed

1.1.12 By June 2020, increase the City's share of the retail and hospitality sectors and deliver ten (10) new high-end stores and forty (40) start-up businesses by delivering the 'Experience Adelaide' Adelaide City Retail Strategy

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.12.1	Retail Strategy				
1.1.12.2	Retail and Hospitality sector engagement and growth				
1.1.12.3	Intelligent Personal Agent (mobile application)				

COMMENTS

These deliverables build on the activities already undertaken through the Experience Adelaide Retail Strategy by seeking to attract flagship brands, and delivering joint marketing and promotional campaigns.

1.1.13 Promote opportunities and develop projects to showcase the City's unique heritage and character as a catalyst for sustainable growth and to grow the heritage tourism market

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.13.1	Maintain the heritage integrity of the Adelaide Town Hall				
1.1.13.2	Showcase the City - heritage tourism market				

COMMENTS

Working with key partners, these deliverables will showcase the City's unique heritage while also maintaining the heritage integrity of the iconic Adelaide Town Hall.

1.1.14 Bring together the creative, arts, business, university, education and entrepreneurial sectors to promote unique opportunities for business growth

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.1.14.1	Bring together the creative, arts, business, university, education and entrepreneurial sectors to promote unique opportunities for business growth				
1.1.14.2	Adelaide alliance network				
1.1.14.3	Entrepreneurs City Pass				
1.1.14.4	City business database engagement				

 plan /
review

 design








 delivery /
implementation

 business
as usual

 completed

1.2 Total businesses in the City will grow from 5,000 to over 5,300 and workers on any given day from 89,000 to 94,000 by 2020

1.2.01 Build upon the growing laneway and entrepreneurial culture in the City by rejuvenating primary laneways and pedestrian connections. Priorities for completion by 2018 will be the Adelaide Railway Station to Adelaide Central Market link and Rundle Mall laneways, including Gawler Place

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.2.01.1	Station to Market Laneways Master Plan	●			
1.2.01.2	Gawler Place Redevelopment		 		
1.2.01.3	Market to Riverbank Laneways Upgrade				
1.2.01.4	Shopfront Improvement Program		●		
1.2.01.5	Laneways activation				
1.2.01.6	Laneways and road infrastructure – maintenance and upgrades				

COMMENTS

The design and delivery of key projects such as Market to Riverbank and the Gawler Place redevelopment are the focus of these deliverables.

1.2.02 Each year, increase online open access to meaningful Council-held data and information that empowers residents, visitors, researchers, investors, start-ups and established businesses to make informed, smart decisions

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.2.02.1	City Insights				

COMMENTS

This deliverable will expand the range of information made available online and will utilise different methods such as simulation tools.

 plan / review




 design

 delivery / implementation






 business as usual

 completed

1.2.03 By June 2017, review Council's commercial operations to determine the best management models

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.2.03.1	Review Council's commercial operations				
1.2.03.2	Optimisation of Business and Revenue Opportunities				
1.2.03.3	Financial & Transactional Services				
COMMENTS					
The review of Council's commercial operations will identify new opportunities, while making ongoing improvements to car park and other operations. Financial transaction services will be improved by initiatives such as internal cashless reimbursement.					

1.2.04 Work with partners to develop and implement a range of policies, programs and services to support business start-ups, business growth and business sustainability


ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.2.04.1	Business Growth and Capability Building				
1.2.04.2	Connect businesses to information, events and opportunities through website, newsletters and social media				
1.2.04.3	Activation and Business Start-up Fund				
1.2.04.5	Deliver programs that increase business awareness of new funding models including crowdfunding and crypto currencies				
1.2.04.6	Support businesses in the East End to minimise impact of RAH relocation				
COMMENTS					
These deliverables focus on engaging with business and supporting them by way of 'red tape reduction', seminars and events, while advocating for and supporting business start-ups, business growth and business sustainability.					

plan /
review

design

delivery /
implementationbusiness
as usual completed



1.2.05 Establish single-point-of-contact case managers to support established businesses to grow and attract sustainable businesses, investment and new corporate headquarters to the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.2.05.1	Investment attraction case management				
1.2.05.2	Liquor Licencing advice				

COMMENTS

These deliverables build on case management work already undertaken to facilitate a whole-of-council approach to business support and liquor licencing advice.




1.2.06 From 2016 to 2019, increase activity in underutilised premises by providing three years' financial support to Renew Adelaide

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.2.06.1	Renew Adelaide Funding				
1.2.06.2	Renew Adelaide - Stakeholder Engagement and support				

COMMENTS

These deliverables seek to provide a sound funding base for Renew Adelaide along with other technical support.

1.2.07 Assist businesses and institutions to attract talent by developing and making available collateral promoting Adelaide as a great place to work and live

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.2.07.1	Talent and business attraction				

COMMENTS

This deliverable focuses on the development of promotional material and other content that promotes Adelaide as a good place to invest and do business.



plan /
review



design



delivery /
implementation



business
as usual



completed

1.3 Workers in professional and technical services, education, finance, telecommunications, creative and media sectors will have grown from 41,000 to over 49,000 by 2020

1.3.01 Work with our local and global partners through a range of projects and initiatives to build on the city-wide culture of entrepreneurship, start-ups and the commercialisation of research and ideas

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.3.01.1	Entrepreneur Support Initiatives				
1.3.01.2	Business mentoring and connections				

COMMENTS

These deliverables focus on support for entrepreneurs working alongside a range of stakeholders to cement Adelaide as a great place to start and grow a business. Other deliverables contributing to this action include 1.1.09 (Entrepreneurs Innovation Centre and Co-working space network), 1.1.11 (Intelligent Cities Conference), and 1.1.14 (Entrepreneurs City Pass).

1.3.02 Support development of the clean technology sector through a range of programs, services, initiatives and data, including supporting start-up and growth of new businesses and working with universities to assist with commercialising research and intellectual property for clean-tech applications

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.3.02.1	Growth Strategy				

1.3.03 Facilitate development of the fastest growing sectors, including professional and scientific services, arts and creative industries, by engaging with business leaders to foster collaboration and to assist in identifying and responding to opportunities and challenges

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.3.03.1	Adelaide Smart City Studio				
1.3.03.2	Adelaide Smart City Roadmap				

COMMENTS

Focusing on the potential of the Smart City Studio, these deliverables will seek to make the studio a focal point for creative and technical innovation.

 plan /
review

 design

 delivery /
implementation

 business
as usual

 completed

1.4 By 2020, the number of students in the City on any given day of the week will increase from 39,000 to 41,000

1.4.01 Become a world-renowned education City by supporting and partnering with the City's education sector to attract and retain international, national, regional South Australian and local students, and highly credentialed academic and research staff

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.4.01.1	Educational sector stakeholder management and support				

COMMENTS

This deliverable will focus on building relationships, developing promotional material and generally supporting the education sector.

1.4.02 Strengthen relationship with Study Adelaide via continued support from 2016 to 2020 to market Adelaide as an international student destination

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
1.4.02.1	Study Adelaide Funding				
1.4.02.2	Study Adelaide Support				

plan /
review

design

delivery /
implementation

business
as usual

● completed

2016 - 2020 OVERVIEW

Adelaide is on its way to becoming one of the world's first carbon neutral cities and an international leader in environmental change. The City of Adelaide 2016 - 2020 Strategic Plan sets out our commitment to the creation of a low carbon local economy and a 35% reduction in City emissions. The Government of South Australia shares our aspiration for Adelaide to be carbon neutral and we are working together closely towards this goal.

We are already implementing a range of initiatives and incentives to improve energy performance and adoption of renewable energy on City buildings, including consideration of solar heating, solar energy generation and battery storage. Opportunities to work with SA Power Networks to install LED lighting within the Council area are also being pursued.

Projects to promote sustainable transport options include Ride 2 Work Day, the Guided Bike Rides initiative, and the installation of new bike racks across the City. We are also transforming our waste collection services with the transition of high density residential sites already well underway.

Around 8.9 million people use our beloved Park Lands every year in a vast variety of ways and our Strategic Plan aims to enhance biodiversity in the Park Lands and strengthen the role of the Park Lands in achieving a carbon neutral City. Efforts to improve the ecological value of watercourses and biodiversity in the Park Lands are currently focused on aquatic plantings, overall stormwater management and projects such as the Brown Hill Creek Storm Water Management in conjunction with neighbouring Councils.

A Green City Plan is being developed to detail Council's contribution to greening the City, including an additional 1,000 trees in the built-up areas of the city by June 2020. Waymouth Street and Wakefield Street median greening works are progressing and in-kind horticulture support is being provided to local communities on public greening activities that will beautify streets and parks.

CITY TRANSFORMATION PROJECTS

- 1. Carbon Neutral Adelaide**
We are currently collaborating closely with the State Government to deliver the Carbon Neutral Adelaide Action Plan 2016 - 2021, while also delivering practical CO2 reduction initiatives and transforming our waste services.
- 2. Greening the City**
A Green the City Plan is being developed while projects such as the Waymouth Street Greening Works are progressing. Implementation of the Green the City Plan will commence in 2017-18.

GREEN
ONE OF THE WORLD'S
FIRST CARBON NEUTRAL
CITIES AND AN
INTERNATIONAL LEADER
IN ENVIRONMENTAL
CHANGE



2.1 City carbon emissions will be reduced by 35% from the 2006-07 baseline by 2020

2.1.01 Partner with the State Government to implement a Carbon Neutral Adelaide Partnership Framework to pursue the shared aspiration for Adelaide to be the world's first carbon neutral city

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.01.1	Carbon Neutral Adelaide - Partnership Framework				
2.1.01.2	CO2 emissions reduction				
2.1.01.3	Waste transition for high density residential				

COMMENTS

The deliverables for this action focus on a close collaboration with State Government, while also delivering practical CO2 reduction and improved waste services initiatives.

2.1.02 Improve energy performance and use of renewable energy in Council and privately-owned buildings, including consideration of solar heating, solar energy generation and battery storage

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.02.1	Carbon Neutral Adelaide - Green Buildings (Council)				
2.1.02.2	Carbon Neutral Adelaide - Green Buildings (Privately Owned)				

COMMENTS

The deliverables focus on improving energy performance and adaption of renewable energy on Council and privately owned buildings.

 plan /
review





 design

 delivery /
implementation

 business
as usual

 completed

2.1.03 Work with Federal and State governments to provide appropriate infrastructure and promote sustainable transport options, such as public transport, cycling and walking, to improve the experience of commuters and reduce transport-related carbon emissions

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.03.1	SMART Move Strategy				
2.1.03.2	SMART Move Strategy - Frome Street Bicycle Action Plan Stage 2				
2.1.03.3	SMART Move Strategy - Owen/Russell/Compton contraflow cycling				
2.1.03.4	Adelaide Park Land Event Management Plan (APLEMP) APLEMP Project 9 – Carbon neutrality				

COMMENTS

The deliverables in this action will work at a strategic and project level to promote sustainable transport.

2.1.04 By June 2020, the energy requirement for all Council buildings will be sourced from low carbon or renewable energy sources

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.04.1	Green procurement – evaluation criteria				
2.1.04.2	Carbon Neutral Adelaide - Green Buildings (Council)				
2.1.04.3	Green procurement - specifications				

COMMENTS

Council will use its procurement processes to increase sustainable energy use.



plan /
review



design



delivery /
implementation






business
as usual



completed

2.1.05 By June 2020, all Council-owned and maintained public lighting will be converted to LED lights and smart lighting wherever possible

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.05.1	Provide corporate-wide procurement support				
2.1.05.2	LED lights and smart lighting for Council assets				
2.1.05.3	LED Street lighting				

COMMENTS

The deliverables for this action requires close collaboration with South Australian Power Network, while also changing Council's own lighting and procurement approach.

2.1.06 Commit through to June 2020 to continue the Sustainable City Incentives Scheme, with annual reviews of incentive funding budget allocations

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.06.1	Carbon Neutral Adelaide – Sustainability Incentives Scheme				

2.1.07 By June 2017, complete a procurement plan for all Council vehicles to be low or zero emissions

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.07.1	Procurement – plant and fleet				



plan /
review



design



delivery /
implementation









business
as usual



completed



2.1.08 Provide a range of incentives for the use of electric-powered and low-emission vehicles within the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.08.1	Smart Parking				
2.1.08.2	Smart City – Electric Vehicles				



COMMENTS

A focus on new technologies in these deliverables will facilitate a move to low emission and electric vehicles. Due to the complexity and relatively new nature of electric vehicles, this Smart City project will involve numerous stages that are concurrently running.

2.1.09 By June 2017, our procurement practices will reasonably require the environmental track record and/or credentials of suppliers, and estimates of carbon emissions of products and services

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.09.1	Green procurement				
2.1.09.2	Green procurement - specifications				

2.1.10 Work with private property owners and the State Government to embed better environmental performance into new and existing developments

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.10.1	CLC Plaza and Green Wall				
2.1.10.2	Carbon Neutral Adelaide Action Plan (Planning and Development Actions)				

COMMENTS

The Colonel Light Centre plaza and green wall have been delivered and other deliverables will focus on planning policy consistent with the Carbon Neutral Adelaide Action Plan.



plan /
review



design



delivery /
implementation




business
as usual



completed

2.1.11 From 2016, collaborate with City-based businesses, interest groups and the education sector through a series of Lord Mayor summits and forums to build partnerships that promote environmental issues and broader innovations

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.11.1	Support the Lord Mayor and Council Members in delivering significant summits and forums that connect with the Strategic Plan and engage key stakeholders in developing the City's future				

TERM OF COUNCIL

2.1.12 Enhance biodiversity in the Park Lands and strengthen the role of the Park Lands in achieving a carbon neutral City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.12.1	Water Quality Management Action Plan				
2.1.12.2	Biodiversity management and enhancement				

TERM OF COUNCIL

COMMENTS


The deliverables for this action focus on water management and improving biodiversity with such projects as the South Park Lands Creek Rehabilitation project.

plan /
review

design

delivery /
implementationbusiness
as usual
 completed

2.1.13 Develop international trade, investment and tourism opportunities based on our green and clean reputation

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.13.1	A sustainability themed future accelerator program and green investment				
2.1.13.2	Work with tourism partners to enhance our nature based experiences				

TERM OF
COUNCIL

2.1.14 Identify opportunities for building adaptation and re-use that supports heritage aspirations while reducing carbon emissions and waste

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.1.14.1	Carbon Neutral Adelaide - Green Buildings (Privately Owned)	<div></div>		<div>TERM OF COUNCIL</div>	
2.1.14.2	Support Adaptive Reuse of Buildings	<div></div>			

TERM OF
COUNCIL

plan /
review

design

delivery /
implementation

business
as usual





● completed

2.2 Green space and greenery in the built-up areas of the City will have increased by 100,000 square metres by 2020

2.2.01 By June 2017, Council will have developed a Green City Plan detailing Council's contribution to greening the city and showing activities with aligned annual targets, including an additional 1000 trees in the built-up areas of the city by June 2020

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.2.01.1	Carbon Neutral Adelaide - Green the City Plan				
2.2.01.2	Waymouth Street Greening Works				
2.2.01.3	Wakefield Street Median Greening Works				
<div>TERM OF COUNCIL</div>					
COMMENTS					
A Green City Plan is being developed while projects such as the Waymouth Street Greening Works are progressed.					

2.2.02 Work with all City stakeholders to increase public and private greening with street trees, gardens, community gardens, green walls and roofs providing incentives where appropriate

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.2.02.1	Green City Plan				
2.2.02.2	Greener Streets Program				
2.2.02.3	Planning support for City Greening initiatives				
2.2.02.4	Greening the City (Public Realm delivery, support and maintenance)				
COMMENTS					
Opportunities for greening are being considered in Public Realm works while the Greener Streets Program includes Street Tree Planting, Planter Box Program and Green City Grant Program.					

plan /
review

design

delivery /
implementation

business
as usual

● completed

2.2.03 From 2016, Council will commit ongoing funding for powerline undergrounding (PLEC) to assist with greening initiatives

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.2.03.1	Powerline undergrounding (PLEC)				
2.2.03.2	Powerline undergrounding - management				

TERM OF
COUNCIL

2.2.04 Work with local communities on public greening activities that will beautify streets and parks

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.2.04.1	Support public greening activities				
2.2.04.2	Green spaces				

TERM OF
COUNCIL

COMMENTS

Working with local communities via support from Council's horticulture team amongst other areas of Council is the focus of these deliverables.

plan /
review





design

delivery /
implementationbusiness
as usual



completed

2.3 By 2020, aquatic native plants on the Torrens Lake floor will have increased from almost zero to 7,500 square metres

2.3.01 Improve the ecological value of watercourses and biodiversity in the Park Lands

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.3.01.1	Improve the ecological value of watercourses and biodiversity in the Park Lands				
2.3.01.2	Brown Hill Keswick Creek Storm Water Management and Governance				
2.3.01.3	Aquatic plantings				
2.3.01.4	Stormwater management				
COMMENTS					
The deliverables for this action are focused on aquatic plantings, overall stormwater management and projects such as the Brown Hill Creek Strom Water Management in conjunction with neighbouring Councils <i>(please note that Brown Hill Keswick Creek projects will be implemented pending final Government funding and agreement with joint Councils)</i> .					

2.3.02 Reduce storm water run-off and pollution into the Torrens River through integrated catchment management and water sensitive urban design

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.3.02.1	Stormwater management - water asset management plan implementation and Water Sensitive Urban Design				
2.3.02.2	Water quality maintenance				

 plan /
review

 design

 delivery /
implementation

 business
as usual

 completed

2.4 A detailed measure of reduction in kerbside and general waste will have been developed and influences our work

2.4.01 By the end of 2017, develop and implement a Waste, Recycling and Reuse approach for the City that reflects world's best practice and the use of smart technology

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.4.01.1	Waste services transition				
2.4.01.2	Waste transition project – contractor management				
2.4.01.3	Waste management				

2.4.02 By 2025, working with City waste collectors, all Council serviced premises will have their landfill, recycling and green waste collection measured and reported to Council, with the data to be available online to the premises' occupant

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.4.02.1	Waste management (Council)				
2.4.02.2	Waste management (Public)				

2.4.03 By 2020, Council's New Year's Event will send zero-waste to landfill and by 2018, clear guidelines will be developed for event organisers of larger community events on Council-operated areas to achieve zero-waste and carbon neutrality

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.4.03.1	Events waste				

plan /
review






design

delivery /
implementation

business
as usual

● completed




2.4.04 Facilitate the reuse and recycling of equipment, consumables and materials used in festivals and events in the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.4.04.1	Events – resource use				
2.4.04.2	Adelaide Park Land Event Management Plan (APLEMP) APLEMP Project 9				

COMMENTS

The focus on this work, as reflected in the Adelaide Park Land Event Management Plan will be on collaboration with Green Industries SA and others to develop guidelines and approaches with event organisers.

2.4.05 Achieve adoption of sustainable commercial practices through incentives, purchasing approaches, waste services and regulation

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.4.05.1	Events – sustainable practices				
2.4.05.2	Events waste management services model				

COMMENTS

This focuses on addressing compostable cups through a pilot scheme and addressing event waste management with event organisers.



plan /
review



design



delivery /
implementation



business
as usual



completed

2.5 A comprehensive integrated water management measure will have been developed and influences our work

2.5.01 By December 2020, increase our efficient use of recycled water from the GAP scheme in Council-irrigated areas by 25% to an overall level of 80%

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.5.01.1	GAP irrigation				
2.5.01.2	Improve Council water use				

COMMENTS

The focus of these deliverables is on reviewing and improving Council's water use while working with SA Water on the GAP scheme to increase its use and develop the business case for improved water quality.

2.5.02 Work with partners to reduce mains water use through water sensitive urban design and increasing the use of recycled and reused water

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.5.02.1	Water sensitive urban design				
2.5.02.2	Improve Council water use				

COMMENTS

The focus of these deliverables is to incorporate water sensitive urban design through an Integrated Water Management Plan while improving Council's own water use especially in the Park Lands.

2.5.03 Continue to work with the State Government and other councils to reduce stormwater and other pollutants into the Torrens River catchment

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
2.5.03.1	Reduce stormwater and other pollutants in the Torrens River catchment				
2.5.03.2	Minimise water pollution				

COMMENTS

Working with the NRM Board and other stakeholders to better coordinate various projects and minimise water pollution along with better maintenance of Council's river related assets is the focus of these deliverables.



plan /
review



design



delivery /
implementation



business
as usual



completed

2016 - 2020 OVERVIEW

A city is all about its people and we will ensure Adelaide is a beautiful, diverse city with an enviable lifestyle that is welcoming to people at all stages of life. The City of Adelaide 2016 - 2020 Strategic Plan targets an increase in the number of people living in the City while developing and celebrating strong and resilient communities. It's about creating a city where the ultimate measure of prosperity is how well people live. By working with communities in our City, we are delivering initiatives that will increase community wellbeing, resilience and perceptions of safety. Work is underway with the State Government to understand residential demand and development options.

Priority walking and cycling routes are being developed for the City and Park Lands. We are also working with the State and Federal governments and other councils through the Mayors for AdelINK to progress an integrated light rail network.

Principles of high-quality amenity and service levels are being embedded into our work to accommodate a high-level of growth while retaining our great lifestyle and the City's unique character. We are also continuing to promote the City's unique heritage character through a range of incentives and policies.

Council plans for every street and public area to be a 'parklike green' experience within the CBD. Implementation of the Adelaide Park Lands Management Strategy and projects such as the Pityarilla (Park 19) enhancement will help provide sanctuary, facilitate active and passive recreation, and safeguard our City's liveability. Incentives, direct services and various infrastructure projects are also underway to increasing levels of physical activity and wellbeing through formal and informal sport and recreation opportunities.

CITY TRANSFORMATION PROJECTS








- 1. North Terrace Light Rail Extension**
The City of Adelaide is contributing \$5M to the North Terrace City tramline extension as part of the State Government's \$50M first stage of the AdeLINK East End tram network.
- 2. Pityarilla (Park 19) Enhancement**
Construction on Pityarilla (Park 19) Marshmallow Park enhancements, including new play spaces, paths and landscaping will commence in 2017-18 and will be completed in 2018-19.
- 3. City of Adelaide Bikeways Project**
The City of Adelaide Bikeways Project is a partnership with the State Government to introduce two (2) continuous separated bikeways through the City. Community engagement is underway.

LIVEABLE
A BEAUTIFUL, DIVERSE
CITY WITH AN
ENVIABLE LIFESTYLE
THAT IS WELCOMING
TO PEOPLE AT ALL
STAGES OF LIFE



3.1 The number of people living in the City will grow from 23,000 to 28,000 by 2020



















3.1.01 Encourage growth in the full range of residential property development in a mixed use environment in a manner that respects the human scale and different characters of districts in the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.01.1	Utilise the joint Capital City Committee study into Population Growth Demand to inform residential development options				
3.1.01.2	Spatial Planning that supports Council's planning policy function, Development Plan Amendments and projects				

COMMENTS

The focus here is on understanding residential demand and looking at the various options available to plan for and help deliver residential development

3.1.02 Create world class infrastructure by adopting a three year rolling capital works program for the City and Park Lands to ensure all new and existing infrastructure are delivered and maintained to high quality standards, incorporating universal access, technology, heritage, arts and green elements

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.02.1	Maintstreet upgrade to Hindley Street West (Capital Works project)				
3.1.02.2	Laneway upgrade to Gresham Place (Capital Works project)				
3.1.02.3	City landscape works in Halifax, Finnis and Wright Streets (Capital Works)				
3.1.02.4	Develop an Asset Management Strategy that delivers world class infrastructure and a three year rolling capital works program				
3.1.02.5	Access and Inclusion public realm enhancements in Victoria Square				
3.1.02.6	Consider opportunities to integrate Infrastructure provisions of the Planning, Development and Infrastructure (PD&I) Act 2016, including a possible 'Infrastructure Pilot Scheme'				
3.1.02.7	Public Realm maintenance service levels and standards aligned to delivering long term asset management plans				

COMMENTS

The focus of work under this action is on the delivery of a three (3) year rolling program of works and key projects. High standards of maintenance are also being pursued.

plan /
review



design

delivery /
implementation

business
as usual



● completed

3.1.03 Encourage the State Government to improve public transport to promote greater patronage, including continued investment and expansion of the free City Connector Services

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.03.1	Management of the Free City Connector Bus service				
3.1.03.2	Improvements and inclusion of Smart Technology to Free City Connector Bus Stops and Service				


TERM OF
COUNCIL

3.1.04 In partnership with the State Government, explore the possibility of redeveloping Currie-Grenfell Streets as a public transport boulevard to cater for increased demand

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.04.1	Currie-Grenfell 'Transport Boulevard' (construction pending funding)				

TERM OF
COUNCIL

3.1.05 Advocate for an urban growth boundary that limits urban sprawl and promotes the City as the commercial, cultural, residential and social heart of metropolitan Adelaide

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.05.1	Continue to promote the City's key role within a Metropolitan Adelaide that has an urban growth boundary				

TERM OF
COUNCIL

COMMENTS

While the State Government has arrived at an urban growth boundary, Council will continue to advocate for the primary role of the City to be embedded in legislation and plans.

plan /
review

design

delivery /
implementation

business
as usual

● completed

3.1.06 Increase participation by the broadest range of residents in the community life of their neighbourhood

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.06.1	Delivery of a Rainbow Walk in Light Square	●			
3.1.06.2	Provide a range of wellness services at Council Leisure Facilities				
3.1.06.3	Assist customers to access and book events, find projects, developments and other activities in the City via map-based Smart Technology				

COMMENTS

The work under this action is focused on enhancing the community's ability to engage with their City and is supported by Council's ability to utilise new technology and existing facilities.

3.1.07 Advocate to the Federal and State governments for changes in housing taxation and levies to reduce the cost of housing, including an extension of the State government's 'Off-the-Plan Stamp Duty Concession' for apartments

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.07.1	Support Council's advocacy for affordable housing and sustainable growth by building an evidence based on the effectiveness of stamp duty concessions, amongst other initiatives				



plan /
review



design



delivery /
implementation



business
as usual



completed



3.1.08 Work with the State and Federal governments and other councils through the Mayors for AdeLINK advocacy group to engage with local communities to progress an integrated light rail network across the City's key precincts, with key connections to inner city suburbs

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.08.1	Support the AdeLINK integrated Light Rail Network across metropolitan Adelaide including the City	<div></div>			TERM OF COUNCIL
3.1.08.2	North Terrace Light Rail Extension	<div></div>			
3.1.08.3	King William Street (South) Tram stop accessibility improvements	<div></div>			

COMMENTS

The work outlined here will support the AdeLINK project as a key priority, with North Terrace light rail extension a major step to this being realised. The King William Street (South) Tram stop accessibility improvements will be delivered by DPTI.

3.1.09 Encourage City living by understanding the demand drivers and developing a distinctive City living promotion campaign that builds on the Already Home campaign

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.09.1	Complete joint study with Capital City Committee into Population Growth Demand and implement priority actions				<div>TERM OF COUNCIL</div>
3.1.09.2	Deliver acoustic advisory services and noise management incentive scheme grants				

 plan / review







 design

 delivery / implementation

 business as usual

 completed

3.1.10 Work with neighbouring councils and the State Government to enhance the facilities, attractions, landscapes and movement networks in the Park Lands to meet the needs and expectations of growing high density communities living in and near the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.1.10.1	Adelaide Park Lands Management Strategy Implementation including Park 19, Park 25 and Rymill Park enhancements and investigations into a new City Skate Park				
3.1.10.2	Pityarilla (Park 19) Marshmallow Park and other enhancements				
3.1.10.3	Review current and future Park Land spaces targeted for people activation in conjunction with neighbouring Councils.				
3.1.10.4	Support the development of full life cycle Asset Maintenance Plan for the River Torrens - Linear Park Trail				

TERM OF COUNCIL

COMMENTS

The adoption of the Park Lands Management Strategy provides the framework for the delivery of key projects. Collaboration with the State Government and neighbouring Councils is key to delivery.

plan /
review

design

delivery /
implementation

business
as usual

● completed

3.2 Adelaide will be listed in the top three most liveable cities in the world by 2020

3.2.01 By June 2017, develop an Adelaide 2040 Plan to achieve long-term economic, environmental, social and cultural goals, incorporating a spatial and transport plan for the City and Park Lands

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.2.01.1	Adelaide 2040 Plan & Core Service Strategy				

TERM OF
COUNCIL

3.2.02 Plan and deliver priority walking and cycling routes throughout and beyond the City and Park Lands, including the provision of East-West and North-South cycleways and connections

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.2.02.1	Deliver the City West Quietway (City landscape and laneway improvements)				
3.2.02.2	City of Adelaide Bikeways				
3.2.02.3	Park Lands Trail (Reinstatement of Barton Terrace Drought Affected Garden)				

TERM OF
COUNCIL

COMMENTS

A close collaboration with the State Government will see the delivery of major infrastructure to support cycling into and through the City, including a new section of the Park Lands Trail.

plan /
review

design

delivery /
implementation

business
as usual






● completed

3.2.03 Plan and seek partnerships for major City infrastructure projects, including cycling corridors, major transport routes and laneways

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.2.03.1	Advocate for, seek partnerships and deliver identified infrastructure priorities				

TERM OF COUNCIL

3.2.04 By 2017, endorse a Central Market Arcade redevelopment plan and commence works by 2020

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.2.04.1	Investigate Central Market Arcade Redevelopment Options				
3.2.04.2	Council endorsement and community engagement on Central Market Arcade redevelopment				
3.2.04.3	Interim Central Market Arcade management and leases				
3.2.04.4	Redevelopment EOI and tender process for development partner for Central Market Arcade redevelopment				
3.2.04.5	Community Land revocation for Central Market Arcade redevelopment				

TERM OF COUNCIL

COMMENTS

The redevelopment of the Central Market Arcade is a significant catalytic project and is being progressed in consultation with the local community.


plan /
review

design

delivery /
implementationbusiness
as usual



● completed

3.2.05 Work with the State Government to address housing affordability, including diversity of dwelling stock, and deliver a range of initiatives such as adaptive building re-use and new building technologies

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.2.05.1	Cross-Government collaboration to investigate and implement projects on a range of housing initiatives				

TERM OF
COUNCIL

3.2.06 Explore opportunities in Council's current property holdings and pursue strategic opportunities to lead or partner in future property developments

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.2.06.1	Develop and implement Strategic Property Plan				
3.2.06.2	Investigate options for the 'City Beach' site				

TERM OF
COUNCIL

COMMENTS

In 2017/18 City beach investigations would include formal feasibility assessment, community land revocation and lease negotiations.

plan /
review





















design

delivery /
implementation

business
as usual

● completed

3.2.07 Deliver Council's core services efficiently and with brilliant customer service for a growing and increasingly diverse and multicultural community.

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.2.07.1	Deliver a Core Service Strategy for the organisation that focuses on efficient and customer focused services				
3.2.07.2	Provide a diverse mix of parking options for all City Users				
3.2.07.3	Support Events in the Park Lands through the provision of Park Land Parking to ensure protection and sustainability of Park Lands				
3.2.07.4	Public Realm improvements that support the Strategic Plan, including a review and cost of current operations				
3.2.07.5	Facilitate resolution of complaints in relation to noise and liquor licencing issues				
COMMENTS					
The focus of work under this action is about improving Council services so they deliver what customers need, are delivered in an efficient and effective way and support residential growth and the liveability of the City.					

TERM OF COUNCIL






plan /
review

design

delivery /
implementationbusiness
as usual

● completed

3.2.08 Promote and protect Adelaide's built character and heritage through our operations, incentives, policies and direct investment, while working with and advocating to Federal and State governments for an increase in City buildings protected under State or Local Heritage regulations

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.2.08.1	Continue to promote and build upon Council's Civic Collection, including new acquisitions				
3.2.08.2	Provide a range of heritage advice and grants to support the community in the conservation of the City's unique built form				
3.2.08.3	Sponsorship of the South Australian History Festival				
3.2.08.4	Promote the City's built heritage and historic character streetscapes				
3.2.08.5	Direct investment into the preservation of Council owned assets such as the Town Hall and the Adelaide and Albert bridges				
COMMENTS					
The deliverables under this action are very practically geared towards enhancing privately owned and Council owned heritage assets.					

TERM OF COUNCIL

plan /
review




design

delivery /
implementationbusiness
as usual

completed

3.3 A nation leading wellbeing and resilience measure will be applied and influences our work


3.3.01 Develop and celebrate strong and resilient City communities that are welcoming and encourage people of all ages, cultures and means to participate in City life, including through volunteer opportunities

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.3.01.1	Community Development Grants provided to support community programs, activities and events				
3.3.01.2	Adelaide Community Leaders & Neighbourhood Development Initiatives				
3.3.01.3	Deliver a range of services and activities that support local communities, including Council Community Centres and volunteer program				

COMMENTS

The focus of these deliverables is on local people being involved in local activities, whether through Council facilities or via a range of community organisations.

3.3.02 Work with the State Government, community leaders and community organisations to support vulnerable members of the community

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.3.02.1	Collaborate with the community and homelessness service providers to promote safety strategies that address the needs of homeless and other vulnerable people.				

plan /
review

design

delivery /
implementation

business
as usual

● completed

3.3.03 Develop and celebrate strong and resilient City communities that are welcoming and encourage people of all ages, cultures and means to participate in City life, including through volunteer opportunities

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.3.03.1	Lighting design and construction to improve safety in the City				
3.3.03.2	Improving safety in North Adelaide through 'safer streets grant'				
3.3.03.3	Defibrillator Network in the City and North Adelaide				
3.3.03.4	Develop and deliver the Adelaide Resilience Plan 2020 and related projects				
3.3.03.5	Investigate and implement the use of mobile technology by Community Safety Officers to enhance the customer experience				

COMMENTS

The deliverables under this action will upgrade Council's lighting assets, while also working with others to build a broader strategic approach.

3.3.04 Support social entrepreneurs to develop business models that have a positive impact on the City's wellbeing and resilience

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.3.04.1	Deliver a key capacity building initiative for social entrepreneurs in the city				



plan /
review



design



delivery /
implementation



business
as usual



completed

3.3.05 Enhance the role of the Park Lands in increasing levels of physical activity and wellbeing through formal and informal sport and recreation opportunities

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.3.05.1	Provide a broad range of and additional, wellness services in Council's Aquatic Centre and Golf Links				
3.3.05.3	Continue to promote, maintain and extend the Adelaide Park Lands Trail				
3.3.05.4	Victoria Park Activation				
3.3.05.5	Complete Stage three (3) of lighting of the North Adelaide Dog Park				
3.3.05.6	Develop a Master Plan for the North Adelaide Golf Course				
3.3.05.7	Deliver recreation and sports grants that support initiatives for all people to be active in the City and Park Lands				
3.3.05.8	Community led initiatives that will increase informal or formal participation in the Park Lands.				

COMMENTS

These deliverables focus on improving and utilising Council and community assets within the Park Lands, while working closely with community groups to promote healthy lifestyles.

3.3.06 Deliver sport and recreation activity hubs consistent with the Active City Strategy and Adelaide Park Lands Management Strategy

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
3.3.06.1	Improve facilities in Victoria Park				
3.3.06.2	Shared infrastructure between activity hubs and sports in the Park Lands.				



plan /
review



design



delivery /
implementation



business
as usual



completed

2016 - 2020 OVERVIEW

The spirit of our City is captured every day in the way our citizens, businesses and institutions interact with each other and their environment. We have a lifestyle and spirit that is unique and keenly sought to be experienced by people from all over the world. Our culture infuses creativity and the arts in everything we do.

Our way of life blends the visual and performing arts with sports, food and wine, activated laneways, museums, festivals and events, gardens and Park Lands, all into one vibrant and beautiful City. Adelaide has long been recognised as one of the world's great festival cities and home to many globally significant art and cultural collections and events.

We will continue to build our international brand to attract more people from all around the world to experience our City while also exporting our culture to global audiences. We will also continue to support our local Aboriginal communities to share their stories and culture.

The Strategic Plan sets out to increase the attendance at festivals and events in the City and Park Lands. We will partner with Festivals Adelaide and other key stakeholders to promote Adelaide to the rest of the nation and the whole world as a creative, artistic, vibrant festival City. To ensure year-round activation we will partner with the State Government and EventsSA in particular, to develop incentives, global partnerships and other ways of attracting new events.

The Strategic Plan also seeks to increase the number of people creating and actively participating in arts and cultural activities. A

key focus will be the delivery of a new Live Music Action Plan, promoting Adelaide's status as a UNESCO Music City. In conjunction with the State Government working with venues, artists and developers we will reduce red tape and make it easier to activate our City.

We want people to increasingly say that the City has great places to enjoy events, activities, art and culture. A major focus over the next four (4) years is the upgrade of significant places such as Gawler Place and the Market to Riverbank Link, while enlivening the City through activities such as Christmas in the City and the New Years Eve event. Engagement with local businesses and city users is already underway in the Gawler Place redevelopment.

The Market District holds a special place in many people's hearts and we will continue to engage with key stakeholders in delivering the Our Market District Plan while fostering new activities consistent with the Plan's aspirations. Progressing the concept of a Centre for Food Culture is the one such activity that will be pursued.

The Park Lands are a fantastic asset that is of national importance and feature heavily in plans to increase the number of events and activities that will draw people to the City. Implementing the Park Lands Management Strategy in collaboration with the State Government, surrounding Councils and other stakeholders, will facilitate an increase in activities, improved accessibility, new infrastructure and create hubs of activity that will draw visitors from across the City.

CITY TRANSFORMATION PROJECTS

1. Riverbank Precinct








Work with the State Government, to achieve the best outcome for the City in the development of the Riverbank Precinct, including the Festival Plaza upgrade, the Adelaide Convention Centre redevelopment, the South Australian Health and Biomedical Precinct, and planning for the old Royal Adelaide Hospital site redevelopment.

CREATIVE
A MULTICULTURAL
CITY WITH A
PASSION TO CREATE
AUTHENTIC AND
INTERNATIONALLY
RENOUNDED EXPERIENCES



4.1 Attendance at festivals and events in the City and Park Lands will have grown by 5% by 2020

4.1.01 Work with neighbouring councils and the State Government in funding and governance to enhance the role of the Park Lands as a key City asset in supporting artistic and cultural activities

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.1.01.1	Create a new rose garden in the Park Lands which celebrates Chinese culture				
4.1.01.2	Park 24 Events Space Feasibility Study				
4.1.01.3	Support APLA, Council and the State Government in the implementation of the Adelaide Park Lands Management Strategy				
4.1.01.4	Park Lands events and activations				
4.1.01.5	Delivery of a range of public art capital projects				
4.1.01.6	Implement a curatorial approach to programming Park Land event spaces				
COMMENTS					
By implementing the Park Lands Management Strategy in collaboration with the State Government and other stakeholders, the focus for these deliverables is on improving event management, public art and key assets					

TERM OF COUNCIL

plan /
review

design

delivery /
implementationbusiness
as usual

● completed

4.1.02 Streamline Council processes for events to be hosted in the City and better enable City businesses to benefit from these events

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.1.02.1	Deliver Splash Adelaide and work with key stakeholders to increase opportunities for businesses to leverage from events				
4.1.02.2	Support event organisers with use of the Public Realm and continue to maintain event spaces				
4.1.02.3	Implement the Adelaide Park Lands Event Management Plan - Action Plan 2016-2020.				
4.1.02.4	Improve remediation processes for event uses of the Park Lands				
4.1.02.5	Improve online event management processes and tools for use of the Park Lands				
4.1.02.6	Event management service to that supports Council's events and launches				
4.1.02.7	Undertake a business improvement review of the events team				
4.1.02.8	Improve Council's activities that support businesses to benefit from events in the City				
4.1.02.9	Support event organisers and businesses to develop partnerships to benefit from events in the City				
4.1.02.10	Support the transition of Splash Adelaide activities into 'mainstream' events				
4.1.02.11	Provide online options for event organisers when submitting Development Applications				

TERM OF COUNCIL

COMMENTS

The focus is on delivery of SPLASH Adelaide providing opportunities for businesses and community organisations to leverage City activations, while improving events management and support for event organisers

 plan / review




 design

 delivery / implementation

 business as usual

 completed

4.1.03 By 2020, develop build and upgrade infrastructure that supports events and is sensitive to the environment within key event spaces in the City and Park Lands

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.1.03.1	Work in partnership with the community towards providing world class public realm environment				
4.1.03.2	Asset enhancements to event infrastructure in the Park Lands				
4.1.03.3	Update Community Land Management Plans				
COMMENTS					
Arising from the Adelaide Park Land Event Management Plan the focus of these deliverables is on updating Community Land Management Plans and enhancing event infrastructure in the Park Lands.					

4.1.04 Work with partners and key stakeholders to develop Adelaide as the premier international arts market, especially within the Asian region

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.1.04.1	Partner with Festivals Adelaide to promote Adelaide as Australia's best festival city.	<div><div></div></div>			
4.1.04.2	Promote Adelaide as 'creative City' through our International Partnerships	<div><div></div></div>			
COMMENTS					
The focus of these deliverables is about partnering with Festivals Adelaide and others to promote Adelaide to the world as a creative, festivals City.					



plan /
review



design



delivery /
implementation











business
as usual



completed









4.1.05 Work with the State Government to facilitate the attraction of an additional major annual international event during the winter months

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.1.05.1	Partner with Events SA to deliver opportunities that will attract new events				
4.1.05.2	Target the attraction of new events through such means as price incentives and with our State Government and International Partnerships				

COMMENTS

The focus of these deliverables is about partnering with the State Government and Events SA in particular to develop incentives and other ways of attracting new events.









4.1.06 Promote our UNESCO Live Music accreditation to attract more opportunities for new live music venues

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.1.06.1	Deliver the 2014 – 2016 Live Music Action Plan				
4.1.06.2	Activate live music venues across the city and promote the UNESCO live music accreditation				

COMMENTS

The focus of these deliverables is about completing the 2014 – 2016 Live Music Action Plan and promoting Adelaide's status as a UNESCO Music City.

4.1.07 Work with partners to increase opportunities for live music / performers by developing and implementing a range of policies, programs and services

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.1.07.1	Create and implement the next iteration of Council's Live Music Action Plan				
4.1.07.2	Streamline process and advocate for Government red tape reduction that supports Live Music in the City				

COMMENTS

Developing the next version of a Live Music Action Plan and reducing red tape in conjunction with State Government agencies is the focus of these deliverables.

 plan / review


 design

 delivery / implementation




 business as usual

 completed

4.1.08 Work in partnership with key stakeholders to attract a winter music festival by June 2018.

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.1.08.1	Continue to support and growth the Umbrella Winter Music Festival				

TERM OF
COUNCIL**4.1.09 Work with existing festivals and events to increase the number and diversity of audiences and visitors**

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.1.09.1	Collaborate with festivals and events to deliver a marketing plan to promote to a larger and more diverse audience				
4.1.09.2	Deliver official ANZAC Day commemorations (dawn service and march)				
4.1.09.2	Collaborate with and support festivals and events to better understand audiences				

TERM OF
COUNCIL**COMMENTS**

Working with a range of stakeholders to better promote existing events and understand audiences is the focus of this action


plan /
review

design

delivery /
implementationbusiness
as usual
 completed














4.2 Attendance at festivals and events in the City and Park Lands will have grown by 5% by 2020

4.2.01 By June 2017, develop an Arts and Culture Strategy

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.2.01.1	Develop the Arts and Culture Strategy				

TERM OF
COUNCIL

4.2.02 Support businesses, community groups and individuals to grow their contribution to the creative, cultural and artistic life of the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.2.02.1	Provide financial support to assist art and cultural individuals and groups to deliver inspiring art, cultural and multicultural projects				
4.2.02.2	Co-deliver an ANZAC Day event in the City				
4.2.02.3	Increase community contribution to the creative, cultural and artistic life of the City				
4.2.02.4	Centre for Food Culture				

TERM OF
COUNCIL

COMMENTS

The provision of funding and sponsorship to groups and individuals for art and multicultural projects, while progressing the concept of a Centre for Food Culture is the focus of these deliverables.

plan /
review



design

delivery /
implementation

business
as usual





● completed

4.2.03 Attract and support artists and cultural entrepreneurs to develop commercial opportunities

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.2.03.1	Transition Splash Adelaide pilot projects into long-term projects				
4.2.03.1	Deliver the Emerging Curator Program				







TERM OF
COUNCIL

4.2.04 Work with businesses and other partners to bring creativity and smart technology into the everyday experience of our City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.2.04.1	Expand the targeted deployment of Smart Technology throughout the City that supports City business' needs				
4.2.04.2	Deliver a mobile 'Street Eats' application				

TERM OF
COUNCIL

4.2.05 Partner with cultural institutions to increase visitations in the City and Park Lands

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.2.05.1	Collaborate with Cultural institutions by utilising Splash Adelaide and City activation projects to increase visitor numbers in the City and Park Lands				
4.2.05.2	Provide Events Management Services				

TERM OF
COUNCIL

plan /
review

design













delivery /
implementation

business
as usual









● completed

4.3 Bed nights spent in Adelaide by international and domestic visitors will have grown from 8.1 million to 9 million by 2020

4.3.01 Work with the South Australian Tourism Commission and the private sector to develop a visitor experience that maximises visitor spend in the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.3.01.1	Intelligent Personal Agent (mobile application)				
4.3.01.2	Deliver Visitor Information Services				
4.3.01.3	Deliver Tourism initiatives that maximise visitor spend				
COMMENTS					
Developing and implementing a Tourism and Visitor Services Action Plan while providing a range of Council visitor services is the focus of these deliverables.					

4.3.02 Attract people from around the world, especially from China and India, to spend more time and experience more hospitality activities in the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.3.02.1	Leverage our Sister Cities program and India action plan, as well as key markets and partnerships to attract more visitors				
4.3.02.2	Enhance and promote City experiences to Chinese visitors and support China relevant businesses				

 plan / review





 design

 delivery / implementation





 business as usual

 completed

4.3.03 Support the Adelaide Convention Bureau financially and in-kind to encourage longer stays and add value to the visitor experience, especially in areas that support Council's strategic agenda

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.3.03.1	Provide funding to the Adelaide Convention Bureau				
4.3.03.1	Continue to support the Adelaide Convention Bureau through a funding agreement				

4.3.04 Work with partners to promote a comprehensive calendar of events and activities

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.3.04.1	Deliver an Annual Event Calendar, including community promotions and online technology				
4.3.04.2	Focus on 'off-peak' season activations in the City, through community collaborations and Splash Adelaide activations				

4.3.05 By December 2020, Council will install a network of NBN-enabled interactive way-finding stations to build on the current roll out

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.3.05.1	Deliver a network of interactive way-finding	 			



4.3.06 Work with partners to improve the arrival experience of tourists at Adelaide International Airport and other entry points into the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.3.06.1	Enhance the arrival experience into and around the City including digital wayfinding signage	<div><div></div></div>			

TERM OF
COUNCIL

4.3.07 Advocate for the interstate rail station to be relocated back to the Adelaide Railway Station to capitalise on the iconic Indian Pacific, Ghan and Overland rail services

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.3.07.1	Advocate for an interstate rail terminal in the City	<div><div></div></div>			

TERM OF
COUNCIL



plan /
review



design



delivery /
implementation



business
as usual



completed

4.4 People who say the City has great places to enjoy events, activities, art and culture will have grown from 8.4 to 9 out of 10 by 2020

4.4.01 Surprise, delight and attract people by continuing to encourage and support dynamic and changing urban public spaces, heritage, art, laneways, streets, facilities and activities

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.4.01.1	Deliver Major City Infrastructure Projects				
4.4.01.2	Co-deliver with the State Government Laneway redevelopments throughout the City, with a focus on Gawler Place and the Market to Riverbank Link				
4.4.01.3	Host and facilitate events in City laneways, roads and Squares.				
4.4.01.4	Celebrate Adelaide's new built forms through sponsorship of the 'Adelaide Prize'				
4.4.01.5	Continue to maintain the Public Realm pre and post events				
4.4.01.6	New and enhanced lighting assets in the Public Realm that promote the City and create a welcoming atmosphere				
4.4.01.7	Pre and post event planning of full impact and benefits of activities/events				
4.4.01.8	Deliver New Years Eve Activities				
4.4.01.9	Christmas in the City experience				
4.4.01.10	Provide a platform of 'City Activations' for businesses and community to trial and test initiatives				
4.4.01.11	Deliver Splash Adelaide initiatives				
4.4.01.12	Mobile Food Vending Program				
4.4.01.13	Curate and deliver a program of events that activates Victoria Square				
4.4.01.14	China Town reinvigoration project				

COMMENTS

The focus of these deliverables is on the upgrade of significant infrastructure such as Gawler Place and the Market to Riverbank Link, while enlivening the City through activities such as Christmas in the City and the New Years Eve event.

plan /
review


design

delivery /
implementation


business
as usual

● completed



4.4.02 Consider policy de-regulation to allow more interesting temporary opportunities in private buildings

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.4.02.1	Advocate for de-regulation through implementation of the State's new planning system				

4.4.03 Increase public art and cultural expression in private development by using planning levers and requirements

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.4.03.1	Public Art in private developments supported through new policy implementation and planning				

4.4.04 Identify opportunities to use specialised lighting to showcase the City's unique attractions, character and heritage

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.4.04.1	Include opportunities for specialised lighting that showcases the City through the delivery of other Strategic Plan infrastructure initiatives and activities				
4.4.04.2	Technical advice, guidance and support provided support specialised lighting being implemented				

 plan /
review

 design





 delivery /
implementation

 business
as usual

 completed

4.5 The number of people that are visiting the City each day for shopping, leisure or entertainment will have grown from 111,000 to 117,000 by 2020

4.5.01 Pursue completion of the North Terrace Boulevard, focusing on the evolving health and biomedical precinct and the Riverbank precinct

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.5.01.1	Work with the State Government, Cultural and Educational Institutions and private developers to finalise a Master Plan of works that delivers a connected North Terrace and Riverbank Precinct				

TERM OF
COUNCIL

4.5.02 Upgrade and improve amenity to create a higher quality visitor and trader experience by implementing the Our Market District Plan









ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.5.02.1	Deliver the 'Our Market' plan				

TERM OF
COUNCIL

COMMENTS

The focus of this deliverable is on continuing to engage with key stakeholders in delivering the Our Market District Plan while fostering new activities consistent with the Plan's aspirations.

4.5.03 Work with the State Government, to achieve the best outcome for the City in the development of the Riverbank Precinct, including the Festival Plaza upgrade, the Adelaide Convention Centre redevelopment, the South Australian Health and Biomedical Precinct, and planning for the old Royal Adelaide Hospital site redevelopment

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.5.03.1	Design and transport related advice and direction for major State-driven city projects				
4.5.03.2	Support the community regarding major capital infrastructure projects and the implications for events and City activities				

RM OF
COUNCIL

COMMENTS

Working closely with State Government the focus in these deliverables is about providing expert advice to internal and external stakeholders regarding projects and the implications for events.

plan /
review

design

delivery /
implementation

business
as usual









● completed

4.5.04 Work with the Federal and State governments and Aboriginal Elders and representatives to establish a national centre for Aboriginal and Torres Strait Islander culture and heritage

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.5.04.1	Co-deliver for the City an Aboriginal and Torres Strait Islander Cultural and Heritage Centre				





TERM OF
COUNCIL

4.5.05 Promote and showcase multiculturalism and Aboriginal culture and support local organisations to express this heritage

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.5.05.1	NAIDOC Week celebrations that demonstrate Council's commitment to reconciliation				
4.5.05.2	Deliver the Reconciliation Action Plan				

TERM OF
COUNCIL

4.5.06 Complete the Rundle Mall Master Plan, including Gawler Place, to link major City attractions

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.5.06.1	Rundle Mall Master Plan - delivery projects and capital works including Gawler Place				

TERM OF
COUNCIL

plan /
review





































design

delivery /
implementation

business
as usual

● completed

4.5.07 Provide support to key festivals and organisations to assist in them in offering events and activities that attract visitors to the City

ID	Deliverable	16 /17	17 /18	18 /19	19 /20
4.5.07.1	Provide sponsorship and support to Festivals Adelaide				
4.5.07.2	Identify and then work with, major events that are 'one-offs' and new to the City				
4.5.07.3	Provide a case management service for event liquor licencing applications				
4.5.07.4	Continue to support community events and activities, including weddings and bookings, in the Park Lands				
4.5.07.5	Continue to support community events and activities that require road closures				
4.5.07.6	Create multi-year agreements for significant major events				
4.5.07.7	Coordinate the flag and banner program to align with key events and activities occurring in the city.				
4.5.07.8	Provide a range of sponsorship funding to community groups and organisations to assist in the staging of a diverse range of events and activities in the City				
4.5.07.9	Australia Day in the City				
COMMENTS					
These deliverables focus on support for others to deliver events and activities through sponsorship, liquor licensing and road closures,					

TERM OF COUNCIL

plan /
review

design

delivery /
implementationbusiness
as usual

completed

CITY OF ADELAIDE
2016-2020 STRATEGIC PLAN

FOUR (4) YEAR DELIVERY PLAN

Adelaide City Council
25 Pirie ST ADELAIDE
GPO Box 2252 SA 5001

P. +61 8203 7203
E. city@adelaidecitycouncil.com
W. www.adelaidecitycouncil.com