



2020 – 2024 Strategic Plan

Adelaide.
The most liveable
city in the world.

2021 – 22 update

Year two of four



CITY OF
ADELAIDE

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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2021 – 22 Update

2020 – 2024 Strategic Plan

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 corporate Enabling Priorities.

The outcomes reflect the aspirations of the community and Council, focuses partnership and advocacy activities and drives programs and projects through the delivery of 49 Key Actions. This document records progress on the Key Actions and Measures of Success for the second year of delivery of the City of Adelaide 2020 – 2024 Strategic Plan.

Of the 49 Key Actions, 46 are ongoing, two have commenced and one was completed in 2021 – 2022. The second year of delivery for the 2020 – 2024 Strategic Plan coincided with the second year of life with COVID-19. The financial year began with a snap seven-day lockdown in response to the transmission of the Delta variant. While restrictions eased throughout 2021 – 2022, the aftermath of the pandemic continues to be visible throughout the city. Supporting our community to recover and thrive has remained a priority of Council.

Summary progress of Key Actions

Ongoing	Completed	Commenced
46	1	2

We have invested more than \$20 million in support programs to reignite our city, directly assisting businesses across the CBD and North Adelaide and creating compelling reasons for people to return to our streets, offices, venues and the Park Lands. Reignite Adelaide has successfully built relationships with our business community, provided financial assistance via grants, subsidies and fee waivers, reduced red tape and created marketing and communications, incentives, rewards and vouchers to attract people back into the city to spend time, shop, dine and experience the culture and vibrancy of the city.

The 2021 Business Insights survey highlighted that bringing people back into the city is an important way for Council to support the business community. The Adelaide Economic Development Agency will continue to play a key role in attracting people back to our city and growing our economy. The Employer Pulse Check conducted in June 2022 as part of Council's market research on what will attract people back to the city identified that hybrid working options are here to stay, and that Council's role should be focused on attracting people to the city via city

rewards/vouchers, events, networking opportunities, alternative workplaces and improved transport arrangements. Council relies on these valuable insights to inform opportunities to refine and deliver meaningful services to the community.

Against this backdrop, Council committed to ensuring future opportunities continue to be explored through further operational efficiencies, maximising revenue opportunities and growth of revenue streams. There was an emphasis on Service Delivery Planning to provide a longer-term view of Council's services and ensure that the 'future-proofing' intention can be realised.

The Strategic Plan also includes 15 Measures of Success. These are indicators used to monitor whether we have achieved the intended outcome. These Measures of Success are tracked using data produced by both the City of Adelaide and external sources. Of the 15 Measures of Success, eight recorded favourable movement, five recorded unfavourable movement and two did not have data available at the time of reporting due to the timing of data availability.

Summary of Measures of Success (15)

Favourable movement	Unfavourable movement	No update available
8	5	2

Our terminology explained

Key Actions

In the second year of the Strategic Plan, Key Actions have been marked as 'ongoing', 'commenced' or 'completed'.

- If a Key Action is ongoing, it means work has continued during 2021 – 2022 to progress that action.
- If a Key Action has commenced, it means that work on the activity commenced in Year Two.
- Where a Key Action is marked as 'completed', it means that the Key Action has been achieved and there is no further activity required.

Measures of Success

Updates on the 15 Measures of Success are included in this document. The updates show City of Adelaide's progress against what we plan to achieve with the community.

Measures of Success are marked as 'favourable movement', 'unfavourable movement', or 'no update available'.

- 'Favourable movement' means that in addition to the baseline figure, new data is available, and the direction of change is preferred.
- 'Unfavourable movement' means that in addition to the baseline figure, new data is available, but the direction of change is not preferred.
- 'No update available' means there was no new data available at the time of writing.

Each Measure of Success is a simple statement of the preferred state of play. These Measures have been further defined so that they are quantifiable and measurable. The data used has been carefully selected from City of Adelaide 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 (ABS). 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. Almost all of CoA's population growth comes from international migration which was curtailed by COVID-19 travel restrictions and accounts for the marginal increase in the estimated resident population (0.8% or 197 persons) to 2020 – 21. Note that the population figures here may be different to those previously published due to the revision of population estimates by the ABS.
- 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 preferred direction of change. In contrast, also under the Dynamic City Culture outcome, the Measure of Success 'more city users agree that the city is dynamic and full of rich and diverse experiences' saw a favourable movement. This is because the proportion agreeing with the statement increased, which is the preferred direction of change.



How to read this document

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

Key Action - legend

-  commenced
-  ongoing
-  completed

Measures of Success - legend


-  favourable movement
-  unfavourable movement
-  no update available

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

1

The city's population is growing

2

 favourable movement

3

Measured by: Estimated number of city residents

4

Baseline: 25,549 (2018 – 19)

5

Update: 25,746 (2020 – 21)

6

Source: Australian Bureau of Statistics, estimated resident population, regional population by age and sex

7

Commentary on update:

Almost all of the City of Adelaide's population growth comes from international migration which was curtailed by COVID-19 travel restrictions and accounts for the marginal increase in the estimated resident population (0.8% or 197 persons) to 2020 – 21. Note that the population figures here may be different to those previously published due to the revision of population estimates by the ABS.

- 1. This is what success looks like
- 2. The direction of movement
- 3. This is what is measured or counted
- 4. This represents the first data point
- 5. This is the latest data available
- 6. This is where the data comes from
- 7. Additional information to provide context around the data

Frequently used terms in this document

ABS	Australian Bureau of Statistics
AEDA	Adelaide Economic Development Agency
CoA	City of Adelaide
CUP	City User Profile
City user	Any visitor to the city

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
- ongoing
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- no update available

How we will know we succeeded

The city's population is growing

● Favourable Movement

Measured by: Estimated number of city residents
Baseline: 25,549 (2018 – 19)
Update: 25,746 (2020 – 21)
Source: ABS, estimated resident population, regional population by age and sex presented by profile.id

Commentary:

Almost all of CoA's population growth comes from international migration which was curtailed by COVID-19 travel restrictions and accounts for the marginal increase in the estimated resident population (0.8% or 197 persons) to 2020 – 21. Note that the population figures here may be different to those previously published due to the revision of population estimates by the ABS.

A Residential Housing and Growth Action Plan was developed by the CoA and AEDA to identify projects, investigations and advocacy opportunities to increase residential growth while concurrently increasing the liveability of the city and North Adelaide. The Action Plan contains 25 actions that will bring us closer to being the most liveable city in the world with improved housing affordability and well planned, inclusive residential population growth key to our success. Focus group market research conducted in June 2022 seeking to return people to the city, identified that young professionals are the group of people most likely to live in the city, citing the perception of high rent as a potential barrier to this.

Our residents are more physically active

● Favourable Movement

Measured by: Times per week where residents undertake at least 30 minutes or more physical activity
Baseline: 4.13 (2019)
Update: 4.47 (2021)
Source: CoA Resident Survey

Commentary:

The frequency at which city residents exercised for at least half an hour a week rose slightly between 2019 and 2021. The disruptions caused by COVID-19 and the focus on 'health' may have caused some people to re-evaluate and reprioritise their

typical day to give more time to preventative health measures such as physical activity. COVID-19 also meant changes to workplaces, such as more people having the opportunity to work from home and dispensing with the time and costs of commuting, which may have provided more opportunity for leisure activities including physical activity.

People feel safe in the city

● Unfavourable Movement

Measured by: % of residents and city users agreeing that the city has public spaces that I feel safe to use
Baseline: Residents – 89% (2020)
City users 88% (2021)
Update: Residents – 86% (2021)
City users – 86% (2022)
Source: CoA Resident Survey
CoA CUP Survey

Commentary:

City residents' perception of safety in public spaces in the city fell slightly due to more residents indicating that they somewhat disagreed with the statement (7% in 2021 compared to 4% in 2020). Although the data for city users covers a different year, the perception of safety in public spaces by city users also fell slightly. This could be attributed to the fact that COVID-19 has led to noticeably fewer people being in the city since 2020. This impacts perceptions of safety as the presence of people in an area tends to enhance feelings of safety.

Insights gathered from June 2022 focus group discussions via Council's market research efforts to attract people back into the city has identified that safety remains a concern for workers and visitors of the city, particularly on Hindley Street, Rundle Mall and North Terrace. Improved lighting, greater police / security presence at night and increasing foot traffic are recommended by focus group participants to make the city feel safer and encourage visitation. These insights are being considered to inform future services. Council continues to implement city safety measures such as upgraded CCTV infrastructure, and advocacy and partnership relationships with key government agencies to continue to support improved outcomes.

Additional information on data sources

ABS, estimated resident population, regional population by age and sex presented by profile.id

The estimated resident population is the official measure of the population produced by the ABS and is based on the concept of usual residence. It refers to all people, regardless of nationality, citizenship or legal status, who usually live in Australia.

CoA Resident Survey

The CoA Resident Survey was first conducted in 2019. Its primary aim was to build an understanding of wellbeing and resilience as that was a focus for Council at that time. Since then, the CoA Resident Survey has evolved to provide insights on city residents' perceptions on a wide range of issues such as Park Lands usage, mainstreet revitalisation, community connectedness and safety in the city.

CoA CUP Survey

The CoA CUP Survey has been conducted annually since the early 2000s. The purpose of the CUP Survey is to develop a profile of the people who come into the city to build an understanding of why they visit and how often they do so. The survey also collects information on a range of issues that are of interest to Council at a given time. Topics include sport and recreation participation, engagement in arts and cultural activities in the city, method of transport to the city and perceptions of safety.

Market Research on Returning to the City

The Council is invested in better understanding community views on returning to the city following COVID-19. Six key engagement activities have been implemented across two phases since February 2022. Conducted by McGregor Tan, significant participation from large business leaders, city workers and city visitors will continue to be considered to inform short and long-term planning for the city.

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 two update

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

● Ongoing

As part of CoA's Wellbeing Month initiatives, the Adelaide Aquatic Centre (AAC) offered nutrition sessions including 1:1 coaching, seminars and healthy eating for swim school stall (fruit giveaway). The Swim School achieved an enrolment level of 2,900 prior to COVID-19 impacts to 2021 – 22 summer and sits at 2,600 heading into winter this year. AAC hosted a successful SALA event including artwork display and underwater photography courses. Reignite Adelaide offered free licences to personal trainers using the Park Lands in an effort to support small businesses, an active community and the use and activation of the Park Lands during challenging times.

Following the success of the city's first disc golf course, CoA provided a community impact grant to Disc Golf SA to further enhance the course through the installation of disc golf tees.

Council approved new community sports changerooms in Bunday's Paddock / Tidlangga (Park 9) to ensure fit-for-purpose facilities are provided for community sport, along with new public amenities to support use of the multiple recreation facilities in this park.

The existing Park Lands Lease and Licence Policy was reviewed to improve the way Council manages leased and licensed areas in the Park Lands and to optimise use of community facilities.

1.02 Build and be guided by the Wellbeing Dashboard

● Ongoing

The CoA Wellbeing Dashboard has been developed and is accessible to the community via the CoA website. The Dashboard is used to guide program delivery and planning. This includes guiding recommendations to Council for decision making regarding Community Impact Grants, selection of key priority groups to enable strategic partnerships and program delivery,

and applying data insights to assist CoA to determine opportunities to proactively engage with vulnerable groups.

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

● Ongoing

The CoA is extremely proud of its previous work leading to recognition by the Institute of Global Homelessness as Australia's first "Vanguard city" for its leadership and ambitious but achievable goals, to solve the problem of homelessness through 'A Place to Call Home' campaign. On 16 February 2022, CoA co-signed the Vanguard State Agreement supporting South Australia to become the second Vanguard state in the world. The organisation actively supported the implementation of a new service model, the Toward Home Alliance, for people who are homeless or at risk of becoming homeless in the city, eastern and southern suburbs and Adelaide Hills while continuing its focus on the city and North Adelaide through the Adelaide Zero Project, and existing partnerships such as the South Australian Alliance to End Homelessness, and the Homeless and Vulnerable People Project.

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

● Ongoing

CoA promoted 'Youth Week in the City' in May 2022 to engage with young people and foster relationships with youth-focused city-based agencies. Some highlights in the Youth Week calendar included a sustainability themed Poetry Slam event at the City Library, a Play Streets Street Closure Event for student accommodation residents in Synagogue Place, activation of the Chalk Sticks space in partnership with Youth Inc, and the launch of the Global Shapers Podcast Series 'Shaping Futures,' supported through CoA community Impact Grants.

CoA also worked in partnership with education and accommodation providers to offer small scale outdoor welcome / wellbeing focused activities for international students arriving in Adelaide in February / March, such as city walking tours and nutrition workshops. Construction of a new Skate Park continued in Gladys Elphick Park / Narnungga (Park 25) and will become a destination facility. The opening event is scheduled for mid-August 2022.

Through market research seeking to return people to the city following COVID-19 (conducted in June 2022), insights from a focus group of young professionals found that opportunities to network and be 'out and about' were considered desirable and that Council could play a role in establishing networking opportunities, collaborative workspaces and events targeting this group. Council will continue to consider these insights in short and long-term services planning. Through a SWOT analysis of city users, city workers and employees under the same market research project conducted in March 2022, a key opportunity was identified to create activations that target students to support critical social and professional connections and create vibrancy.

1.05 Support health and housing for vulnerable people and young people

● Ongoing

CoA supported the Puti on Kurna Yerta program, a culturally-led hub in the South Park Lands designed to help Aboriginal remote visitors return to Country. The initiative had positive outcomes and is helping to redefine government support for remote visitors and rough sleepers in the city. CoA continued as an active member of the State Government led Health, Safety and Wellbeing Taskforce.

As leaders in supporting vulnerable people in the community, Council adopted the Homelessness, Social Housing and Housing Affordability Policy on 10 May 2022 to clarify Council's role, provide a clear framework for decision making and set out an advocacy agenda in this important area of public policy. The policy seeks, among other things, diverse housing stock that meets a range of needs and lifestyles, including for the most vulnerable

community members including youth, and for retention of talented young and older people in the state.

1.06 Support volunteerism to build community capacity and connectedness

● Ongoing

CoA celebrated its volunteers with a Years of Service ceremony at the Adelaide Town Hall. Over 250 volunteers contributed nearly 8,000 hours of volunteer service across the organisation in 2021 – 22.

CoA volunteers provided their time to assist with programs including maintaining the jumps at BMX tracks, opening the eyes of city visitors to all the cultural and epicurean experiences on offer, running the Central Market Shopping Bus, and delivering digital literacy library programs and community centre fitness classes.

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

● Ongoing

CoA reached an agreement with TPG Telecom for the upgrade of the Adelaide Free Wi-Fi network. The agreement will see the replacement and upgrade of the service and further leverage the Ten Gigabit City Adelaide fibre network. The completion of the network is currently planned for 2022 – 23.

There are several services and projects underway to support improved physical mobility and access across our city. CoA is developing a Walking Strategy and Cycling Infrastructure Strategic Action Plan, to increase connectedness across the city.

In partnership with State Government, we delivered new cycling infrastructure within the Park Lands. CoA has delivered disability access and inclusion improvements through our infrastructure delivery program, including upgrades of existing access ramps and installation of new access ramps. We are continuing works on the Market to Riverbank corridor to prioritise pedestrian access between two premier precincts, with Bentham Street underway and Pitt Street currently in design.

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

● **Ongoing**

CoA is currently progressing a Cycling Infrastructure Action Plan and Walking Strategy. A CEO Working Group with a membership comprising Council Members, industry bodies, city user groups, community representatives and CoA staff has been established and met in June 2022 to progress this plan. Work has been progressed to develop a Walking Strategy and a Project Reference Group has been established and a discussion paper developed to be presented to Council for consideration in mid-late 2022. Council's ongoing City Plan project will draw information from these studies to assist in creating a spatial vision for the city.

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

● **Commenced**

Due to interdependencies with the State Government (noting the change of Government) to pursue these transport links and how they are embedded within the City Access Strategy, continued engagement is required. This will also be considered in the development of the City Plan.

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

● **Ongoing**

The Minor Works building is an example of a development where universal design was a key principle and includes features above and beyond Disability Discrimination Act standards. The Minor Works building is continuing to grow and thrive in its current location with 23 ongoing programs provided by the centre, many facilitated by local residents. In the first six months of 2022, 36 community groups and organisations have utilised the space, hosting 180 workshops, meetings and gatherings including residents of the Ergo Apartment Complex and South West City Community Association resident

group, Unity Housing, and Department of Health Services Children's Centre. This has resulted in a total of 6,682 people participating in events, programs and activities and 885 people visiting to view exhibitions and use public PCs amongst other activities.

Work is being initiated in CoA Libraries and Community Centres to align and consider universal and sustainable design principles more holistically in forward planning. This includes identifying community centres as possible refuge / respite during extreme weather and related need to ensure building energy and thermal efficiency to support this role. The North Adelaide Community Centre heritage building has improved accessibility to the hall stage by adding double width stairs and a railing.

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

● **Ongoing**

CoA continues to work with the State Government on trialling shared mobility e-scooters and, as part of the trial, has written to the Minister to explore access on road infrastructure (i.e. bike lanes) rather than footpaths. In addition, CoA has sought to modify the usage of e-scooters to enhance the experience and provide increased safety through trialled parking bays. The outcomes of the trial will help to shape shared mobility policy at a state and federal level. CoA continues to work with the State Government on the expanded cycle network with a number of projects nearing completion. These efforts are supported by the feedback provided through June 2022 market research focus group discussions in which accessibility and transport was cited as a current barrier in people returning to the city. Extensive community and stakeholder consultation was completed, and work commenced on a Climate Action Plan 2022 – 2025, which includes a focus on increasing the range and uptake of low carbon transport options.

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
- ongoing
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- 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: 17.3% (2018 – 19)
Update: 17.9% (2020 – 21)
Source: National Institute of Economic and Industry Research (NIEIR) presented by economy.id

Commentary:

Gross regional product (GRP) measures the wealth of a local economy. In 2020 – 21, the city's economy totalled \$21 billion and accounted for 17.9% of the South Australian economy. While the share of the city's economy has increased slightly since the baseline year, the value of the city economy in dollar terms has increased by 6.6% since 2018 – 19 compared to 2.8% for South Australia during the same period. Please note that current figures may differ from previously published figures due to revision of the data.

There is more pedestrian movement in key areas of the city

● Unfavourable Movement

Measured by: Monthly average of unique detections across the city
Baseline: 9.9 million (year to April 2020)
Update: 8.38 million (year to April 2022)
Source: CoA – Kepler Analytics

Commentary:

An average of 8.38 million unique devices were detected per month across all sensors in the CoA representing a decline of 15.4% on the April 2020 baseline figure. Since the baseline data covers pre-COVID period, a downward trend in subsequent years was expected. The seven-day lockdown in late July 2021 had a significant impact on pedestrian movement across the city and recovery of city visitation to pre-COVID levels is expected to take some time. Research commissioned by CoA confirms that the number of people spending every working day in their city office will not return to pre-COVID levels as expectations and practices around when and how to work have fundamentally changed. There has also been a shift with more city users now undertaking high frequency activities such as retail and dining in the suburbs, when once that activity was more commonly city based.

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

● Unfavourable Movement with Favourable Movement from other indicators

Measured by: Share of city businesses who agree that the city is a good place to do business
Baseline: 72% (2020)
Update: 64% (2021)
Source: CoA Business Insights Survey

Commentary:

The number of city businesses surveyed who agreed that the CoA is a good place to do business saw a notable decline between 2020 and 2021. This could be attributed to the uncertainty around the ongoing operating restrictions due to COVID-19. 21% of respondents neither agreed nor disagreed with the statement in 2021 compared to 15% in 2020.

It is important to highlight that in contrast to the measure, the number of GST registered businesses located in the city rose from 11,879 to 12,344 between March 2021 and March 2022. Demand for commercial office space is robust evidenced by the decrease in vacancy rates from 15.7% to 14.5% and a positive net absorption of approximately 14,000sqm between July 2021 and January 2022. JLL identifies an underlying demand for commercial space to lie between 88,600sqm and 124,000sqm through to 2028. A significant proportion of this will be from technology firms, with enquiries from this sector rising by 236% year on year between 2020 and 2021. Relocation enquiries to AEDA have risen over the past six months with many of these projecting significant employment growth.

Additional information on data sources

City of Adelaide Economic Profile presented by economy.id

Estimates of local economic value are based on information compiled by the National Institute of Economic and Industry Research using a range of data sources such as the ABS labour force survey, the Australian Tax Office and Centrelink. GRP is the equivalent of gross domestic product (GDP) at the local level.

City of Adelaide Kepler Data

Pedestrian movement is indicated by a count of mobile devices detected by sensors in various locations in the city. The volume of devices detected is a proxy for the level of pedestrian activity in the city.

CoA Business Insights Survey

The CoA Business Insights Survey was first conducted in 2020. Its purpose was to build a better understanding of local business perception on a range of topics and to complement existing business data published by the ABS. Information collected include business demographics such as industry, location in the city and size as well as business perceptions on topics such as the impacts of COVID-19, business confidence and the types of support that businesses would like to see from Council.

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 business 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 two update**

2.01 Develop 88 O'Connell Street

● **Ongoing**

Development Approval was granted by the State Commission Assessment Panel. Construction commenced in late April 2022 with site works now underway after 30 years of the site sitting vacant. Tandem Building Group will deliver the build. Initial works include site fencing, the removal of existing buildings and infrastructure, and the establishment of temporary facilities for workers. Major piling works from ground level and deep excavation works creating the basement levels have also commenced. This is a strategic investment by CoA being delivered in collaboration with Commercial and General.

2.02 Redevelop Adelaide Central Market Arcade and Market District

● **Ongoing**

ICD Property appointed Multiplex as project builder and has commenced early works in advance of the demolition of the main Central Market Arcade building. Wayfinding and construction management measures have been implemented to minimise disruption to surrounding businesses and operations. Design development has been undertaken by ICD Property in collaboration with CoA and the Adelaide Central Market Authority.

2.03 Establish a Smart Visitor Experience Centre

● **Ongoing**

Potential sites have been investigated for the Experience Adelaide smart visitor centre and will be presented to Council Members at a workshop. AEDA released a "Request for Proposals" for the "Smart / Digital Visitor Experience Centre" seeking proposals from suppliers that have delivered a similar experience centre or large technology driven, immersive, interactive exhibition before. The main objectives:

- Design the Experience Adelaide centre with emerging technologies in mind
- Create a truly immersive 'wow' experience for visitors
- Make visitors the centre of the experience both within the centre, but also through their personal mobile devices
- Present business enabling opportunities
- Present revenue creating opportunities
- Deliver all aspects of the visitor experience centre successfully

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

● **Ongoing**

Adelaide CreaTech City Challenge was delivered to identify projects mixing technology and creative skills that enliven the public realm. The Lord Mayor participated in a panel discussion as part of National Innovation Challenge for fashion, clothing and textile industries. Continued support is provided to Renew Adelaide to support new entrepreneurs. A Digital Games industry package has been developed to assist emerging digital games firms to start and access new markets.

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

● Ongoing

Further customer experience initiatives were delivered to continue simplifying the process for customers, including the launch of an online permit wizard.

Implementation of the new permit fee model by focusing on customer education and engagement has resulted in positive feedback and successful behaviour change. Customers are using the principles of the fee model to reduce their footprint / impact on public space required. This benefits the community and reduces permit fees. Council's permit transformation project was awarded the 'Leadership in Customer Experience Award' at the sector-wide local government Professionals SA Excellence Awards in May 2022.

2.06 Support and develop diverse creative and social industry sectors

● Ongoing

Work has continued to locate another site for the Adelaide South-West Community Centre within the south-west corner of the city that can further meet the needs of the South-West community as per the Council decision.

2.07 Develop spatial plans to support future growth in the city

● Ongoing

CoA, as part of its capital city role, reached an agreement with the State Government to commence a City Plan to articulate a future spatial vision for the city and North Adelaide that reflects the strategic vision for Adelaide to be the most liveable city in the world. The City Plan aims to help shape the kind of future that our communities want. It will help current and future residents, businesses and investors to feel confident about investing in, and committing to, future projects across the city that will generate sustainable and resilient growth.

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

● Ongoing

The Vacant Tenancy Revitalisation project delivered five artworks installed on two properties in North Adelaide and in Rundle Mall. A further 13 artworks are being developed and will be delivered in the next financial year.

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

● Ongoing

The Place Coordination approach for the Mainstreets Revitalisation Program has been delivered. It included marketing, branding and activation initiatives, and significant community and precinct engagement and consultation. This in turn informed master plans for Hutt Street, O'Connell Street, Melbourne Street and Hindley Street.

The Mainstreets and Laneways Revitalisation and Improvement Grants 2021 – 2022 delivered \$450,000 to 56 small businesses to attract patrons and revitalise frontages and local precincts. The initial round was fully funded by the State Government with the remaining \$250,000 provided by Council through Reignite 2.0. In 2021 – 22, 25 applicants have delivered their projects.

2.10 Implement a City Wide Business Model

● Completed

This key action was completed in 2020 – 21. 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 AEDA was published in the Government Gazette on 14 January 2021 and AEDA formally commenced operations on 18 January 2021. The objectives and purpose of AEDA are to:

- accelerate economic growth in the City of Adelaide by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth.
- promote the city of Adelaide as a destination and 'magnet city' and increase its visitation and use by residents, workers, visitors and the community in general.
- 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 which has the responsibility to manage the business and other affairs. 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
- ongoing
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- no update available

How we will know we succeeded

More domestic and international visitors

● Unfavourable Movement

Measured by: Number of domestic and international visitors

Baseline: 2.7 million (year to December 2019)

Update: 1.2 million (year to December 2021)

Source: Tourism Research Australia, unpublished data

Commentary:

Domestic and international visitation continues to be significantly impacted by COVID-19 as visitation levels to the city remained subdued during 2021. Annual visitation figures to the city in 2021 were less than half of what they were prior to the pandemic in 2019. Domestic visitation accounted for the bulk of visitation to the city in 2021, with 1.2 million domestic visitors to the city and 274 international visitors. Much of domestic visitation to South Australia comes from people interstate holidaying here or visiting friends and relatives. Those are the visitor segments expected to lead the recovery of tourism. Given pent-up demand, increasing confidence in travel, and increasing aviation capacity, domestic overnight trips are forecast to exceed 2019 levels in 2023 and international arrivals are forecast to return to 2019 levels by the end of 2024.

Increased cultural infrastructure

● Favourable Movement

Measured by: Number of spaces for people to create or experience art and culture

Baseline: 1,338 (2019 – 20)

Update: 1,408 (2021 – 22)

Source: CoA data

Commentary:

Cultural infrastructure enables CoA to create beautiful and surprising places within the city that celebrate Adelaide's diverse community, culture and creativity, and that showcase and represent Aboriginal and Torres Strait Islander peoples and cultures in city life. It includes 'physical' infrastructure such as theatres, museums, galleries, installations and event spaces and 'intangible' infrastructure such as grants and digital spaces. There has been an increase of cultural infrastructure attributed the increased in investment by Council and the State Government in grants that support cultural endeavours.

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

● Favourable Movement

Measured by: Share of city users who perceive the city as a welcoming and dynamic place full of rich and diverse experiences

Baseline: 80% (2019)

Update: 82% (2022)

Source: CoA CUP Survey

Commentary:

The proportion of city users who agree that the city is dynamic and full of rich and diverse experiences has been consistently high since 2019 and marginally increased in 2022 compared to the baseline year. Maintaining this high proportion, despite disruptions to activity due to COVID-19, may be a reflection on the many incentives, events and activations delivered to enliven the city throughout the past two years. Of those who participated in the June 2022 employer pulse check market research, there has been reports of a noticeable increase in vibrancy from March, April and May of 2022, aligning with the lifting of COVID-19 restrictions. The research cites 44% of respondents strongly agree that returning staff to work in the city is the responsibility of the employers and is a critical contributor towards the vibrancy of the city. An additional 44% indicated that they somewhat agreed.

Additional information on data sources

Tourism Research Australia

Data on the number of domestic and international visitors are collected via the National Visitor Survey (NVS) and the International Visitor Survey (IVS) respectively. The NVS has been conducted since the late 90s and provides an official measure of travel by Australian residents with over 100,000 interviews conducted each year. Domestic visitors are those who have had an overnight trip to the city of Adelaide in the given time period. The IVS usually samples 40,000 departing, short-term international visitors across eight major international airports in Australia. Due to COVID-19, the IVS has not been conducted since April 2020. International visitor estimates were benchmarked using Overseas Arrivals and Departures information collected through passenger cards.

CoA Cultural Infrastructure Data

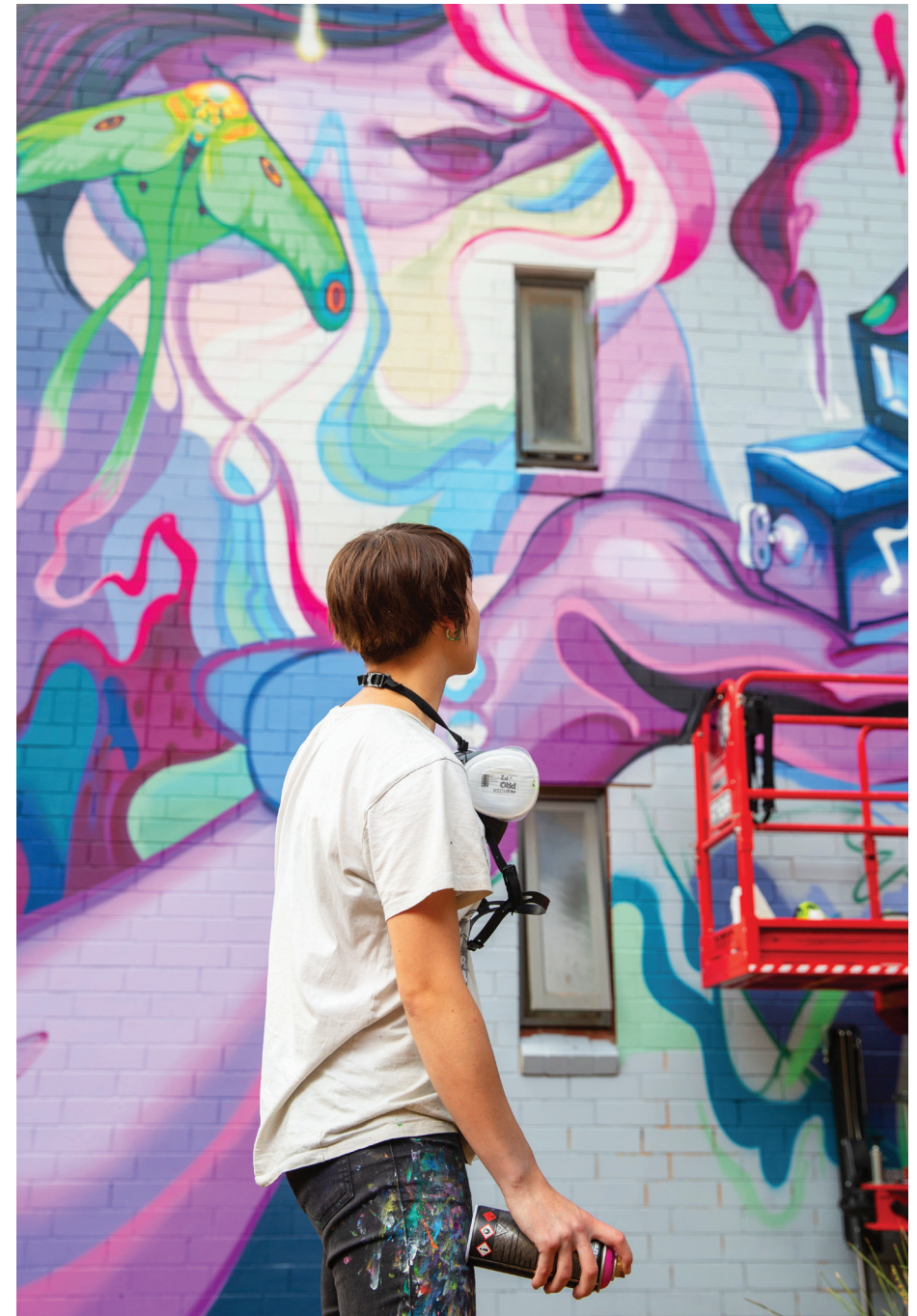
A definition of cultural infrastructure was developed to enable CoA to quantify such infrastructure across the city and North Adelaide. Drawing on international and national best practice and reflecting the five key drivers outlined in the CoA Cultural Strategy 2017 – 2023, cultural infrastructure allows for the creation of spaces, places and resources that support or accommodate the production and/or consumption of cultural activities in the city. It refers to both physical and digital spaces as well as purposeful investment by CoA where culture is created, experienced, participated in, shared or sold.

CoA CUP Survey

The CoA CUP Survey has been conducted regularly since the early 2000s. The purpose is to develop a profile of the people who come into the city to build an understanding of why they visit and how often they do so. The survey also collects information on a range of issues that are of interest to Council at a given time. Topics include sport and recreation participation, engagement in arts and cultural activities in the city, method of transport to the city and perceptions of safety.

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 and civic culture infrastructure
- Protection, preservation, and promotion



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

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

● **Ongoing**

The 30-year anniversary of the Mabo case, a significant day for the recognition of the native title rights of Aboriginal and Torres Strait Islander peoples, was recognised by a civic ceremony on 3 June 2022.

The Stretch Reconciliation Action Plan 2021 – 2024 was launched and took effect on 7 July 2021 at the Lord Mayor's NAIDOC Luncheon.

The Reconciliation Committee continues to provide important oversight of the implementation of Council's tenth Reconciliation Action Plan and third Stretch Plan. Key achievements included: embedding of Acknowledgement of Country in CoA business documents and meetings, Aboriginal internship in the Office of the Lord Mayor, and Aboriginal artworks installed at the Adelaide Central Market and Adelaide Aquatic Centre.

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

● **Ongoing**

CoA has been collaborating with the State Government and local councils from the Mount Lofty Ranges to progress the World Heritage bid. An Adelaide and Rural Settlement Landscapes World Heritage Report has been prepared to advance a World Heritage nomination that encompasses the Adelaide Park Lands and City Layout, and the rural settlement landscapes of the Mount Lofty Ranges. CoA also partnered with the State Government to progress the State Heritage Area Place listing of the Adelaide Park Lands and City Layout.

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

● **Ongoing**

The Heritage Incentives Scheme provided over \$1.1 million in grants to owners of heritage places to support conservation and restoration works enabling ongoing use.

Council's Heritage Architects provide free advice to building owners and managers on appropriate adaptation, development and conservation actions for heritage places.

Monthly social media posts continue to highlight examples of upgrades and adapted re-use of heritage assets.

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

● **Ongoing**

The East End Cultural Bollard Project was delivered, with the outcome of minimising event organiser costs for road closures and facilitating the most successful and safe East End Unleashed initiative to date.

3.05 Upgrade major recreational facilities

● **Ongoing**

The State Government has committed \$82.4 million to build a new Adelaide Aquatic Centre for the community to be completed by March 2026. Consultation regarding the community's preferred location for the new facility has concluded and all feedback is being reviewed by a Community Reference Group established by the Department for Infrastructure and Transport.

Council has invested in the upgrade of North Adelaide Golf Course including the installation of smart irrigation on 18 holes of the North Course, upgrade of Par 3 Café, additional toilet facilities across the courses and various course

upgrades to improve player experience. A feasibility study and business case for the addition of a Mini Golf service offering within the Par 3 Golf Course is progressing with Kaurana consultation a key next step to progress the project.

3.06 Develop asset management plans to provide for future generations

● Ongoing

The Strategic Asset Management Plan has been finalised. CoA is progressively delivering updated asset management plans to inform the Long-Term Financial Plan, service delivery, and asset performance. Community engagement will be completed by July 2022. Our longer-term planning of future infrastructure needs will inform the City Plan currently in development to move Council closer to its vision of being the most liveable city in the world.

3.07 Deliver diverse parks and playspaces

● Ongoing

Significant investment was made in Gladys Elphick Park / Narnungga (Park 25) / Karen Rolton Oval to respond to significant population growth and investment in the north-west of the city. The project included redevelopment of the community sport facilities and ovals by the South Australian Cricket Association, a new community sports pavilion, car parking, landscaping, irrigation, and access improvements. Council's vision for an inviting, new and family friendly skate park is nearing completion and will cater for a range of disciplines and skill levels, becoming a stand-out destination within South Australia's skate park network. The design celebrates trees, topography, separate skate zones and skill levels, plaza space, pathways, and pocket parks.

Through the CoA market research into attracting people back into the city, the March 2022 SWOT analysis of responses from city workers, employers and visitors confirms that Council's green and open space, (which includes parks and playgrounds) are both a strength and an opportunity for the city. Council will continue to consider the results of this market research in planning and delivering its services in the future.

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

● Ongoing

Golden Rhombhendron (Obtuse) has been installed as part of Illuminate Adelaide 2021.

CoA worked in partnership with Helpmann Academy to deliver Endless Hoist, Adelaide Festival for Groundswell, and the Art Gallery of South Australia to present City Gallery as part of the Adelaide Biennale of Australian Art.

Extensive planning and scoping has been undertaken for Illuminate Adelaide 2022 and 2023 and an expansive public art partnership project with Guildhouse is underway.

Women in the Chamber portraits are progressing, including Dame Roma Mitchell, and the second artist presentation for Produce Lane delivered.

3.09 Connect city users to place through curated city experiences

● Ongoing

A comprehensive city-wide activation program was delivered including East End Unleashed in summer 2022, Light Up O'Connell program supporting business during the Illuminate Adelaide Van Gogh Alive Exhibition, Twilight Fringe on O'Connell, Flower Day, and the 2021 and 2022 Winter Weekends programming.

ADL Unleashed was delivered from February to June 2022 and included 24 street parties with local businesses, 28 pop up live music events and 30 pop up dance floor activities, three major attractions (HEXADECA, Hutt St Long Weekend and Searching for the Wizard of Oz), three live laneway activations in Chisel Lane - Sunny Inside, Gresham St Latin Party and Face Off projections in Gresham and Rundle Mall.

More than 210 medium and major events were facilitated in the Park Lands and on roads.

A freeze on fees for use of the Park Lands for events and road closures was enacted from August 2021 to 30 June 2022. Council endorsed an extension of this successful initiative in June 2022.

3.10 Support community diversity, cultural expression, experiences and participation

● Ongoing

As part of an engagement project with the Adelaide Afghan community, CoA held a morning tea in the Adelaide Town Hall for over 100 guests to celebrate their cultural contribution and connection to the city.

The Event Infrastructure Incentives Scheme supported 17 events to deliver experiences that included diverse communities such as the Fringe RAP launch, Persian Cultural Societies Nature Day, Feast Festival and SANAA Festival.

The CoA market research conducted in March 2022 looking to attract people back to the city has identified both events and 'being known for something' as key strengths of our city. Having distinctive activities and experiences which are unique to our city is seen by city workers, employers and visitors as being a draw card. This information will continue to inform planning activities to support diversity and cultural experiences.

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

● Ongoing

Friday Night Live Incentives Scheme supported 42 venues to bring back regular live music programming across the city, with the bulk of the funding delivered directly to musicians.

Christmas Festival 2021 showcased a brand new 'Have a Cracker of a Christmas' creative suite, and a platform for artists, businesses and event organisers to create a festive destination in November and December. Highlights included two Bauble Canopy artwork lanes in Peel Street and Vaughan Place, a bespoke Christmas cracker augmented reality trail across

14 sites, LEGO sleigh in North Adelaide Village, 12 potted petunia trees, 'Standing on Ceremony' exhibition in Adelaide Town Hall, two Monsi Mouse baby discos and two maker markets. The Christmas Incentive Scheme delivered 29 live music performances and 11 community events. The Christmas Festival responded to the challenges presented by the pandemic and positioned Adelaide as the premiere location in SA to celebrate the festive season.

New Year's Eve 2021 was reimaged and delivered 'Light Up' in Rymill Park / Murlawirrapurka (Park 14), with 4,500 in attendance hosted by Gluttony. Highlights included 9:30pm and midnight lighting and fireworks displays, two live music and entertainment stages, roving entertainment, kids' activity areas and a diverse range of food trucks. 'Midnight Moments' activated four locations with road closures, extended outdoor dining, roving entertainment and live music, encouraging visitation, dining and accommodation bookings across the city. A lighting and firework display in Bullrush / Warnpangga (Park 10), North Adelaide was also delivered.

In addition to the joint City and State funding of the UNESCO City of Music Office (the Office), CoA provided additional administrative support for the Office tasked with delivering on the UNESCO designation. Council is currently working through closer alignment with the Office to ensure the city's global reputation as a magnet city is expanded. The Adelaide Town Hall plays a key role in the city's civic infrastructure enhancing the City of Music designation, which includes hosting most of the Adelaide Symphony Orchestra's large performances, support for regular music events and activities through an annual event calendar. This will continue to be expanded.

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
- ongoing
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- no update available

How we will know we succeeded

Community greenhouse gas emissions are lower

● No update available

Measured by: Tonnes of carbon dioxide equivalent (CO₂e)

Baseline: 1.03 million tonnes of CO₂e (2018 – 19)

Update: No update for Year Two.

Source: CoA Community Carbon Inventory

Commentary:

Updated data for the community greenhouse gas emissions was provided for Year One. As the community inventory is updated every second year, an updated figure for Year Two is not available.

Less waste to landfill

● No update available

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

Baseline: 53.6% (2019)

Update: No updated data available.

Source: CoA Waste Audit 2019

Commentary:

The last city-wide waste audit was conducted in 2019, which established the baseline figure for the share of residential kerbside waste collections diverted from landfill. Another city-wide waste audit is being planned and the results will be available in later 2022. Although no updated data was available, results from the City Resident Survey 2021 indicated that use of the appropriate bin for recyclables is by far the most common behaviour for city residents regarding environmental action at home. 80% of residents report that they put recyclables for disposal in the appropriate bin, thereby contributing less waste to landfill.

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

● Unfavourable Movement

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

Baseline: 69% (2020)

Update: 64% (2021)

Source: CoA Resident Survey

Commentary:

In 2021, Resident Survey respondents were less likely than in 2020 (the baseline year) to agree that Council is taking effective steps to protect the natural environment. This is a significant change, noting that two years of data is not enough to establish a trend. Influences in the period may be the extreme and devastating weather events across Australia and overseas that highlight the urgency of addressing climate change as well as an increasing awareness of the environment as an important issue nationally. At its meeting in July 2022, Council resolved unanimously to commence the establishment of a Park Lands Foundation as a way of encouraging interested people to participate and contribute towards the protection, preservation, conservation and growth of the Park Lands.

Additional information on data sources

CoA Community Carbon Inventory

CoA has been tracking community greenhouse gas emissions through inventories since 2007. These have been prepared in accordance with the Global Protocol for Community Scale Greenhouse Gas Emissions Inventories. The protocol measures the emissions within CoA boundaries using 'scopes', which allow for international comparisons.

CoA Waste Audit

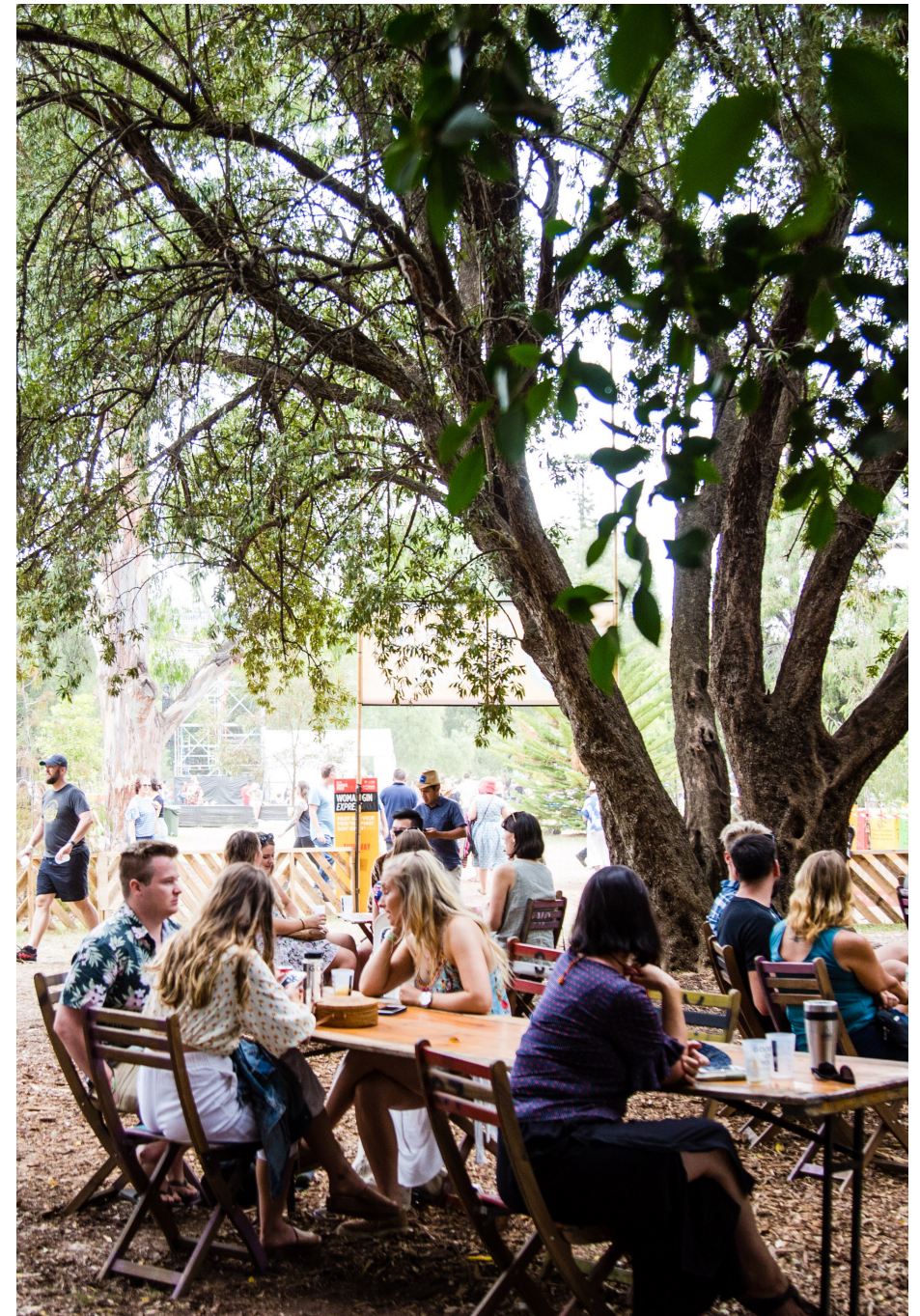
In 2019, a series of comprehensive waste audits were conducted throughout the city including into CoA's own operations. The purpose of the audits was to establish baseline data to assess the efficacy and efficiency of CoA's waste approach and programs, understand user material generation and user behaviour, and identify opportunities to reduce waste.

CoA Resident Survey

The CoA Resident Survey was first conducted in 2019. Its primary aim was to build an understanding of wellbeing and resilience that was a focus for Council at that time. Since then, the CoA Resident Survey has evolved to provide insights on city residents' perceptions on a wide range of topics such as Park Lands suage, mainstreet revitalisation, community connectedness and safety in the city.

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 two update**

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

● **Ongoing**

As part of the Environmental Leadership commitment, Council has been and will continue to increase street tree canopies and trialling new ways to cool and green city streets. A total of 107 new street trees were planted this financial year. CoA will showcase a range of options for greener and cooler city streets, delivering the major 'Greening Sturt Street West' project, which focuses on new street tree plantings, new garden beds, water sensitive urban design and improved pedestrian safety.

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

● **Ongoing**

Council and Green Industries SA agreed to pilot new resource recovery infrastructure to recycle food waste and compostable materials in Rundle Mall. A 24-hour baseline waste audit was completed to assess current volumes and types of waste to enable the resource recovery infrastructure to be planned. It will also enable the success of the pilot to be assessed following introduction of the new infrastructure. Advice from a behavioural-change specialist has been sought and an infrastructure design process commenced to inform the system and bins to be trialled in the new financial year. The launch is planned for August 2022.

Roll-out of a new eight stream resource recovery program was implemented in January 2022 for CoA's internal operations, businesses and facilities as part of Council's commitment to minimising waste to landfill. The program provided new separated waste bins and a re-designed 'back-end system' of waste management including a new contract for waste and recycling collections, engagement with cleaning contractors, and reorganisation of waste rooms.

Funded in-part by a \$21,000 grant received from Green Industries SA, a new Kitchen Caddy Kit has been developed and was delivered to residents to improve diversion of green organics from landfill through kerbside collection. Investigations commenced to support and deliver best practice resource recovery in new residential multi-unit building developments. Work will continue in 2022. CoA has established a business waste support service across the city with multi-disciplinary, customer-centric bespoke advice on waste management, resource recovery and bin storage.

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

● **Ongoing**

A program of tailored support for multi-unit dwellings was launched in September 2021 and in the four months to January 2022, reached 373 dwellings in 11 multi-unit dwelling buildings. The program delivers onsite, site-specific advice for building managers to ensure that the back-of-house systems prioritise resource recovery and provide education sessions for residents that focus on how to divert green organics and use the yellow recycling bin. A significant increase in waste and recycling education and engagement was delivered to the community including a "Trash Talkin' Trivia Night", a series of Living Smart education sessions and "Compost Convos". In addition, an education and awareness raising program via the CoA's social media channels was developed, with a suite of new education collateral.

A Water Smart City community engagement campaign was delivered in partnership with Resilient East in October 2021 including signage and QR codes placed at key Water Sensitive Urban Design (WSUD) features in the city, videos and social media.

The CoA partnered with the Institute of Public Works Engineering Australasia in May 2022 to host a seminar and workshops on climate resilient infrastructure to enable practitioners and the community to better

understand the latest climate change science, impacts on infrastructure and application of tools and knowledge to assist with infrastructure planning and adapting to climate change.

The CitySwitch 2021 South Australian Award winner was Commonwealth Bank whose office tenancy reduced its energy use by 9 per cent and contributed to company's national efforts in reducing carbon emissions.

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

● Ongoing

The Sustainability Incentive Scheme (SIS) which supports the installation of solar has resulted in the abatement of 4,335 tonnes of carbon dioxide equivalent (CO₂-e) per year won national recognition in November 2021, in the Community Engagement Achievement category of the Cities Power Partnership Climate Awards. The award reinforces the success of the program as an effective means of supporting wide-scale emissions reductions through community action. Since 2015, the Sustainability Incentive Scheme has leveraged \$8.26 for every \$1 spent by Council and has catalysed over \$8.8 million of community investment in a low carbon future.

A small business Energy Assessment pilot program was delivered in 2021 – 22 with 40% of the 50 businesses that received a free energy assessment, proceeding with implementation and receiving up to \$5,000 to implement energy saving initiatives. A total of \$109,750 was granted to businesses supporting an estimated reduction in energy costs of \$26,600 per year. This equates to a 62 megawatt hours (MWh) consumption reduction and an emissions reduction of 26 tonnes CO₂-e. In 2022, a series of community workshops were offered sharing actions for residents in sustainability, including how to calculate your carbon footprint, how to reduce emissions in your personal life, and a 'Speed Date a Sustainability expert' event for residents providing free home improvement advice.

The third biennial Carbon Neutral Adelaide awards were held in November 2021 celebrating business leadership in climate action. Winners were:

- Christie Walk for community leadership
- Uniting Communities for business leadership
- GPA and iO energy for innovation towards a low carbon economy
- Suntrix and Allume for achievement in energy or the built environment
- Mister Rye for achievement in circular economy
- Zero Automotive for achievement in low carbon transport.

The Council supported and participated in a number of community-facing educational events, including the Adelaide Sustainable Building Network, Climate Crisis and the Arts component of the Writers Festival, Transitioning to a Low Carbon Economy business panel discussion, Clean Up Your Act seminar on sustainability for the music industry, and Innovation and the Sustainable Development Goals business forum.

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

● Commenced

A wetland was constructed at the southern end of Victoria Park / Pakapakanthi (Park 16) to aide in the management of flooding in Park Lands Creek and downstream residential areas. The wetland will deliver a range of benefits including improving water quality, enhancing the biodiversity of the area and creating amenity for park users, such as spaces to picnic, rest and to watch sport. The project was delivered by the Brown Hill Keswick Creek Stormwater Management Board.

The Birds in the City Festival was held in October 2021 to provide opportunities for the community to engage with nature and learn about the diverse range of birds who live in the city. The CoA partnered with the SA Museum, Art Gallery of SA, Birds SA and artist Paul Sloan (Rundle Mall Pigeon) to deliver a series of successful workshops and activities.

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

● Ongoing

CoA achieved carbon neutrality for its operational emissions for the 2021 financial year through the Climate Active certification process, for the second year running. The absolute emissions of Council fell by 52% between FY2020 – 21 due to the renewable energy power purchase agreement commencing in July 2020.

Council has undertaken detailed analysis of the community's emissions and trajectories to both 2030 and 2050 which will inform development of a new Climate Action Plan 2022 – 2025 for release next financial year. Council also undertook broad community engagement from February to April 2022 to gather input and feedback on what actions the community wanted to prioritise in this new plan.

In November 2021, CoA signed up to the global Cities Race to Zero campaign to signal its ongoing commitment to achieving the 1.5°C objective of the Paris Agreement on climate change.

4.07 Support all CBD businesses to be green accredited

● Ongoing

The Sustainability Incentive Scheme (SIS) assisted one organisation to become carbon neutral certified and provided rebates for environmental ratings to a further two organisations. SIS provides financial incentives for the installation and implementation of sustainable technologies, practices and initiatives that contribute to the city becoming a carbon neutral city. At 14 June 2022, the approved applications for 2021 – 22 included 46 rebates amounting to \$127,133 supporting a further \$678,042 in community investment. The rebates assisted ratepayers to install 31 solar PV systems, four electric vehicle chargers, one hot water system and four energy storage units, complete energy efficiency improvements in one apartment building, carbon neutral certification for one organisation's building and an event, and NABERS rating for two buildings.

A review of the Scheme was undertaken in 2022, with clarification that the rebate is for Australian Government Climate Active Certification, and to combine and increase the value of the greenhouse gas inventory and emissions reduction strategy preparation rebate from \$2,500 to \$4,000 to reflect increased costs to services. The review also identified an opportunity to introduce a new business sustainability training support rebate for small and medium businesses and non-profit community and sporting organisations to attend training in sustainability and/or emissions reduction. Council will decide on the new business rebates in late 2022 and if approved, they will be available from January 2023.

4.08 Protect and conserve the heritage listed Adelaide Park Lands

● Ongoing

CoA secured Federal Government funding under the Australian Heritage Grants Program to prepare a National Heritage Management Plan for the Adelaide Park Lands and City Layout which is listed as a National Heritage Place. The Heritage Management Plan will guide the future management and conservation of the Adelaide Park Lands and City Layout by providing policies to cover ongoing management, identifying and articulating the values of the site and guiding future decision-making for conservation, interpretation and visitation as well as ensuring the heritage values and the physical components to which they are linked are appropriately cared for.

A comprehensive review of Community Land Management Plans for Park Lands commenced and objectives and new general provisions to apply across the Park Lands were endorsed by Council. Consultation on the reviewed Park Lands Community Land Management Plan is planned as the next stage of the review. Kadaltilla / Park Lands Authority commenced the five-year comprehensive review of the Adelaide Park Lands Management Strategy 2015 – 2025.



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 – Previously marked complete
- 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
- ongoing
- completed

Measures of Success - legend

- favourable movement
- unfavourable movement
- no update available

How we will know we succeeded

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

● Favourable Movement

Target	Legislated <ul style="list-style-type: none">Asset Sustainability Ratio (ASR) is 90% to 110% (Council resolved to achieve 60% in the 2021 – 2022 Business Plan & Budget) Councils adopted Treasury Policy sets: <ul style="list-style-type: none">Asset test ratio (ATR): maximum 50%Leverage Test Ratio (LTR): 1.5 years
Update:	ASR - 42%* (not met) ATR - 3%* (met) LTR – 0.7 years* (met) *Based on preliminary end of year figures and may be subject to change
Source:	CoA 2021 – 22 Q3 Finance Report (Subject to change based on preliminary end of year figures)

Commentary:

The ASR 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 target is legislated to be between 90% to 110% as determined by Local Government Association of South Australia however, Council resolved in the 2021 – 2022 Business Plan & Budget that the ratio is set at 60%. 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%. The ATR and LTR are part of Council's adopted Treasury Policy and represents the borrowings as a share of total saleable property assets, and the total borrowings relative to General Rates Revenue (less Landscape Levy) respectively.

Council services meets the needs of the community

● Favourable Movement

Measured by:	Share of city residents, businesses and users that are satisfied that Council services meets their needs
Baseline:	In 2021 the: <ul style="list-style-type: none">% of businesses satisfied with Council services – 43%% of residents satisfied with Council services – 65%% of city users satisfied with Council services – 66%
Update:	In 2022 the: <ul style="list-style-type: none">Business satisfaction with Council services – no updated dataResident satisfaction with Council services – no updated data% of city users satisfied with Council services – 73%
Source:	CoA Business Survey CoA Resident Survey CoA CUP Survey

Commentary:

Residents, city users and city businesses were asked to rate their overall satisfaction with the services that Council delivers to ensure that Council services are meeting the needs of the community. Baseline figures for overall satisfaction were developed in 2021 however updated data is only available for city users at the time of writing. Compared to previous years, a higher share of city users indicated that they were satisfied with the services delivered by Council. Updated data from city businesses and city users will provide a more complete picture of the overall level of satisfaction from the community.

Council delivers on its operational efficiency targets

● Favourable Movement

Update:	Achieved
Source:	CoA 2021 – 22 Q3 Finance Report

Commentary:

The budget repair item of \$4.7 million was set by Council via the approved budget. The achievement of an additional \$1.5 million in Quarter 3 has resulted in the full budget repair being realised.

Additional information on data sources

CoA Quarterly Finance Report

The data is sourced from the third major budget reconsideration by Council for 2021–22, which is the latest information available at the time of writing. The purpose of the review is to adjust the budget for any changes in circumstances and priorities since the adoption of the budget in June 2021. The asset sustainability ratio, asset test ratio and leverage test ratio are some of the key indicators of Council's financial performance and position.

CoA Business Insights Survey

The CoA Business Insights Survey was first conducted in 2020. Its purpose was to build a better understanding of local business perception on a range of topic and to complement existing business data published by the ABS. Information collected include business demographics such as industry, location in the city and size as well as business perceptions on topics such as the impacts of COVID-19, business confidence and the types of support that businesses would like to see from Council.

CoA Resident Survey

The CoA Resident Survey was first conducted in 2019. Its primary aim was to build an understanding of wellbeing and resilience that was a focus for Council at that time. Since then, the CoA Resident Survey has evolved to provide insights on city residents' perceptions on a wide range of topics such as Park Lands suage, mainstreet revitalisation, community connectedness and safety in the city.

CoA CUP Survey

The CoA CUP Survey has been conducted regularly since the early 2000s. The purpose is to develop a profile of the people who come into the city to build an understanding of why they visit and how often they do so. The survey also collects information on a range of issues that are of interest to Council at a given time. Topics include sport and recreation participation, engagement in arts and cultural activities in the city, method of transport to the city and perceptions of safety.

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 two update**

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

● Ongoing

Developing insights to inform and support decision making continues to be a priority for CoA. In this pandemic environment, insights about foot traffic, spend, visitation and vacancy rates remain key indicators of trends in the city, which support Council's program and project planning. A proposed approach to insights development and use to apply across the business has been developed, which outlines a consistent approach to insights identification, analysis and sharing. Consideration of the necessary processes, technology and people's needs into the future to support the effective management of implementation of insights complements this work. This project has an emphasis on building organisational capability so that insights can drive evidence-based decision-making. The approach will be supported by an educative web presence for CoA staff and a predictable program of insights development and dissemination.

5.02 Demonstrate bold governance leadership in the Local Government Sector

● Ongoing

The Statutes Amendment (*Local Government Review*) Act 2021 (*Review Act*) was assented to by the Governor on 17 June 2021.

The implementation of the Review Act is a once in a generation set of reforms that present an opportunity for the local government sector to demonstrate excellence in leadership, governance, and administration, enhancing the value that councils provide their communities. CoA is implementing legislative changes once they commence and demonstrating leadership within the sector by supporting other councils.

Council is actively involved in the upcoming local government elections and advocating on behalf of councils for consistent messaging and promotion; utilising the city to advertise on behalf of the whole local government sector.

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

● Ongoing

A measure of the effectiveness of Council's advocacy and partnerships is the extent to which Council maximised funding opportunities this year. Election advocacy at the federal and state levels focused on securing funding for a new, fit-for-purpose Adelaide Aquatic and Wellbeing Centre. These efforts were successful, with a commitment by the Malinauskas Labor Government to invest \$82.4 million in a new facility.

State Government continued to provide financial support to CoA with a strong focus on attracting people back to the city through events and activation, business support and mainstreet and laneways infrastructure. Grants received are helping to deliver Adelaide Unleashed, an enhanced Business Support Package, Rymill Park Lake and Sturt Street greening upgrades and infrastructure for Hutt Street and Melbourne Street.

Additionally, Federal Government Grants received have continued to support CoA delivering on the City Deal through Wi-Fi expansion and upgrades, as well as facilitating investment in local road infrastructure.

5.04 Implement the Strategic Property Review

● Ongoing

An open expression of interest process was undertaken for the sale and redevelopment of the 211 Pirie Street site with land sold to NEXTDC for a highest secure standard datacentre. The staged sale of Whitmore Square apartments, including sale of affordable housing through the State Government's HomeSeeker program, is ongoing. The former Bus Station site was released to the open market via expression of interest for sale and redevelopment, enabling a mixed-use development opportunity. This will enable a high-quality mixed-use development including opportunities for diverse housing outcomes and commercial offices together with site activations and sustainable outcomes.

5.05 Develop new revenue opportunities for Council operations

● Ongoing

Recovering Council's commercial businesses / revenue to pre COVID-19 levels has remained a priority, with this further challenged by the Omicron outbreak. New, diversified and/or expanded revenue opportunities that have been progressed include leveraging Council's assets to increase advertising revenue, a commercial nursery operation well as developing a business case for the addition of Mini Golf offering at North Adelaide Golf Course.

5.06 Review Council services to balance efficiencies with meeting community expectations

● Ongoing

A framework for service performance measurement has been developed and was trialled with the Sports and Recreation Service and has been rolled out to Council's other community services through a variety of workshops with key staff. The approach has defined 94 indicators of service performance, with work underway to determine measures of quantity, timeliness, quality and cost for each. These Service Performance Measures will be used to monitor and report the effectiveness of Council's services and business activities and may support risk identification.

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

● Ongoing

Implementation of the recommendation of a procurement internal audit and updated Procurement policy has commenced. The audit has identified areas where monitoring against the sustainable elements of the policy can be broadly improved. Council has worked to ensure that KPI's are established, monitored and reported on. This enables data to be collected to demonstrate achievement of the policy. These actions are agreed and due for delivery in the next 12 months.

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

● Ongoing

CoA is committed to innovative and constructive community engagement. Seeking and listening to the voice of the community is critical to inform Council's decision-making and service delivery. Council has conducted and supported large scale market research in 2021 – 2022 to seek community perceptions on returning to the city. This market research sought city workers', visitors' and employers' views on how Council can assist the economy to recover from the impacts of COVID-19. The use of social media polls has been trialled to complement existing engagement approaches for larger engagement projects. The early observations are that this method reaches more people more quickly, and results in a snapshot of feedback on targeted questions, reducing the reliance on the community to read through large volumes of information before being able to respond to surveys.

A continued focus on ensuring multiple mechanisms for people to provide their feedback is actively being integrated into Council's engagement approach. Door-knocking and face-to-face engagement has been positively received by the community, supporting Council's implementation of the Reignite Adelaide Business Saver grants. An upgrade to Council's community engagement tool, the YourSay platform, to improve the stability of the site will improve the community's ability to readily access information and provide their views about the services, facilities, and programs that Council delivers. CoA facilitated more than 58 engagement projects over the financial year.

5.09 Encourage and support new ideas and concepts

● Ongoing

Encouragement continues across the organisation for employees at all levels to think differently and look at new ways of working. The Culture Survey that goes out to all employees each May asks staff to rate the following statements 'My team is encouraged to make changes that will contribute to financial sustainability', 'My team looks for better ways to do things that will improve the experience of our customers', 'My team is encouraged to think about the big picture'. These statements reinforce the organisation's expectation that these all occur. Innovation is one of CoA's organisational values and is reinforced in all that CoA does as individuals and as teams.

CoA is working to implement a new approach to developing and considering businesses cases to enable innovative ideas and opportunities to be identified and assessed.

An approach to seeking and receiving unsolicited proposals has been implemented and all proposals are considered by CoA Strategic Risk and Internal Audit Committee to ensure appropriate risk consideration and management is conducted prior to progressing any proposals.

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