

SMART

A SMART CITY WITH A
GLOBALLY CONNECTED
AND OPPORTUNITY
RICH ECONOMY



2016 – 2020 Strategic Plan

End of Plan Update

Objectives *100% progressed*



Actions *96% completed*

This section provides details of progress against the four Objectives and 26 Actions under the SMART theme of the City of Adelaide 2016-2020 Strategic Plan.

The SMART theme was concerned with embracing digital technologies and innovation, building up the knowledge-based sectors, curating the environment for start-ups and entrepreneurs to thrive, and working collaboratively with others to grow the city's economy.

Objectives and Actions

The following pages provide an end of plan update on the objectives and actions for this theme.

BY 2020, OUR CITY'S ECONOMY WILL BE GROWING FASTER THAN THE AUSTRALIAN ECONOMY



The latest figures available show that as at 30 June 2019, the city's economy (gross regional product - GRP) was valued at \$19.45 billion representing a 2.3% growth from the previous year. In comparison, South Australia's economic growth (gross state product - GSP) was 1.4% while Australia's economic growth (gross domestic product - GDP) was 1.9% over the same period.

Baseline: GRP growth 2.4% (June 2014) GDP growth 2.5% (June 2014)

Update: GRP growth 2.3% (June 2019) GDP growth 1.9% (June 2019)

Last updated Q2 2019/20

Data source: National Institute of Economic and Industry Research (NIEIR) 2020, presented by economy.id

Actions and achievements since 2016, under this objective:

1.1.1 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 **Complete**

The City of Adelaide has collaborated with several metropolitan councils to deliver better outcomes to the community and rate payers by providing easier access to cloud solutions and sharing existing technologies and infrastructure. Discussions with neighbouring councils on sharing information services and technology infrastructure commenced in 2016/17 and led to fibre connections with four other councils by the end of the term of the Strategic Plan.

1.1.2 Promote an international city brand that showcases the smart, liveable, green and cultural advantages of Adelaide **Complete**

To progress the city place brand work, research was undertaken into current brand perceptions and what makes Adelaide unique. Brand development progressed through 2016/17 and 2017/18, working closely with the State Government and key stakeholders including Brand SA, South Australian Tourism Commission (SATC) and StudyAdelaide. Council endorsed the City of Adelaide place brand 'Designed for Life' in August 2018. It has since been embedded across the organisation and is being used across customer facing marketing and communications as appropriate. The brand was reinforced by the launch of the new City of Adelaide website in June 2019.

'Adelaide. Designed for Life.' has had considerable exposure across a range of platforms including press, magazine, radio, podcasts, digital and social channels increasing awareness of the brand and engagement with stakeholders and community. The City of Adelaide was one of nine international finalists in the 2019 City Nation Place Awards in the 'Place Brand of the Year' category.

1.1.3	By June 2018, work with key stakeholders in main streets 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	Complete
--------------	---	-----------------

Research into mainstreet and district governance models commenced in 2016/17. In 2018/19, research into mainstreet and district governance models became the City-Wide Business Model project. A feasibility study was scoped and an expert consultancy was engaged. The aim of the study was to inform alternative governance and funding models for delivering economic outcomes to the city, including mainstreet management. The project involved researching existing models both nationally and internationally and leading stakeholder engagement. The intended outcomes included increased levels of marketing, attracting new business and investment, increased visitation, informing public realm priorities and assisting future economic development strategies.

The preferred model will demonstrate a contemporary 'fit for purpose' approach to achieve improved efficiencies by removing duplication and to demonstrate specific benefits for the community. In May 2020, an online workshop was attended by over 40 members of the businesses community to gather their feedback on the proposed City-Wide Business Model. The implementation of the model was then endorsed by Council in June 2020 as a subsidiary of Council under Section 42 of the *Local Government Act 1999*.

1.1.4	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	Complete
--------------	---	-----------------

One of the earliest achievements to improve business processes was the switch to paperless billing in July 2016. Other key achievements in 2016/17 included the development of a high-level scope for the Online Forms project, and completion of the Business Relationship Management system and the Permit Audit project with work commencing to transform systems to facilitate an e-planning platform.

2017/18 saw the commencement of the Online Forms project and the Outdoor Dining Transition Plan, a project to remove fixed outdoor dining furniture. The e-planning project was approved by Council and by the end of the financial year, all dashboards were completed, and the external facing interactive development application registers launched. By 2018/19 all paper-based forms were developed in the online forms system and progressively made available to customers.

In March 2020, Council adopted the Temporary Use of Public Space Policy for public consultation. This policy will set the platform for further simplification of permit classifications, fees and processes and enhance the customer experience.

1.1.5	Implement smart parking technology in selected areas across the City and North Adelaide to move towards an expiation-free environment	Complete
--------------	--	-----------------

Smart parking technology empowers visitors to the city by providing reliable and timely information to support customer decision making by focusing on providing clear choices and flexible payment options.

The installation of smart parking sensors and relays commenced in Quarter Three of 2017/18. Installation of the smart parking technology was completed in early 2019 and the Park Adelaide App was launched on 27 March 2019.

The app has been well received by customers and as at 30 June 2020, it had been downloaded 19,951 times.

1.1.6	By June 2018, leverage, upgrade and expand our AdelaideFree WiFi network to higher download and upload speeds	Complete
--------------	--	-----------------

The business case for the AdelaideFree WiFi expansion was endorsed by Council in 2016/17 leading to free WiFi being available in Bank Street and areas of the Park Lands in 2017/18. In 2018/19 this action was reported as complete with opportunities to expand and improve the network now to be investigated through the 10 Gigabit Adelaide infrastructure.

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

In 2016/17 an NBN governance model was agreed and became operational to facilitate a seamless roll-out.

By early 2018/19 NBN Co had significantly progressed the roll-out of the network with areas in the northern and southern parts of the city being one of the first to receive the service. NBN was rolled out to the rest of the city between April and June 2019.

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

Ten Gigabit Adelaide was officially launched in March 2018. The City of Adelaide partnered with TPG as the 'Official Network Provider' of a fibre optic network across the city with 10Gbps data transfer capability and a range of high-performance services for the business community. The target to sign up the first 1,000 buildings was reached in just nine weeks, months ahead of schedule.

Ten Gigabit Adelaide provides key infrastructure, positioning Adelaide as a destination of choice, supporting innovation, attracting investment and future-proofing Adelaide in the digital age. The property industry has found Ten Gigabit Adelaide to be a contributing factor to several multimillion-dollar sales and new developments.

1.1.9	Provide input to future innovation-related initiatives on Lot Fourteen to influence best possible economic outcomes for the city	Complete
--------------	---	-----------------

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

Activity against this action commenced in 2016/17 with some scoping work and initial discussions with the then Department of State Development, private sector and universities. During the year, the City of Adelaide supported the establishment of the Collab4Good coworking space at Lot Fourteen, and Coworking SA's events held during Entrepreneurs Week.

Activity in 2018/19 centred on coworking spaces and support to new market entrants via the Entrepreneur Support Program. In March 2019 the Adelaide City Deal was signed. The \$551 million deal will focus on growing the city's innovation economy, supporting population growth in the city, and boosting Adelaide's world renowned cultural and tourism sectors. The City Deal paves the way for the transformation of Lot Fourteen into an integrated innovation and arts precinct, home to the Australian Space Agency and the Australian Space Discovery Centre, as well as national cultural attractions, international high-tech businesses and world-class education facilities.

In 2019/20, Memoranda of Understanding (MoU) were drafted with the Massachusetts Institute of Technology (MIT) and the Berklee College of Music following a delegation visit to MIT. Outcomes of the MoUs includes the City of Adelaide having access to the MIT Living Lab at Lot Fourteen and an Open Music Initiative to complement Adelaide UNESCO's City of Music status. The City of Adelaide also worked with the South Australian Department of the Premier and Cabinet, Department for Innovation and Skills, and the Office of the South Australian Chief Entrepreneur to support the start-up ecosystem in South Australia. In the first half of 2020, the City of Adelaide engaged with the Office of Industry Advocate to develop a framework for start-ups to secure contracts with government. The aim of this was to provide small-to-medium enterprises with the maximum opportunity to succeed in South Australia beyond their initial start-up phase.

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	Complete
---------------	--	-----------------

Activity commenced in 2016/17 with the City of Adelaide writing to the State Government offering to work with the State Government on the redevelopment of the former Royal Adelaide Hospital site (Lot Fourteen).

In 2017/18 the State Government announced that the site would be redeveloped without a joint venture partnership leading to the completion of this action. Council reiterated its wish to continue to collaborate with the State Government and all stakeholders with an interest in the site.

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	Complete
---------------	--	-----------------

Activity against this action is focussed on economic, cultural and social exchange opportunities that further the strategic objectives of City of Adelaide.

The City of Adelaide continued to leverage its international partnerships through Sister City arrangements with Qingdao in China and George Town Penang. The participation in outbound missions such as the World Cities Summit in Singapore, the 'Made in Adelaide' delegation hosted by Arts SA to Edinburgh UK, and to our friendly city Dalian, China has also contributed to this action. The City of Adelaide also hosted numerous inbound missions including a delegation from Jaipur, India, resulting in the signing of a Memorandum of Understanding to collaborate on smart city initiatives.

The International Promoters' Program (IPP) was launched in February 2020. The program is designed to harness the networks and influence of Adelaide residents with strong international business connections. Outcomes envisaged through the IPP include enhanced links between Adelaide's business community and key international markets, increased international visitors and student, and increased investment.

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

2016/17 was year two of implementation of the City Retail Strategy. The City of Adelaide continued to engage retailers in a range of promotional opportunities and events during peak trading periods. Rundle Mall, Adelaide Central Market, mainstreet retailers and small independent businesses were included in city-wide campaigns throughout the year. Over 200 businesses attended a series of forums with professional speakers, including experts from London and Auckland. Topics covered during the forums included best practice city management, business improvement districts in New Zealand and the United Kingdom, and sustainable funding for mainstreets and city centres.

2017/18 saw a realignment of the activities in the five-year 'Experience Adelaide' retail strategy towards emerging consumer behaviours resulting from technological advancements. Activities carried out since then included:

- Attracting luxury retail brands to Adelaide through a range of activities including a 3D Model version of North Terrace, meetings with interested brands, investors and leasing agents as well as the creation of a luxury brand investment brochure;
- Working with start-ups and technology companies to increase the digital and technology offering of city retailers whilst educating businesses; and
- Supporting retailers to leverage city events and activations including Vogue Fashion Festival, Tour Down Under, Tasting Australia, Christmas in the City, Summer in the City and Winter in the City.

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	Complete
---------------	---	-----------------

In 2016/17 heritage tourism opportunities were flagged for inclusion in the Tourism and Visitor Services Action Plan. Other activity undertaken to showcase the city's heritage included upgrades to sections of the Adelaide Town Hall to maintain its heritage integrity, and the marketing of heritage assets through heritage promotions activities. Several heritage walking trails were translated into Chinese and a new tourism guide 'Off the Grid' was produced in hard copy and podcast to highlight heritage in the city.

Existing heritage trails were maintained and made available as interactive maps and itineraries online. In 2019, the City of Adelaide contributed to six events including talks, tours and trails to the History Festival and partnered with the National Trust SA to deliver the Heritage Tourism Conference over two days in May.

Numerous activities were carried out as part of the Built Heritage Management Promotion program in 2019/20. These included the launch of the online heritage places database on the City of Adelaide website, filming of three adaptive reuse heritage place case studies and photographic survey of the heritage listed places in the city. A self-guided tour of the Adelaide Town Hall is being implemented. This tour will utilise virtual tour elements and online content to bring the story of Adelaide Town Hall to life.

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

Activity against this action commenced in 2016/17 with sector representatives working together to identify a collaborative approach. In 2017/18 discussions were held with StudyAdelaide to develop a plan with a focus on supporting entrepreneurship in the international student population.

To support local businesses, the City of Adelaide joined the Small Business Friendly Council initiative in 2018/19 and delivered many Entrepreneur Support programs and Start-up support sessions in partnership with the Office of the South Australian Chief Entrepreneur.

Since 2018, the City of Adelaide's 'Culture Club' has brought together members of the creative, arts, business, university, education and entrepreneurial sectors to explore wicked problems, new ideas and possibilities, showcase examples of excellence and impact, and promote unique opportunities for business growth.

On 28 October 2019, panellists Anne Wiberg (Music SA), Becc Bates (Department for Innovation and Skills), Nara Wilson (South Australian Film Corporation) and Peter Drew (Visual Artist) led a dynamic discussion on how we can Amplify Adelaide's Creativity with an audience of 65, which informed the development of the 2020-2024 Strategic Plan.

In response to the impacts of COVID-19, the City of Adelaide established a Small Business Task Force and provided a \$4 million support package to eligible city businesses. The monthly 'City Business News' online newsletter was sent to 7,900 subscribers providing a broad range of information and capability building opportunities for businesses. In 2020, the monthly newsletter transitioned to weekly COVID-19 updates outlining the restrictions and the support available from different levels of government and industry bodies.

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



The number of workers in the city has decreased from the baseline of 89,000 in 2014 to 60,705 in 2019, which is the latest update available. This represents a significant downturn in the average number of workers in the city on a weekday and is likely to be due to weakening economic conditions over the past few years, culminating in a decrease in businesses in the financial services and retail sectors between 2017 and 2019. Between 2014 and 2016, when the City of Adelaide undertook regular collection of business data, there had been a slight increase in the number of businesses in the city. In 2016, the long-standing collection of city business data was discontinued. In 2019 a business survey was reintroduced with changed methodology. This resulted in an inability to determine whether the 5,300 target for businesses in the city has been reached.

Baseline: 89,000 workers daily (2014) 5,055 city businesses (2014)

Update: 60,705 workers daily (2019) 5,196 city businesses (2016)

Data source: City of Adelaide Census of Land Use and Employment (ACCLUE) 2016; City of Adelaide City User Profile (CUP) Survey 2019; ABS, 'Regional Population Growth, Australia, 2018-19' (Cat. No. 3218.0)

Actions and achievements since 2016, under this objective:

1.2.1 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 **Complete**

This action commenced in 2016/17 with information gathering to develop the concept design followed by initial stakeholder engagement. In the same year, detailed designs and community consultation was completed for Bank Street and Topham Mall North.

Construction of Bank Street and Topham Mall South was completed in 2017/18, the first part of the Adelaide Central Market link to the Riverbank. The aim of establishing this link was to provide a high-quality, upgraded walking and cycling experience, integrating street trees, upgraded paving, lighting and furniture.

Planning continued for the upgrades of Bentham Street and Pitt Street in 2018/19, recognising the need to collaborate and coordinate works with adjacent private developments in both areas. Other multi-year projects that commenced were Moonta Street and Gresham Street.

The Gawler Place upgrade was completed in December 2019. The upgraded space includes wider footpaths to create a shared-use environment for pedestrians and vehicles. Other improvements include lighting, innovative shade structure and new outdoor dining areas.

1.2.2	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	Complete
--------------	--	-----------------

Key activities against this action included the launch of Economic Insights Dashboard in August 2017 as part of the City of Adelaide's refreshed Invest Adelaide website. This online tool brings together data from a variety of external sources and makes internal data accessible for public use. It includes data on key city indicators covering demographics, the economy, employment, city businesses, property and tourism. Access to this data can provide new businesses looking to establish in the city with insights into key city mainstreets, visitor numbers and property information, all relevant to their industry.

Work to enhance the content of the Economic Insights Dashboard continues with exploration of new data sources to be added such as tourism accommodation, local and visitor expenditure, and property development. The City of Adelaide is also working with other capital city councils to explore new datasets and share the experiences of analysing and publishing data.

1.2.3	Review Council's commercial operations to determine the best management models	Complete
--------------	---	-----------------

Reviews of City of Adelaide UParks, Adelaide Town Hall, Adelaide Aquatic Centre and the Golf Links commenced in 2016/17. The purpose of the reviews was to assess the short, medium, and long-term options. Of particular interest in the reviews was increasing profitability and performance, understanding future business drivers, and future commercial operations and opportunities beyond the current offer.

In 2019/20, a Draft Needs Analysis for the Adelaide Aquatic Centre was undertaken, highlighting potential options for the ongoing operation of the Adelaide Aquatic Centre. The needs analysis was completed in late 2019 and underwent community consultation. Together these results will help to guide Council decision-making on the future of the centre.

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

Between 2016/17 and 2018/19, the City of Adelaide's Business Advisory Service assisted nearly 1,600 existing and potential city businesses with advice, information and referrals to a Professional Services Program. In the same period, nearly 6,500 people attended a choice of 120 events held by Council or in partnership with service providers to meet a variety of business capability needs.

The Enterprise Adelaide newsletter was regularly distributed to over 5,000 contacts and circulation had increased to around 6,800 contacts by the end of 2018/19 when the Business Advisor service was discontinued.

In 2017/18, the City of Adelaide launched a new system for managing business contacts and records and introduced the new Business Centre function. This has led to the centralisation of many approval and assessment processes associated with business customers resulting in improved service delivery and ensuring a smooth and consistent experience for business customers. The Business Centre function continued to evolve to provide a consistent experience for businesses wishing to obtain a range of permits and approvals to activate public space.

1.2.5	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	Complete
--------------	---	-----------------

Activity commenced against this action in 2016/17 with a focus on continuing collaborations with State Government agencies principally through Investment Attraction SA and the then Department of State Development. The Case Management process continues to build an important level of engagement with key investor groups offshore and nationally, particularly in the commercial property market, government agencies and Council programs with an interest in investment attraction.

In 2017/18 the City of Adelaide introduced an investment case management process to identify and develop investment leads and facilitate the implementation of inbound investment in a range of development projects. This resulted in more than 100 significant lead activities generated and over 25 prospective investment cases managed. A high quality, international audience-focused investment prospectus showcasing Adelaide was developed and distributed as a tool for investment attraction. In 2018/19 there were 40 new investment cases managed, ranging from high value construction projects to niche business activities in future-focussed, knowledge-intensive and creative industries.

2019/20 was characterised by continued investor interest in Adelaide reflecting confidence in the Adelaide market, the influence of the Ten Gigabit Adelaide, collaborations with State Government, and engagement with the commercial property market and investors from Singapore. In 2019/20, the City of Adelaide continued to provide support to potential and new investors including seven new investment cases and 13 existing cases with a focus on the aftercare of established and/or completed major construction projects.

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

Financial support was provided to Renew Adelaide for the three financial years from 2016/17 and again from 2019/20.

In 2016/17 five new businesses took up space with Renew Adelaide support. Renew Adelaide opened SMOCK, a contemporary art and science space, and The Adelaide Remakery (a café and repair studio).

Renew Adelaide activity in 2017/18 had a focus on Melbourne Street with 24 projects were supported. Three of these projects opened on Melbourne Street contributing to a complementary mix of businesses in that area.

There was a strong focus on addressing challenges and activating vacancies in Hutt Street and North Adelaide during 2018/19. Four new ventures were launched in Hutt Street with a total of 20 projects supported across the City of Adelaide. Ten of these projects graduated into commercial leases.

In 2019/20, Renew Adelaide's focus was on the East End precinct with the placing of several new specialised retailers. In the second half of the year, activities were impacted through restrictions arising from COVID-19 and the resulting downturn in CBD foot traffic.

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

In 2016/17 the Economic Insights Dashboard was launched as part of the city of Adelaide's refreshed Invest Adelaide website. This online tool brings together data on demographics, the economy, employment, city businesses, property and tourism from a variety of external sources and makes internal data accessible for public use.

Collateral was developed and reviewed on an ongoing basis, with enhancements to the Economic Insights Dashboard and regular updating of the City of Adelaide's Investment Prospectus to reflect the latest information and developments. Investment materials online and in hard copy was promoted to businesses, institutions and investment intermediaries and actively used to support investment leads.

WORKERS IN PROFESSIONAL AND TECHNICAL SERVICES, EDUCATION, FINANCE, TELECOMMUNICATIONS, CREATIVE AND MEDIA SECTORS WILL HAVE GROWN FROM 41,000 TO OVER 49,000



The number of workers employed by knowledge sector establishments fell by 12% from 40,279 people to 35,650 and is due to a decline in employment across all the knowledge industries. The largest decrease was in the Professional, Scientific and Technical Services sector (-1,968) and the Information, Media and Telecommunications sector (-1,802). This is likely to be due to the reduction in the city-based Telstra workforce and the reduction/amalgamation of internet service providers (ISPs) since 2014. In 2019 a business survey was reintroduced, but a change in methodology means that the data is not comparable over time. This means that we cannot determine whether the 49,000 target for workers in the knowledge sector has been reached.

Baseline: 40,700 workers in knowledge sectors (2014)

Update: 35,650 workers in knowledge sectors (2016)

Data source: City of Adelaide Census of Land Use and Employment (ACCLUE) 2016

Actions and achievements since 2016, under this objective:

1.3.1	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	Complete
--------------	---	-----------------

In August 2016, the City of Adelaide partnered with the University of South Australia's Centre for Business Growth to run a forum with the entrepreneurial community to identify opportunities and priorities for growing the ecosystem of support for new ventures.

Over the four years, Council were supported to encourage start-ups and entrepreneurs in the city. Sponsorship was provided to Venture Dorm, Innovation Bay, the Connected Music City Challenge and a new Radio Adelaide program focussed on innovation "The IN Show". The City of Adelaide has been an active partner in planning and promoting Entrepreneurs Week in July 2017 and sponsored several major events during the program including the opening event, SouthStart Conference and the Social Capital Conference. Other highlights in 2017/18 included co-management of the Australian-French 24-Hour Entrepreneurship Challenge and providing in-kind support for various entrepreneurship programs such as ThincLab, D3 Digital Challenge and the Seed Round.

In 2018/19 the State Government made innovation and entrepreneurship a key pillar of its economic development strategy in particular, activation of Lot Fourteen as an innovation neighbourhood.

A Smart City Support Program was implemented in early 2020 to support entrepreneurs and start-ups to solve problems using 'smart city' solutions. This was achieved by using the city as a test bed for innovation through infrastructure, digital connectivity and technical and business support.

1.3.2	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	Complete
--------------	---	-----------------

Activity against this action commenced in 2017/18 with the development of a scope of work and the promotion of the City of Adelaide's green credentials through the sharing of stories about investments made by businesses and Council's own projects. Work was undertaken on a Low carbon Economy Plan to inform the Low Carbon Council Roadmap.

During 2019/20 the City of Adelaide worked with and sponsored the University of Adelaide E-Challenge, which encourages start-up socially minded environmentally sustainable enterprises.

1.3.3	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	Complete
--------------	---	-----------------

In 2016/17, the City of Adelaide presented at two conferences and hosted the Australian Smart Communities Conference in May 2017. A variety of associated activities were undertaken to showcase Adelaide's credentials as a leading smart city, including a meeting of 13 'Smart City' Mayors and the signing of an agreement for the City of Adelaide by the Lord Mayor to join the Global Smart Cities and Communities Coalition.

The Adelaide Smart City Studio commissioned the development of a model of the North Terrace precinct using Lego pieces to showcase working technology and to demonstrate smart city potential. Other activity in the year included support for Startup Weekend and sponsorship of three teams through the Venture Dorm Smart City Program.

In 2017/18, with funding support from the State Government, the Smart City Studio commissioned an investigation into the economic opportunities for South Australia arising out of the global focus on smart city projects. After extensive engagement with stakeholders, five sectors South Australia had a competitive advantage were identified: food and agricultural technology; water and energy (grid technology); future mobility; festival and event technology; and fabrication technology. The insights from this work are guiding the Smart City Studio's focus on supporting local companies to develop products and services that will address global opportunities.

The Australia China Business Council's (ACBC) China Business Ready-Accelerator Program was completed in 2019/20. This sponsored program aimed to improve the capabilities of SA businesses to connect with China through a series of targeted, interactive and intensive business education masterclasses. The program was supported by PwC, the State Government and new partners Business SA, United Media Solution and Alibaba. A total of 201 people attended the nine masterclasses.

BY 2020, THE NUMBER OF STUDENTS IN THE CITY ON ANY GIVEN DAY OF THE WEEK WILL INCREASE FROM 39,000 TO 41,000



In 2019, there was an estimated 50,933 students in the city on an average weekday, representing a 30% increase from the baseline figure of 39,200 in 2014. Having achieved the objective in the first year, the number of students in the city daily has shown steady growth, recording a 16.8% increase between 2018 and 2019.

Baseline: 39,200 students daily (2014)

Update: **50,990 students daily (2019)**

Data source: City of Adelaide City User Profile (CUP) Survey 2018; ABS, 'Regional Population Growth, Australia, 2016-17' (Cat. No. 3218.0)

Actions and achievements since 2016, under this objective:

1.4.1	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	Complete
--------------	--	-----------------

The City of Adelaide participated in external missions and regular engagement with stakeholders in the education sector including through a Ministerial Advisory Council and its sub-groups.

Funding for StudyAdelaide has supported the development of numerous activities such as collaboration on a 'Student Ambassador' competition resulting in the selection of ambassadors to assist in building international relationships. A program of video interviews has been developed with former international students to promote studying in Adelaide. The opportunity to leverage the long-term benefit of international students to city growth was included in the scope of the International Relations Review completed in 2019.

The Lord Mayor's international Student Welcome event is held annually in the Adelaide Town Hall, attracting around 600 attendees. Due to COVID-19 this event was not held in 2020.

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

The City of Adelaide has worked with Study Adelaide to develop initiatives and programs that promote Adelaide as a destination to study and live, and promote Adelaide abroad as Australia's premier study destination.

In 2017/18 there were nearly 36,000 international student enrolments in South Australia, contributing \$1.5 billion to the State economy. By 2018 this increased to 37,990 international student enrolments in South Australia, contributing \$1.8 billion to the State's economy. The City of Adelaide economy is a primary beneficiary of the economic inflows generated by international students and their visiting friends and relatives.

The information contained in this document is correct as of August 2020 unless otherwise stated.

This document is considered to be the part of the final update on the 2016-2020 Strategic Plan.

Further updates are available online and in Council's 2019 – 2020 Annual Report.

For further information on Council's Strategic Plan and Reporting visit cityofadelaide.com.au/strategicplan

Contact:

Strategy & Insights (Research and Reporting)

StrategicPlan@cityofadelaide.com.au

+61 8 8203 7203 (9am to 5pm Monday to Friday)



GREEN

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

2016 – 2020 Strategic Plan

End of Plan Update

Objectives *80% progressed*



Actions *96% completed*

This section provides details of progress against the five Objectives and 28 Actions under the GREEN theme of the City of Adelaide 2016-2020 Strategic Plan.

The GREEN theme focussed on ecological sensitivity and sustainability, enhancing natural landscapes, greenhouse gas emissions reductions, and care for the Park Lands.

Objectives and Actions

The following pages provide an end of plan update on the objectives and actions for this theme.



The greenhouse gas (GHG) emissions inventories for the City of Adelaide community were finalised for financial years 2016, 2017 and 2018 and updated for financial years 2007 (base year), 2014 and 2015 to ensure consistency with the latest calculation methodologies. This has shown a 15% emissions reduction achieved between 2007 and 2018.

The overall reduction in emissions has been driven by a 35% reduction in stationary energy emissions, that is, emissions associated with the consumption of purchased electricity and natural gas. This demonstrates a decoupling of City of Adelaide community GHG emissions from the City of Adelaide gross regional product which has increased by 33% over the same period.

Baseline: 1,148 kt CO₂-e (2006-07)*
**Revised from 1,175 kt CO₂-e to ensure consistency with the latest calculation methodology*

Update: 979 CO₂-e (2017-18)

Data source: City of Adelaide Community GHG Emissions Inventory

Actions and achievements since 2016, under this objective:

2.1.1	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	Complete
--------------	--	-----------------

The Carbon Neutral Adelaide Action Plan was launched in partnership with the Government of South Australia in May 2017 with 40 founding members.

There are now over 170 partners including small, medium and large organisations, universities, utilities companies, the not-for profit sector and peak bodies. Carbon Neutral Adelaide Partners are a broad and active leadership community that is innovating, advocating, collaborating and commercialising Adelaide's transition to carbon neutrality.

In 2019/20 the City of Adelaide delivered the 'Towards a Low Carbon Business Forum' for organisations to learn about carbon neutrality for organisations, events, buildings or precincts. Nominations for the Carbon Neutral Adelaide Awards opened. These awards celebrate and recognise Carbon Neutral Adelaide partners and individuals who are leading the way in reducing carbon emissions. Key events held in 2019/20 include the Carbon Neutral Adelaide Awards and the Electric Vehicle Forum for Business, which attracted 100 attendees in fleet-management roles in the public and private sector.

The CitySwitch Green Office Program supports businesses to improve the sustainability of their office tenancies. The program now represents 271,000 square metres of South Australian office space and 15% of office space nationally.

2.1.2	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	Complete
--------------	---	-----------------

This action commenced with lighting upgrades to several UParks across the city. Smart meters were installed in the Grote Street and Franklin Street Bus Station carparks to improve energy performance.

Between 2016 and 2017, the City of Adelaide's organisational carbon emissions was reduced by 10%. A 150kW solar PV system and a 64kWh lithium ion battery for energy storage were installed at the City of Adelaide's London Road Depot. The City of Adelaide Solar Project has installed 844kW of solar PV capacity on the Adelaide Aquatic Centre, Adelaide Town Hall, UPark Pirie/Flinders and UPark Topham Mall. When added to four existing solar PV systems, this increased the installed solar from 330kW to approximately 1.2MW, saving an estimated \$277,400 per year in electricity costs.

2.1.3	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	Complete
--------------	---	-----------------

Work was undertaken to provide appropriate infrastructure and promote sustainable transport options. Construction of two new sections of the North-South Bikeway on Frome Street was completed in August 2018 with design work underway for sections of the North-South Bikeway in North Adelaide.

Other projects delivered included the South Ward Local Area Traffic Management Plan, City Connector Enhancements, and the motorcycle and scooter parking expansion. Improvements were also made to the City West Quietway walking and cycling links including upgrades to Blenheim Street and Gouger Street.

More recently, the City of Adelaide worked with the State Government on the City Access Strategy. The strategy takes a community-centric approach to transport options for the city with a focus on sustainability and liveability. It will also include an action plan that will be used as the basis for future investment in city transport by all levels of government.

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

The City of Adelaide commissioned a review of procurement options for its future electricity supply and in late 2017, three options were presented to Council to consider the risks and opportunities associated with pursuing a 100% renewable power purchase agreement. An EOI for the supply of 100% renewable power was subsequently prepared and released to market, followed by a request for tender in April/May 2019. In 2019/20, Council approved proceeding to the final offer stage for the procurement of renewable electricity for the City of Adelaide's operations leading to the execution of a 9.5 years Power Purchase Agreement for renewable electricity for all operations. This project will deliver emissions reductions of over 50% of operational greenhouse gas emissions.

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

Activity against this action commenced with an Expression of Interest (EOI) for LED lighting across Council owned buildings and by the end of 2016/17 most facilities had been retrofitted with LEDs.

In 2017/18 data on public lighting was collected through a series of night audits and asset checks. In collaboration with SA Power Networks, priority sites for upgrades were identified and included in the capital delivery program. SMART LED procurement was put out to market as was the smart lighting program.

During 2018/19, operational management of City of Adelaide street lighting continued with investment in conversions and new LED lighting through capital projects such as Jeffcott Street, Bonython Park shared path and Whitmore Square. The feasibility of using LED conversion technology for bespoke lighting on key streets such as Hutt, Melbourne and O'Connell streets were also investigated but found to be unviable. The LED program continued in 2019/20 with a total investment of around \$558,000, focussing on North Adelaide.

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

In 2016/17 Council endorsed a revised Sustainability Incentives Scheme (SIS), expanding the range of incentives available to all premises. Eighty-four incentives were approved during the year.

The SIS continued in 2017/18 as the City of Adelaide partnered with the State Government to provide rebates for the installation of energy and water saving devices for properties within the Adelaide local government area. In 2017/18 212 rebates were approved totalling \$430,604. Total installed solar photovoltaic (PV) generation capacity was 755kW and total installed energy storage capacity was 461kWh.

In 2017/18 the Solar Savers Adelaide Program was initiated to assist low income households afford renewable energy systems. The program managed and provided funding for the upfront purchase and installation of solar PV systems and monitoring on 40 dwellings, with the cost being paid back by property owners over ten-years through a separate rate.

A review of the Sustainability Incentive Scheme was undertaken in 2018/2019. Incentives for new sustainable technologies and environmental leadership are now available to city residents, businesses and community organisations through the Climate Change Action Initiatives Fund. The SIS will now support the community to be national and international leaders in shared solar for multi-unit developments, vehicle-to-grid electric vehicle charging stations, and utilisation of software to enable electric vehicles to form virtual power plants. In 2019/20, 69 applications were approved with \$171,000 of rebates provided.

2.1.7	By December 2017, complete a procurement plan for all Council vehicles to be low or zero emissions	Complete
--------------	---	-----------------

In 2016/17 the City of Adelaide continued the changeover of petrol and diesel vehicles to hybrid models in line with replacement schedules. The Zero and Low Emissions Vehicles Procurement Plan was completed in 2017/18. The Plan facilitated a staged approach to vehicle changeover based on the availability of vehicle types.

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

With 27% of the city's carbon emissions coming from transport, and over 90% of that from private passenger cars, the City of Adelaide saw the need to provide infrastructure and incentives to encourage electric and low-emission vehicle use. In an initiative jointly funded by the City of Adelaide, the State Government of South Australia, Mitsubishi Motors Australia, SA Power Networks and Tesla, over 40 EV charging points were installed in numerous locations throughout the city. These included the City of Adelaide Electric Vehicle Charging Hub on Franklin Street, various UParks, Hindmarsh Square and Jerningham Street, North Adelaide.

The first hour of charging is free, after which the cost is approximately a quarter to half the cost of charging at home (10-20 cents/kWh) There are now 42 on-street and off-street electric vehicle charging points in prominent and convenient locations. Since September 2017, EV chargers have provided 24.1 megawatt hours of electricity which is enough energy to drive 164,000 kilometres, which equates to more than four times around the equator.

In 2019/20 a range of incentives for electric vehicle charging stations were made available through the Sustainability Incentives Scheme and support was provided by the City of Adelaide for the Elektrikana 'Come and try' event in the City alongside the World Solar Challenge.

2.1.9	By June 2019, our procurement practices will reasonably require the environmental track record and/or credentials of suppliers, and estimates of carbon emissions of products and services	Complete
--------------	---	-----------------

In December 2016 Council approved a revised Procurement Policy requiring estimations of the carbon emissions of products and services.

The City of Adelaide began collecting carbon emissions information from carbon intensive goods and services providers in 2017/18. A Draft Sustainable Procurement Code of Conduct was prepared, and work progressed to embed sustainable procurement practice in accordance with ISO20400 'Sustainable Procurement- Guidance'.

In 2018/19 reviews of the sustainable procurement policies and codes of conduct were completed and work commenced on the sustainability impacts on the various procurement categories. Another review of the procurement policy took place in 2019/20 to include additional commitments on Aboriginal, environmental, social and cultural procurement.

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

The City of Adelaide has worked with the State Government to pursue opportunities arising through implementation of the Planning and Design Code. On 1 October 2019 the new state-wide Planning & Design Code was released by the State Planning Commission for consultation. The code has been reviewed by the City of Adelaide and a response raising the issues of environmental performance of new developments has been provided.

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	Complete
---------------	--	-----------------

In 2017/18, the City of Adelaide participated in the Carbon Neutral Cities Alliance and held the inaugural Carbon Neutral Adelaide Awards. The Minister for Climate Change and the Lord Mayor presented numerous awards at the event, which was attended by 160 guests including CitySwitch Signatories, Carbon Neutral Adelaide Partners and community representatives. The City of Adelaide also worked closely with the State Government to support city schools as part of the low-carbon schools initiative. Participating schools included Gilles Street Primary School, North Adelaide Primary and Sturt Street Community School.

During 2018/19, progress was made in the carbon neutral space by participating in the Carbon Neutral Alliance meeting in the USA as well as through hosting events such as the 'Visions for a Carbon Neutral Adelaide' breakfast and the 'Feeling Hot, Hot, Hot!' heatwave hypothetical event, hosted by the Lord Mayor at the Adelaide Town Hall.

In March 2020, the Carbon Neutral Adelaide Program partnered with Flinders University to deliver '1.5 Degrees Live', a community event involving the live reading of the Intergovernmental Panel on Climate Change. This event was held over five days across three locations with 100 readers.

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

To enhance biodiversity in the Park Lands, considerable work was undertaken to develop an Integrated Biodiversity Management Plan (IBMP). In 2016/17 the original Biodiversity and Water Quality Action Plan was reviewed and informed the development of IBMP into 2017/18. Other successful biodiversity activities included collection of seeds for future propagation, propagation of plants for future planting, and intensive site management including weed eradication.

Council and the Adelaide Park Lands Authority (APLA) endorsed the IBMP in early 2018/19. A governance group was established with ten priorities for the year including development of a Biodiversity Monitoring Framework and Key Biodiversity Area Management Plans.

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

In 2016/17 China Southern Airlines commenced direct flights between Adelaide and China, providing new opportunities for tourism to Adelaide including nature-based tourism.

In 2017/18 relevant website content was reviewed to enhance the user experience and make information easier to find. As part of this process, the city's green credentials were promoted through news stories on business investment and projects related to activating green investment opportunities. City of Adelaide supported the 'Prosperity in a Changing Climate Symposium' where attendees considered how suppliers, researchers and policy makers can collaborate and create opportunities to make the city carbon neutral.

In 2018/19 a social media campaign was carried out promoting the nature-based experiences and clean, green city lifestyle to current and prospective international students. New visitor trails were developed including the nature-based Riverbank Stroll Cultural Trail.

In 2019/20, multiple investment leads were supported to foster the growth of the city's green economy. This process has been facilitated by working closely with the State Government to assist with potential lead developments that could leverage council's Sustainability Incentives and its commitment to being carbon neutral.

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

In August 2017, the City of Adelaide was endorsed to enter Building Upgrade Agreements (BUA) as defined under the Local Government Act 1999 (SA). The first BUA was signed in November the same year for a commercial building located on Flinders Street. Other key deliverables in the four years included the development of a Building Upgrade Finance (BUF) Market Development Project Plan with the Department of Environment and Water, establishment of the BUF Reference Group, and the appointment of a BUF Facilitator.

To raise the profile and increase awareness around the use of BUF for heritage buildings, a promotional video and brochure with case studies was published. A luncheon co-hosted by the Lord Mayor and the Property Council of Australia was held for property industry leaders to discuss opportunities to reposition assets and revitalise heritage buildings using BUF as an enabler for upgrades.

GREEN SPACE AND GREENERY IN THE BUILT-UP AREAS OF THE CITY WILL HAVE INCREASED BY 100,000 METRES BY 2020



The baseline figure for green space and greenery comes from the Green Infrastructure Benchmark Data and Mapping project undertaken in 2015. Total green coverage is calculated by adding the total pervious area (total area minus total impervious area) to the area of tree canopy cover in built-up areas within the city. The built-up area of the city is the entirety of the City of Adelaide area minus the Park Lands. As the report from which the data was sourced was a once-off, there is no update available.

Baseline: 1,241,777 sqm (2015)

Update: Not available

Data source: City of Adelaide

Actions and achievements since 2016, under this objective:

2.2.1	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 1,500 trees in the built-up areas of the City by June 2020	Complete
-------	---	-----------------

Development of the Green City Plan commenced in 2016/17 with the collection of baseline data and mapping. Council approved the Adelaide Design Manual (ADM) Greening (Green City Plan) in September 2018 and a new strategic target of 1,500 trees by 2020, 500 more than the original target was endorsed.

The review of the ADM updated the Greening Principles and street tree and planting selections to create a more climate resilient city. The technical standards including detail drawings and specifications for street tree and garden plantings are being prepared for consistent application across the infrastructure delivery program.

In 2019/20, the Green City Plan was incorporated into the ADM, including a revised palette of street tree and understorey planting. Although the revised target of 1,500 trees was not achieved, the 25% canopy cover in the CBD remains the target with focussed investigations in the north-west and south-west of the CBD completed to implement additional tree planting in 2020/21.

2.2.2	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	Complete
-------	--	-----------------

In September 2016, the City of Adelaide launched the Green City Grant Program. Successful applicants will be able to recover up to half of the cost of a range of greening projects to make the City a greener, cooler and more attractive place.

To support city greening initiatives in 2017/18, the City of Adelaide undertook the Shaping Streets and Spaces project to identify strategic opportunities for green street and spaces in non-Park Land locations in the city.

Work on the Implementation Plan for the Adelaide Design Manual – Greening commenced in 2019/20 including investigation of greening in the north-west and south-west areas of the city to determine suitable locations for tree plantings in residential streets.

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

Since 2016, the City of Adelaide's powerline undergrounding efforts have been focussed on Jeffcott Street. The project commenced during 2018/19 and reached practical completion during 2019/20.

2.2.4	Work with local communities on public greening activities that will beautify streets and parks	Complete
--------------	---	-----------------

Various projects were undertaken to work with local communities on public greening activities. Street greening initiatives including the planting of trees in residential streets were supported by the community through the Greener Streets Program.

A Water Sustainability Grant from the Adelaide and Mount Lofty Ranges Natural Resources Management Board helped to deliver the 'Turning Gray Street Green' project. This project mitigates climate impacts of extreme heat and has established a corridor of natural shade for pedestrians along the City West Quietway.

In 2019/20 the City of Adelaide worked alongside residents in Garden East to support them to mulch their garden beds. This landscape was refreshed approximately two years before with support from council but the residents continue to maintain these beds by undertaking the regular tasks such as weeding, mulching and watering. The City of Adelaide also worked with residents in McLaren Street to investigate ways to improve their streetscape.

BY 2020, AQUATIC NATIVE PLANTS ON THE TORRENS LAKE FLOOR WILL HAVE INCREASED FROM ALMOST ZERO TO 7,500 SQUARE METRES



While efforts were made to re-introduce aquatic native plants through nursery propagation, planting aquatic plants on the Torrens Lake floor was found to not be successful.

A Torrens Lake Wetlands project is being investigated to install in-line wetlands to increase aquatic vegetation to help improve water quality, amenity, river health and provide a new recreational offering in the area.

Baseline: Almost zero (2015)

Update: Not available

Data source: -

Actions and achievements since 2016, under this objective:

2.3.1 Improve the ecological value of watercourses and biodiversity in the Park Lands Complete

In 2017/18 Council adopted the Integrated Biodiversity Management Plan 2018 - 2023. The plan identified six key biodiversity areas with individual management plans and put an environmental monitoring program in place to manage changes in native flora and fauna throughout the Park Lands.

The Native Bee BnB project introduced in 2018 recognised native bees as important pollinators. The project created a corridor of native bee habitat along the River Torrens from the Adelaide Hills to the sea with local councils constructing nesting sites for native bees and planting natives for food. Sixty community members helped build the first Native Bee BnB in Bonython Park / Tulya Wardli (Park 27).

In 2018/19 the final stage of the Tainmuntilla (Park 11) Riparian Restoration Project involving woody weed removal was completed. The removal of weeds improves water quality and limits weed dispersal in the area. It also makes way for native plantings consistent with the desired River Red Gum Woodland character of the park.

Other initiatives to improve the ecological value in the Park Lands include the development of concept plans as part of the Brown Hill Keswick Creek Stormwater Management Plan, completion of the Torrens Lake Feasibility Assessment Project, and rehabilitation of the South Park Lands Creek at the western end of Park 17.

Other key deliverables were achieved under the Integrated Biodiversity Management Plan included the completion of the final Fauna Survey, partnership with Butterfly Conservation SA to monitor Chequered Copper Butterflies and the completion of the Climate Change Seed Provenance Project.

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

Complete

Between 2016 and 2020, the City of Adelaide delivered a range of Water Sensitive Urban Design (WSUD) projects across the city including Gouger Street and Waymouth Street. Regular maintenance and cleaning of the River Torrens catchment area were undertaken to reduce stormwater run-off.

In 2016/17, the City of Adelaide successfully managed the blue-green algal blooms so that there were no lake closures. The City of Adelaide also worked in partnership with the State Government to improve Torrens Lake water quality including carp removal, aquatic native (macrophyte) planting and dilution flows. In 2017/18, Stage One of the River Torrens Feasibility Project was delivered to continue efforts in improving Torrens Lake water quality and establishing a health functioning ecosystem. Regular maintenance such as monitoring and flushing of stormwater drains, removal of litter and debris from reed beds, and the propagation of and planting of aquatic macrophytes has also helped to reduced stormwater and other pollutants in the Torrens.

Projects associated with the Torrens Lake Weir and minor water projects were developed and delivered as part of the 2018/19 Integrated Business Plan. Detailed annual water quality maintenance regimes were developed for Rymill and Bonython Lakes to meet short-term requirements with longer term plans being developed.

A DETAILED MEASURE OF REDUCTION IN KERBSIDE AND GENERAL WASTE WILL HAVE BEEN DEVELOPED AND INFLUENCES OUR WORK



In order to have a detailed 'measure of reduction in kerbside and general waste' a baseline must be established first.

Council conducted a comprehensive waste audit in 2019 to benchmark the City of Adelaide's waste management and inform the development of the draft Resource Recovery (Organics, Recycling and Waste) Strategy 2020-2028. The baseline of data will be utilised to develop a suite of programs to support the delivery of the strategy once adopted. The strategy will target waste reduction and increase diversion of material from landfill.

Negotiations supporting a joint-council waste contract in 2019 resulted in the transition to a new waste contractor (contract to commence 1 July 2020) for kerbside waste collection services. Among other benefits, it is expected to deliver more comprehensive and reliable data.

Contractor generated data and third-party waste audits will be used to monitor the results of programs implemented and will continue to influence our work.

Baseline: Waste Audit 2019

Update: Not available

Data source: -

Actions and achievements since 2016, under this objective:

2.4.1	Continue the development of a waste, recycling and reuse approach for the City, together with an implementation plan, that meets the needs of our residents, businesses and visitors, and utilises smart technology	Complete
--------------	--	-----------------

In December 2016, the City of Adelaide commenced a three-month pilot of business waste and recycling services in Melbourne Street. The pilot tested a weekly collection of waste, recycling and organics, and the sharing of bins for multiple businesses on a site. Reducing the number of standard kerbside wheelie bins used in multi-unit residential sites continued by providing larger shared bins and weekly collection of waste, recycling and organics. Eleven sites were transitioned resulting in 101 fewer bins out on collection day.

To encourage better management of household waste, Council provided residents with a booked 'at-call' hard waste collection service after a 12-month pilot program. There was an estimated 50% decrease in the weight of illegal dumping material being removed by Council. At the same time, the City of Adelaide continued to support residents in diverting food waste from landfill by offering a free kitchen caddy to collect food scraps.

2.4.2	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	Incomplete
--------------	---	-------------------

Efforts to reduce the amount of waste to landfill have continued over the four years. During 2017/18, the recycling rate for kerbside services was 42%. The number of standard kerbside wheelie bins used in multi-unit residential sites was reduced by providing larger shared bins and weekly collection of waste, recycling and organics at 16 sites. Over seven tonnes of electronic waste were collected and sent for recycling. The expansion of food waste collection in multi-unit residential buildings diverted over 100 tonnes of organics from landfill to compost.

In 2018/19 the City of Adelaide established a baseline for the waste generated within the city through audits of kerbside residential/commercial, multi-unit dwelling and public place waste services. These audits provided an evidence-base to inform the Waste and Recycling Management Strategy.

In 2019/20, the City of Adelaide undertook a process to transition to a new waste contractor. The new contract commenced on 1 July 2020. Due to the timing of the action, the intent of it will endure in the City of Adelaide 2020-24 Strategic Plan through the 'Environmental Leadership' outcome.

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

Activity against this action commenced in 2017/18 with a Sustainable Events Industry Workshop to determine the current practices of event organisers to inform the development of the Sustainable Event Guidelines. The Waste Minimisation Guide for Events and Venues was reviewed and project plans were completed for a review of Council services and infrastructure for medium and major events.

The Sustainable Event Guidelines were endorsed by Council in November 2018 and implemented at Council's New Year's Eve event resulting in:

- The provision of water bottle refill stations
- 100% of event materials diverted from landfill
- No plastic straws and all food vendors used compostable packaging
- Volunteers assisting patrons on the night with recycling and event information.

Several case studies were released in 2019/20, sharing the achievement of improved sustainable outcomes and lessons learnt from the 2018 and 2019 New Year's Eve events. A series of guidelines and checklist documents were prepared to support the implementation of the Sustainable Events Guidelines.

2.4.4	Facilitate the reuse and recycling of equipment, consumables and materials used in festivals and events in the City	Complete
--------------	--	-----------------

The development of the Sustainable Event Guidelines in 2018 has been instrumental in facilitating reuse and recycling at festivals and events in the city. For example, during the 2018 New Year's Eve event, single use plastic was banned, and food and beverage vendors were required to use compostable packaging, sustainable transport and marketing.

Planning for the integration of sustainability actions at the City of Adelaide's New Year's Eve event made the 2019 event the most sustainable one to date. Initiatives included new requirements for the waste contractors to provide a grey water service to vendors and having roving performers dressed in waste materials to educate patrons on reuse and recycling in a fun and interactive way. As with the 2018 event, there was a focus on reducing single use plastics onsite, provision of 'quench benches' and compostable packaging requirements for all food vendors. Although events were postponed or cancelled due to COVID-19 in the first half of 2020, work to support the integration of sustainability actions for festivals and events in the city has continued.

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

Complete

Key activities against this action included a Compostable and Reusable Coffee Cup Pilot with cafes in the area bounded by Gawler Place, King William Street, Flinders Street and Grenfell Street. The aim of the pilot was to reduce the amount of takeaway coffee cup waste by offering incentive payments for cafes to use compostable cups and lids or offer a discount to customers who bring their own cups. Twelve of the 27 eligible businesses in the pilot area received incentives to offer a discount to customers and a further two businesses received incentive payments to use compostable cups. The Compostable and Reusable Coffee Cup Pilot concluded in 2017/18 with the impact assessed via a post-pilot survey of participating businesses.

To support Clean Up Australia Day's 30th Anniversary in 2020, the City of Adelaide hosted an event in Bonython Park. During this event, members of the community learned about better waste and recycling practices while removing over 37kg of waste material from Bonython Park and the nearby waterway.

.....

A COMPREHENSIVE INTEGRATED WATER MANAGEMENT MEASURE WILL HAVE BEEN DEVELOPED AND INFLUENCES OUR WORK



Council currently tracks mains water use, recycled water use and the cost of both. A comprehensive integrated water management measure has been developed through the development of the City of Adelaide Water Profile and the development (in progress) of a Water Sensitive City Transition Plan (WSCTP), which is planned for implementation later this year. A water sensitive city is a liveable, climate ready city which uses a diverse range of fit-for-purpose water resources in infrastructure.

Baseline: City of Adelaide Water Profile 2016/17

Update: Not available

Data source: -

Actions and achievements since 2016, under this objective:

2.5.1	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%	Complete
--------------	--	-----------------

In 2016/17 the City of Adelaide worked with SA Water on soil testing to understand the impacts of recycled water use on plantings. The design for a new watering regime to green the Golf Links was completed and irrigation using GAP water was installed on the frontage to Bartels Road, facilitating greening of an area that had not been irrigated for some time.

More than half of the City of Adelaide's water usage in 2017/18 was supplied by the Glenelg to Adelaide Recycled Wastewater Scheme (GARWS), preventing 454 mega litres of wastewater being discharged to Gulf St Vincent and reducing the impact on Adelaide's coastal waters and local sea grass meadows. GARWS recycled water currently provides 78% of all irrigation in the Park Lands, which is close to the target of 80%. Further investigations will be required to determine whether there are any financial benefits to additional use of GAP water.

Other activities to promote efficient water use in the city include the use of Smart Water Meters at eight City of Adelaide sites to identify leaks and opportunities to reduce potable water use and use of recycled water for streetscapes and facilities such as public toilets.

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

Phase 1 of the Integrated Water Management Plan was delivered with the development of the City of Adelaide's first comprehensive water inventory for the 2015/16 financial year, profiling council's water consumption patterns and costs. A Water Profile 2014-16 was completed using data collated from the City of Adelaide Water Inventory in 2017/18.

A review of the Water Security and Biodiversity and Water Quality Action Plans identified that although more than half of the actions in these plans had been implemented, the water security target of 30% reduction in potable water use was not met. The initial plan to develop an integrated water measure was incorporated through the development of a Water Sensitive City Plan. Phase One of the development of the Water Sensitive City Plan was completed and Phase Two commenced in 2019/20. Development of Water Sensitive Urban Design (WSUD) Map for the City of Adelaide is in progress.

In 2019/20, the Smart Water Meter Project to deliver water meters at eight council sites was completed. The aim of this project was to help identify opportunities to reduce potable water use, identify leaks and diversify supplies for non-drinking purposes.

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

The City of Adelaide partnered with Adelaide and Mount Lofty Ranges Natural Resources Management Board, SA Water and the Environment Protection Authority to develop a water quality monitoring program for River Torrens and Torrens Lake. Other activity carried out under this action included addressing blue-green algae in the Torrens River Lake and the provision of advice on the Brown Hill-Keswick Creek project and eastern region Urban Stormwater Management Plans.

In early 2019/20 the Torrens Lake Rehabilitation Assessment was finalised and presented to Council. The City of Adelaide partnered with the State Government on River Torrens Governance Project and River Torrens Water Quality Improvement Project. Carp removal and a survey of carp population density in the River Torrens has been completed and work has commenced on the Aquatic Survey of Torrens Lake.

The information contained in this document is correct as of August 2020 unless otherwise stated.

This document is considered to be the part of the final update on the 2016-2020 Strategic Plan.

Further updates are available online and in Council's 2019 – 2020 Annual Report.

For further information on Council's Strategic Plan and Reporting visit cityofadelaide.com.au/strategicplan

Contact:

Strategy & Insights (Research and Reporting)

StrategicPlan@cityofadelaide.com.au

+61 8 8203 7203 (9am to 5pm Monday to Friday)

LIVEABLE

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



2016 – 2020 Strategic Plan

End of Plan Update

Objectives 33% progressed



Actions 96% completed

This section provides details of progress against the three Objectives and 24 Actions under the LIVEABLE theme of the City of Adelaide 2016-2020 Strategic Plan.

The LIVEABLE theme focussed on increasing the City's population, improving amenity and liveability, and improving the wellbeing and resilience of city residents.

Objectives and Actions

The following pages provide an end of plan update on the objectives and actions for this theme.

THE NUMBER OF PEOPLE LIVING IN THE CITY WILL HAVE GROWN FROM 23,000 TO 28,000 BY 2020



The estimated resident population (ERP) of the city was 25,456 as at 30 June 2019, some 2,500 residents short of the target. Although the 2020 population figures are yet to be released, it is unlikely that population target will be met due to current rates of population growth being lower than historic levels and further reduced net overseas migration as a result of COVID-19. Migration is the key driver for population growth.

Baseline: 22,624 (June 2014)

Update: 25,456 (June 2019)

Data source: City of Adelaide Census of Land Use and Employment (ACCLUE) 2016

Actions and achievements since 2016, under this objective:

- | | | |
|--------------|--|-----------------|
| 3.1.1 | 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 | Complete |
|--------------|--|-----------------|

During 2018/19, the City of Adelaide initiated discussions with 'Homes for Homes' to determine if there is role for council to play in its delivery. 'Home for Homes' is a social enterprise by The Big Issue, providing an innovative new funding model to increase the supply of social and affordable housing.

Other work to progress this action has been achieved through the development of the draft Social and Affordable Housing Policy document.

- | | | |
|--------------|--|-----------------|
| 3.1.2 | 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. | Complete |
|--------------|--|-----------------|

In 2018, a three-year rolling Capital Works Program was developed which has informed the annual business planning processes right up until 2019/20. Due to the COVID-19 impacts in the first half of 2020, the three-year Capital Works program has been revised.

Works completed under the Capital Works Program include the laneway upgrade to Gresham Place and mainstreet upgrade to Hindley Street West during 2017/18. Other activity included providing input into the new designs for the Gawler Place redevelopment and maintaining Bank Street and Topham Mall as part of the Market to Riverbank laneways upgrade. Throughout the four years, the City of Adelaide continued to deliver core maintenance in line with endorsed service standards.

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

The Free City Connector bus continued to provide a service around the city and North Adelaide, transporting approximately 19,000 passengers per week. In 2017/18, three smart bus stops were installed on Grote Street, King William Street and King William Road to provide reliable and real-time data for passengers. With the opening of the O-Bahn City Access project in December 2017, a further 27 new smart bus stops were installed along Currie Street and Grenfell Street. To improve the visibility of the Free Connector bus service, two additional buses were wrapped in the distinctive green Free City Connector livery as part of renewal activities in 2018/19.

Other improvements made to the Free City Connector service include the roll-out of smart onboarding technology such as voice announcements and expanded audio and visual display systems.

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

Throughout 2016 to 2020, the City of Adelaide worked collaboratively with the State Government on the upgrade of the Currie and Grenfell Street corridor. In December 2017, new bus stops, real time bus information infrastructure and on-street parking modifications were implemented for the Currie-Grenfell Street bus corridor. This coincided with the opening of the new O-Bahn tunnel from Hackney Road to Grenfell Street in December 2017.

The City Access Strategy commenced in October 2019 with completion of the strategy expected in 2020. The future development of the Currie-Grenfell corridor as a public transport boulevard will be considered through the City Access Strategy, as part of delivering a fully integrated network approach for all travel modes within the city.

3.1.5	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	Complete
--------------	--	-----------------

Advocacy for an urban growth boundary was endorsed as part of the Planning, Development and Infrastructure Act 2016 and confirmed in the Updated 30 Year Plan for Greater Adelaide. This Action was completed in 2017-18.

3.1.6	Increase participation by the broadest range of residents in the community life of their neighbourhood	Complete
--------------	---	-----------------

The City of Adelaide's Community Centres were core to the achievement of this action hosting a range of activities to encourage belonging, build community capacity, promote active citizenship, and reflect the diversity and unique character of each local neighbourhood.

Activities over the four years included ones to mark Mental Health Week and Harmony Day, in addition to the regular program of activities offered at Council's Community Centres and Libraries.

Neighbourhood Development Projects were supported in various locations to enable additional opportunities for the community to connect and share such as Youth Week, Neighbour Day, and Adelaide Community Leaders in Sustainability.

To celebrate 20 years of operation, the North Adelaide Community Centre hosted an expo which was attended by over 400 residents. This expo included a SALA exhibition, featuring 38 local artists. Other activities included an 'Unwrapped Mural Party', a Murray Mallee Trail in the Botanic Garden, two large scale exhibitions to commemorate the Centenary of Armistice 1918-2018, and a program of grassroots sustainability events for Plastic Free July 2019.

In 2019/20, a local resident was supported to develop and launch their first exhibition alongside established artist Bev Grace for the SALA Festival at the Box Factory Community Centre. Another resident made self-defence classes available for free in her local area with the support of the City of Adelaide. Numerous activities related to the theme of sustainability were also held. These included a low-waste gift-wrapping workshop, a 'Circular Economy' recycling and waste bus tour in partnership by KESAB, and a planting day at the Bonython Park native bee hotel.

3.1.7	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	Complete
--------------	---	-----------------

In July 2017, the City of Adelaide announced the Free Rates for Five Years incentive for owner-occupiers purchasing an off-the-plan apartment or conversion from a C or D grade office building. The incentive, together with the State Government partial stamp duty concession, was designed to assist developers with pre-sales to enable apartment projects to progress to construction.

Investigations were undertaken to identify the City of Adelaide's potential roles in advocating for affordable housing in the city. A report was prepared in 2019 to identify the tools that the City of Adelaide could pursue to ease the cost of city living. Later in the year, Council resolved to prepare a policy of social and affordable housing in the city. Since then a draft Social and Affordable Housing Policy document has been developed and will be presented to Council in due course.

3.1.8	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	Complete
--------------	---	-----------------

The City of Adelaide provided ongoing leadership and support in investigating the AdeLINK Integrated Light Rail Network in the city and surrounding suburbs. The proposed tram extensions were delivered on North Terrace to the East End and to the Festival Plaza on King William Street. The North Terrace extension was completed in October 2018 with new tram routes implemented and free tram services expanded to provide high frequency services on North Terrace and King William Street.

A decision was made by the State Government in 2018 to not to pursue the AdeLINK proposal and the Mayor's AdeLINK advocacy group has been inactive since then.

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

To better understand key markets, demand drivers and barriers associated with city living, the City of Adelaide partnered with the State Government to undertake market research into city living. The Adelaide City Living Market Research comprised of four surveys and seven focus groups. Over 2,000 surveys were conducted with the Adelaide metropolitan market, interstate market and current city residents. The results of this study have informed Council's marketing campaign 'City Living', which included promotions across a range of media such as outdoor advertising, billboards, digital media, social media and the City Living magazine.

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	Complete
---------------	---	-----------------

The City of Adelaide partnered with the State Government and City of Prospect to deliver a design for a landscape upgrade in Denise Norton Park / Pardipardinyilla (Park 2). Features included an upgrade to the community court facility and amenity of the Prospect Road boulevard.

In line with the Adelaide Park Lands Management Strategy implementation, Stage One of the fenced dog park was completed and opened in 2017. The Torrens Rail Junction project in Bonython Park / Tulya Wardli (Park 27) was also completed in 2017/18 with approximately 40,000 new plantings, including hundreds of advanced trees. The joint project with the State Government also included new shared-use paths, bridges, lighting, seating, stormwater pipe network and activated pedestrian crossings to improve amenity and safety.

The collaboration with the State Government on the City Access Strategy will consider the future development of movement networks in the Park Lands as part of the fully integrated network approach for all travel modes.

ADELAIDE WILL BE LISTED IN THE TOP THREE MOST LIVEABLE CITIES IN THE WORLD BY 2020



Since 2018, Adelaide has been ranked 10th in the Economist Intelligence Unit's (EIU) Global Liveability rankings after being ranked 5th since 2012.

Each year the EIU ranks liveability across five categories – stability, healthcare, culture and environment, education and infrastructure, out of 100. Since 2012, Adelaide's score has been constant at 96.6/100 and the change in rankings reflect the relative score of other cities. The EIU liveability rankings relate to the entirety of Adelaide and not specifically to the City of Adelaide.

The EIU Global Liveability Index is usually released annually in August. The 2020 Index has been postponed due to the coronavirus pandemic affecting data collection.

Baseline: Ranked 5th (2015)

Update: Ranked 10th (2019)

Data source: City of Adelaide Census of Land Use and Employment (ACCLUE) 2016

Actions and achievements since 2016, under this objective:

3.2.1	By June 2020, 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	Complete
--------------	--	-----------------

Background work to inform a long-term plan was undertaken in 2018 ahead of developing the 2020-2024 Strategic Plan. At the end of 2018/19, this action was reported as complete and was closed out on the basis that a longer-term vision for the city is likely to be pursued through the development of the proposed City Plan.

3.2.2	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	Incomplete
--------------	---	-------------------

The City of Adelaide together with the State Government co-funded \$12 million to build two separated bikeways, one north to south and the other east to west. The purpose of these bikeways was to enable greater liveability, deliver improved environmental and health benefits and better connect neighbourhoods and streets. In October 2019, the North-South City Bikeway received a National Award of Excellence in the infrastructure category at the Australian Institute of Landscape Architect Awards.

To improve access and safety in the city, new pedestrian crossing facilities were installed at the intersection of Frome Road and MacKinnon Parade as well as at the intersection of Stanley Street and Lefevre Terrace during 2016/17. In the same year, work commenced on the City West Quietway walking and cycling link in Blenheim Street including crossing points with Gouger and Grote Street. Updates to Chatham Street allowed for cycling in both directions with safer pedestrian crossing facilities at Sturt and Wright Streets. The quietway, which included road resurfacing of Blenheim and Lowe Streets was completed in 2018/19.

Although marked as incomplete, the intent of this action endures through the City of Adelaide 2020-24 Strategic Plan through the 'Thriving Communities' community outcome.

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

The City of Adelaide has worked in partnership with the State Government to plan and design the delivery of a range of major transport infrastructure. Projects facilitated include the extension of the O'Bahn along Hackney Road, construction of the City South Tram project and collaboration on the City Access Strategy.

3.2.4	By 2020, commence works on the Central Market Arcade redevelopment	Complete
--------------	---	-----------------

The City of Adelaide took care and control of the Central Market Arcade shopping centre on 27 September 2018 and has been successful in negotiating lease terms with most existing tenants as well as securing new tenants for several vacancies.

A multi-stage expression of interest process was progressed for the Central Market Arcade Redevelopment supporting a thriving, mixed-use place with expanded and complementary retail and market activities. The City of Adelaide worked through detailed proposals for the site with a view of realising a flagship mixed-use development project.

The launch of the Central Market Arcade Redevelopment and associated signing of the project delivery agreement took place in December 2019. Currently a pre-lodgement process is underway with the relevant State Government departments prior to the lodgement of the development application.

3.2.5	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	Complete
--------------	--	-----------------

Investigations have continued in relation to the City of Adelaide's potential roles in advocating for affordable housing in the city. A report was prepared in 2019 to identify the tools that the City of Adelaide could pursue to ease the cost of living in the city. Later in the year, Council resolved to prepare a policy of social and affordable housing in the city. Since then a draft Social and Affordable Housing Policy document has been prepared and will be presented to Council in due course.

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

88 O'Connell Street was purchased by the City of Adelaide in early 2018 as a strategic development site. Having undertaken an extensive community consultation process and developed guiding principles for the site, the City of Adelaide progressed a multi-staged expression of interest process. City of Adelaide is working to finalise the Heads of Agreement and progress the design concept following Council endorsement of the preferred proponent in early 2020.

The Strategic Property Review was finalised to consider the acquisition and disposal of assets, non-performing assets, partnering opportunities and future strategic purchases and land banking. The Strategic Property Action Plan was completed and presented to Council. The plan detailed each asset, its value, financial performance and associated opportunities in relation to value capture and commercial and community outcomes.

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

Complete

In 2016/17, an approach was developed by the City of Adelaide to ensure the efficient delivery of its core services. This included a prioritisation model and framework to support the transition from program reviews to service and activity reviews. As part of this process, a new Customer Program model was implemented during 2017/18 including the formation of a Business Centre, offering a single point of contact for business customers.

In 2018/19, an enterprise-wide framework was developed aimed at delivering core services as efficiently and effectively as possible. This framework was created alongside work to establish and measure enterprise maturity. A consolidated service directory was developed to assist future review opportunities. The prioritisation model developed identified services for review by conducting a high-level opportunity analysis for each service.

In 2019/20, information from the Service Directory was integrated in the 2020/21 Business Plan & Budget process to provide greater visibility and transparency regarding the cost of service provision. Service-based information has also been used to enhance the City of Adelaide's approach to Business Continuity Planning through the COVID-19 pandemic.

3.2.8 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

Complete

In the last few years, the Heritage Incentives Scheme (HIS) has allocated over \$3 million to around 300 conservation projects such as the Cumberland Hotel, Christ Church Hall, seismic stabilisation works to St Peters Cathedral, the conservation of the façade and shingle roof at Sparkke at the Whitmore, and roof conservation works and reinstatement of the ornate chimneys at St Margaret's.

2018 marked 30 years of advice and funding via the HIS. This milestone was celebrated with an event at the Adelaide Town Hall and an exhibition in Rundle Mall showcasing the City of Adelaide's built history through a selection of digitally colourised and enlarged archival photographs.

Operating in conjunction with the HIS is the Heritage Promotions Program. Key projects included conservation case studies, online articles on more modern heritage listed places, continued installation of heritage plaques, new self-guided historic walking and cycling trails, and sponsorship of South Australia's History Festival.



This objective was based on the data from the PERMA+ resident survey undertaken in 2016 in partnership with the South Australian Health and Medical Research Institute (SAHMRI). At the time of the survey PERMA+ was the primary wellbeing model and measurement framework the City of Adelaide was using. The 2016 baseline survey showed that City of Adelaide residents overall had a PERMA+ score of 7.2, just above the global average. The Strategic Plan objective was aimed at keeping resident wellbeing above the global average over the life of the plan.

Data from the PERMA+ survey was used to inform the Wellbeing Roadmap which identified three priority areas: 18 to 24 year olds; nutrition and physical activity; and meaning and purpose. A significant amount of work has been done in working with partners to support the wellbeing of 18 to 24 year olds living in the city. In the last couple of years this work has focussed on international students who have been identified as a particularly vulnerable group. Improved nutrition and increased physical activity has been emphasised for all residents through projects such as promotion of National Nutrition Week including cooking demonstrations and individual nutrition assessments in the aquatic centre and libraries led by a dietitian. Council has worked with SAHMRI on some projects to assist residents to connect with their personal meaning and purpose.

Current ways of thinking about resident wellbeing have become more holistic and consider the role of local government in supporting individual and community wellbeing. The PERMA+ survey is a narrower assessment of an individual's wellbeing and is lengthy and costly to administer and analyse. For these reasons the decision was made not to run the PERMA+ survey again but rather to invest in the development of a City Wellbeing Dashboard to provide a more holistic assessment of individual, community and city wellbeing to inform priorities and resourcing. Work on the Dashboard is underway including identification of population level indicators and data sources.

Baseline: PERMA+ score of 7.2 (September 2016)

Update: Not available

Data source: City of Adelaide Census of Land Use and Employment (ACCLUE) 2016

Actions and achievements since 2016, under this objective:

3.3.1 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 **Complete**

In 2016/17 the City of Adelaide supported the YWCA to deliver a public art mural in James Place as part of their 'Rise Above the Pack' campaign and in conjunction with International Women's Day and Adelaide Fringe Street Art Explosion. The mural, titled 'Stand up Step up, Call it out' aimed to spark a vital conversation about gender equality and women's safety in public spaces.

In 2017/18, the City of Adelaide's Access and Inclusion Strategy 2013-2016 was evaluated and development began on a new Disability Access and Inclusion Plan (DAIP) 2019-2022. In February 2019, following nine months of community engagement, Council endorsed the new DAIP. The plan includes strategies to support people with disability through access to the built environs, events and facilities, access to information and communications, addressing the specific needs of people with disability in its programs and services, and employment.

The City of Adelaide became the first capital city in Australia to become a Welcoming City in March 2018, building on our status as a Refugee Welcome Zone. This was recognised with the National Symposium of the Welcoming Cities Network being hosted in Adelaide for the first time. Refugee Week has been celebrated in June each year with community and civic receptions, and banner displays. In June 2018, a World Refugee Day event, in partnership with the Australian Migrant Resource Centre, was a highlight with the opportunity to celebrate achievements, share music and hear about current initiatives of those who arrived as refugees.

Through the Volunteer Program, an average of 275 volunteers have supported the City of Adelaide across a range of activities each year. The contribution of volunteers is evident in the libraries, community centres, visitor information services, public realm, healthy ageing, culture, and sport and recreation.

Between 2016/17 and 2018/19, a total of 165 prospective applicants sought Community Development Grants information with a total of \$1,423,968 in grants funded across three categories – Major, Minor, and Quick Response Grants. In 2019/20, Council received a total of 99 Minor and Quick Response grant inquiries with 20 applications approved for funding totalling \$116,482.

Other annual activities to develop strong and resilient communities include delivery of the Commonwealth Home Support Program, which continued to service over 200 clients through the pandemic, and the holding of events to celebrate Mental Health Week and South Australian Living Artists (SALA) Festival.

3.3.2 Work with the State Government, community leaders and community organisations to support vulnerable members of the community **Complete**

During 2017/18, the City of Adelaide delivered the Homeless and Vulnerable People Project with funding from the Department for Communities and Social Inclusion, including supporting the transition to a new homelessness outreach provider. In November 2017, the Institute of Global Homelessness named the City of Adelaide a Vanguard City for our efforts to end homelessness. Formed in January 2018, the strategic partnership with the Don Dunstan foundation aimed to deliver the Adelaide Zero Project and create 'functional zero' homelessness by 2020. An example of the works delivered by the Adelaide Zero Project partnership was 'Connections Week', which was coordinated by the Hutt Street Centre. This initiative collected the names and vulnerability status of rough sleepers in the city to enable immediate triaging and allow for the tailored support of vulnerable individuals. In its first year, the Adelaide Zero Project made a record 161 housing placements to support people living on our streets into secure housing.

In July 2019, a Community Pledge was created in response to community desire to be more actively involved in assisting rough sleepers in the city. A Community of Practice was established to coordinate housing allocation and service delivery to individuals and a public Dashboard was launched showing progress on outcomes for people sleeping rough in the city. During COVID-19, the City of Adelaide worked with city-based homeless services and SAPOL to ensure people sleeping rough were being connected to services and receiving support. The COVID-19 Emergency Accommodation for Rough Sleepers was also supported by the City of Adelaide in response to enabling people experiencing homelessness to practice social distancing and good hygiene.

3.3.3 Work with the community and other stakeholders through a range of initiatives to activate key areas to enable people to use the City safely and seek to reduce crime

Complete

Together with SA Ambulance and the Heart Foundation, 24 publicly accessible automatic external defibrillators (AEDs) were installed throughout the City of Adelaide. Community training sessions were offered by Ambulance SA to increase awareness and confidence in using AEDs.

The Safer Path D project was delivered in 2016/17 with a collaborative approach between the City of Adelaide and local residents to enhance the lighting, plantings and public art near the Box Factory Community Centre and improve perceptions of safety.

The city's Closed-Circuit Television Network (CCTV) was expanded in 2017/18, with five additional CCTV cameras installed along Hutt Street, bringing the total number of CCTV cameras in the city to 116. In December 2019, Council endorsed improvements to lighting and the development of CCTV rebate scheme in response to community concern around safety in Chinatown and the Market District.

In consultation with community groups and key stakeholders such as SA Police, Encounter Youth, YWCA, Commissioner for Children and Young People and residents, the Safer City Policy and Action Plan 2019-23 was updated and endorsed by Council in June 2019. The Safer City Policy 2019-2023 identified the City of Adelaide's role in relation to community safety and guides decision-making whilst the Safer City Action Plan identified the City of Adelaide's role in the delivery of safety works, projects and programs. Key actions include working with young people to enhance their perceptions of safety, continuing to deliver safety lighting projects, and partnering with key stakeholders to explore harm minimisation strategies for people attending dance music festivals in the city.

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

Complete

The City of Adelaide supported the Don Dunstan Thinker in Residence program in 2017/18. Workshops and forums were held by Thinker in Residence, Allyson Hewitt to map the social economy in Adelaide.

In 2018 the City of Adelaide partnered with Business Models Inc, a strategy and innovation consultancy, to incubate and support the development of sustainable creative enterprises through the 'Business of Being Creative' program. The program supported entrepreneurs to research new markets and ideas and be mentored by a creative industries leader to help evolve their enterprise. The program had numerous participants across the creative, entrepreneurial, education and philanthropic sectors, fostering the expertise and connections required for creative ventures to thrive.

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

Complete

Several major projects to provide sport and recreation activities in the Park Lands have been completed. These are detailed in the update against the Deliver sport and recreation activity hubs consistent with the Active City Strategy and Adelaide Park Lands Management Strategy action.

Highlights over the four years include support for the SA Disc Golf Association to find a suitable site for regular activity in the Park Lands, and administration of the Recreation and Sports Grants scheme to encourage a range of community led recreation and sport activities in the city. A total of \$59,694 was recommended for grant funding in 2017/18, not including Quick Response Grants.

Funded activities included golf clinics for people living with disability, social cricket competitions targeting women and young people from multicultural backgrounds, free after-school basketball coaching targeting primary school aged children, and a soccer program aimed at engaging young people from cultural and linguistically diverse backgrounds. A total of 54 grant submissions were received by the City of Adelaide for the Recreation and Sports Grant Program in 2018/19. Over \$173,000 was granted to successful applicants supporting over 7,5000 people to participate in recreation and sports events across the city and Park Lands.

Sports and recreation grants continued to be made available throughout the 2019/20 financial year although the number of applicants has been impacted by COVID-19. A total of \$122,476 of funding was approved across the various grant categories.

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

Complete

Since 2016, the City of Adelaide has delivered numerous improvements to sport and recreation hubs across the city. In May 2016, the State Government announced \$6 million towards the enhancement of Gladys Elphick Park / Narnungga (Park 25) to complement the \$8 million redevelopment of the community sports facilities and ovals by the South Australian Cricket Association. The project was completed in 2018 and consists of a new multi-purpose sports pavilion and improved cricket and football fields.

In June 2017, the State Government announced funding of \$3.2 million towards the upgrade of the netball facilities in Josie Agius Park / Wikaparntu Wirra Park 22. The project was completed in 2018 and included resurfacing of existing courts, four new courts, improved lighting and improved access points to and throughout the park.

Other key achievements over the four years included completion of the change room and toilet facilities at Victoria Park / Pakapakanthi (Park 16), construction of new community sports pavilions in Ellis Park / Tampawardli (Park 24) and Gladys Elphick Park / Narnungga (Park 25), and renewal of the BMX tracks in Blue Gum Park / Kurangga (Park 20). A commercially operated tree top adventure park in the south east corner of Blue Gum Park / Kurangga (Park 20) opened in late 2018.

Gladys Elphick Park / Narnungga (Park 25) was endorsed as the location for a new city skate park in February 2019. The State Government subsequently announced \$3 million funding for the skate park along with \$1 million for an inclusive playspace, the Quentin Kenihan Inclusive Playspace in Rymill Park.

The information contained in this document is correct as of August 2020 unless otherwise stated.

**This document is considered to be the part of the final update on the 2016-2020 Strategic Plan.
Further updates are available online and in Council's 2019 – 2020 Annual Report.**

For further information on Council's Strategic Plan and Reporting visit cityofadelaide.com.au/strategicplan

Contact:

Strategy & Insights (Research and Reporting)

StrategicPlan@cityofadelaide.com.au

+61 8 8203 7203 (9am to 5pm Monday to Friday)

CREATIVE

A MULTICULTURAL
CITY WITH A
PASSION TO CREATE
AUTHENTIC AND
INTERNATIONALLY
RENOWNED EXPERIENCES



2016 – 2020 Strategic Plan

End of Plan Update

Objectives *80% progressed*



Actions *93% completed*

This section provides details of progress against the five Objectives and 32 Actions under the CREATIVE theme of the City of Adelaide 2016-2020 Strategic Plan.

The CREATIVE theme was concerned with capturing and sharing the lifestyle of the City of Adelaide, increasing visitation, enhancing the range of events, and ensuring the optimal experience for creators and consumers of events, activities, arts and culture in the City.

Objectives and Actions

The following pages provide an end of plan update on the objectives and actions for this theme.

ATTENDANCE AT FESTIVALS AND EVENTS IN THE CITY AND PARK LANDS WILL HAVE GROWN BY 5% BY 2020



According to the latest event attendance figures available, there were an estimated 6.77 million attendances at festivals and events in the city in 2018-19 (averaged over two years). This represents a growth of 20.4% or 1.15 million attendances from the baseline. The latest increase has been driven by a markedly greater attendance figure for the Adelaide Fringe Festival 2019. This rise is consistent with the increases from the previous years.

Baseline: 5.62 million attendances
(average of 2013-14 and 2014-15)

**Update: 6.77 million attendances
(average of 2017-18 and 2018-19)**

Data source: City of Adelaide

Actions and achievements since 2016, under this objective:

4.1.1	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	Complete
--------------	--	-----------------

The multi-year agreements for significant events commenced in 2017 and saw 29 events approved for licences that year. Multi-year licences afford event organisers security of tenure in the Adelaide Park Lands for up to five years. It also allows the City of Adelaide to curate events in a way that fosters activation, take a long-term view of event planning, and enable a proactive approach to site remediation. 2019 saw a focus on working with event-holders to better maintain sites and minimise post-event remediation.

Activation in the Adelaide Park Lands continued in collaboration with a wide range of stakeholders including the Adelaide Festival Centre and the DPTI regarding the Riverbank Precinct. The Qingdao Rose Garden was completed in late 2017 and opened by the Lord Mayor in February 2018. Within the garden is the 'Song of Wind', a statue donated by the Qingdao Municipal People's Government. The statue is a replica of the one found in Little Qingdao Park in Qingdao City, thus representing the relationship between Adelaide and Qingdao.

The City of Adelaide worked closely with the State Government on numerous projects to support public art opportunities in the Park Lands over the four years including public art installations as part of the Market to Riverbank laneways upgrade.

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

The new events booking system went live in mid-2018 and is used by the City of Adelaide to book events and coordinate all associated processes. It also allows customers to enquire and book council spaces and venues online, enhancing the customer experience.

Efforts have continued to activate the city and engage with city businesses. The five-week East End extended dining activation during the 2018 Festival Adelaide season offered businesses on Rundle Street, Vardon Avenue, Ebenezer Street and Union Street the opportunity to extend their outdoor dining and licensed area with the City of Adelaide providing the additional furniture required at no extra cost.

During 2019/20, planning for the next iteration of the Adelaide Park Lands Events Management Plan (APLEMP) commenced. The new round of multi-year licences was scheduled to launch in May 2020 however this was suspended due to COVID-19.

4.1.3	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	Incomplete
--------------	--	-------------------

Reviewing infrastructure requirements for all event spaces is a project contained within the Adelaide Park Lands Events Management Plan 2016-2020. The desired outcome of this project is to provide suitable forms of infrastructure to support the delivery of high-quality events in the city. The provision of additional event infrastructure in the Park Lands also supports actions from the City of Adelaide's Sustainable Event Guidelines and the ambitions for a carbon neutral city.

Project scoping and initial design work commenced on the upgrading of utility infrastructure to facilitate events in Rundle Park / Kadlitpina (Park 13) and Rymill Park / Murlawirrapurka (Park 14). Power, potable and recycled water and wastewater disposal were identified as priority event infrastructure for upgrading. The project was due to commence in March 2020 however there have been delays due to COVID-19. Works on Yam Daisy Park / Kantarilla (Park 3) were also due to commence in March 2020 but has been delayed due to the disruption caused by COVID-19.

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

The City of Adelaide has been a key supporter of Festivals Adelaide to enable delivery of multiple events that position Adelaide as the premier international arts market. In 2018/19, Festivals Adelaide worked with SATC for exposure of 'Adelaide, Australia's best festival city' in the UK. Festivals Adelaide also visited Montreal to meet with representatives from key festival cities including Edinburgh (UK), Singapore, Krakow (Poland) and Austin (Texas, USA). Topics for ongoing discussion amongst the group to share knowledge and establish best practice included education, infrastructure, social inclusion, and funding models.

The City of Adelaide funded the OzAsia Festival, the leading contemporary art festival engaging with Asia through the 2019/20 Festival and Events Sponsorship Program. The festival comprised more than 60 events and 850 artists spanning dance, music, film and visual arts.

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

The City of Adelaide worked with State Government and other partners to attract a major international event in the winter months. Opportunities have been investigated in partnership with Events SA, SATC and Adelaide Oval.

During 2017/18, the City of Adelaide supported SATC with the filming of part of the MasterChef series in Victoria Square and the Central Market. This formed part of the winter promotion of Adelaide as the show was aired in June 2018 and achieved an average audience of over 1 million viewers. The involvement with MasterChef was a unique opportunity to showcase Adelaide to a national and international audience of millions. MasterChef Australia was broadcasted in over 50 countries internationally including Hong Kong, New Zealand, UK, Italy, India, Singapore and Malaysia.

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

Complete

Adelaide is an active participant in the global UNESCO Creative City network. In 2018/19, the partnership with Music SA saw the prestigious SA Music Awards held in the Adelaide Town Hall, and the Winter Umbrella Festival grow to total attendances of 45,000.

In the first half of 2019/20, the City of Adelaide together with Music SA delivered 17 curated events as part of the Umbrella Winter City Sounds. Later in 2019, the City of Adelaide partnered with the Adelaide Festival Centre Trust to deliver the first Asia-Pacific Creative Cities Conference with over 200 delegates attending from 34 cities across 15 countries.

Other key achievements included:

- Local Buzz enabling five small businesses to trial live music for the first time including a new jazz lounge bar in the East End as well as Spanish guitar, big bands and dancing on a Saturday in the Market District
- Partnerships with the City of Adelaide Concert Band and the City of Adelaide Pipe Band delivering 16 live music community events, and the Town Hall Organ Recital Concerts reintroduced to full houses
- Adelaide Town Hall hosting 'The Sound of Australia: William Barton with the Adelaide Symphony Orchestra' as part of the 'Yidaki: Didjeridu' exhibition at the South Australian Museum.

Artwork is being developed to add to the experience of four laneway names to celebrate the music and creative contributions of South Australian music icons Paul Kelly, Cold Chisel, Sia Furler and The Angels.

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

Complete

The City of Adelaide introduced a Live Music Enterprise Category to the Arts and Cultural Grants program in 2017/18 to support new music ventures and start-ups to provide opportunities for musicians to play in city venues and spaces.

During 2017/18, four 'Rock the Square' events were held during lunchtime and twilight. Combining live music and food trucks, 'Rock the Square' featured eight unique local acts across a variety of genres with a total of 950 participants and attracting over 2,000 followers on Facebook.

The City of Adelaide developed a strategic partnership in 2018/19 with 'play/pause/play', an online radio station devoted to playing only Australian music. This initiative also supported audience development for local, live Adelaide music through a gig guide as well as interviews to tell the story of local performers.

To provide greater exposure for the local live music industry, the City of Adelaide promoted numerous events through its Adelaide Living magazine and social media channels. Events promoted include PubSing local pub choir, and new record label Part Time Records' launch, and Music in the Square.

The National Live Music Awards (SA) with the Best Live Act in South Australia was presented by the Deputy Lord Mayor and a civic reception was held to celebrate the induction of the Adelaide Town Hall and Adelaide Symphony Orchestra in the Adelaide Music Collective South Australian Music Hall of Fame.

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

Complete

Working with Music SA, the City of Adelaide delivered 'Umbrella: Winter City Sounds', a program of live music throughout Adelaide between 2016 and 2018. The 'Umbrella: Winter City Sounds' held in 2017/18 saw 83 city venues hosting live music events with 1,800 musicians participating and attracting 45,000 attendees.

In 2018/19, 13 unique events were curated for 'Umbrella: Winter Sounds'. These include the event 'Scouted', showcasing South Australia's most prominent unsigned musical talents across four venues; 'Sconefest'; 'Opening Night Street Party'; and 'Americanathon'. The events featured over 80 artists across 56 venues in the city including new music spaces, carparks, city fashion businesses and a library.

4.1.9 Work with existing festivals and events to increase the number and diversity of audiences and visitors

Complete

The City of Adelaide provided support for festival and events in the city through social media, email and website marketing. Events and activities in the city were also promoted on the 'What's on' listing on the City of Adelaide website, the City Cross super screen, and at the Visitor Information Centre in James Place.

Events supported in 2017/18 include the Adelaide Film Festival, the North Terrace Tree Trail, Vogue Festival, South Australian Living Artists Festival, Hybrid World Adelaide and the OzAsia Festival. In the same year, the City of Adelaide ran two major events-focussed marketing campaigns – 'Christmas in the City' and 'Summer in the City.' 'The Christmas in the City' campaign was targeted at South Australian residents and the 'Summer in the City' campaign was targeted South Australian residents and interstate visitors, highlighting events in Adelaide such as Tour Down Under, Urban Beach and Australia Day. The City of Adelaide also facilitated events such as Carols by Candlelight, the Christmas Pageant, Australian Masters Games, the World Solar Challenge and the Three-Day Equestrian Event. Support for the many of these festivals continued over the four-year period.

In 2020, COVID-19 restrictions on public gatherings meant the traditional ANZAC Day march did not go ahead. Instead a private ceremony was included as part of the service and the City of Adelaide organised buglers and bagpipe players around the city including the balcony of the Adelaide Town Hall, as a new way to remember.

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



To measure the level of arts and cultural participation in the city, data is collected through the City of Adelaide's annual City User Profile (CUP) Survey on whether people actively participated in any of a specified range of activities in the city in the preceding 12 months. These activities include creating music, participating in a theatre/dance/ performance/event, parade or show, visual arts and craft and creative writing and is based on the Australian Council of Arts definition of active participation.

Over the four years, the level of arts and cultural participation remained relatively consistent at around 15% to 16%. The exception was in 2017 when participation peaked at 18%. The results of the latest survey showed that the number of city users who actively participated in arts and cultural activities was 15%, marginally lower than the baseline level of 16% in 2016. Due to COVID-19 the CUP survey was not undertaken in 2020.

Baseline: 16% (2016)

Update: 15% (2019)

Data source: City of Adelaide City User Profile (CUP) Survey 2019

Actions and achievements since 2016, under this objective:

4.2.1 By June 2017, develop an Arts and Culture Strategy Complete

In September 2017, Council endorsed the 2017-2023 City of Adelaide Cultural Strategy and Roadmap. The Cultural Strategy commits to building on combined strengths, pursue bold new opportunities and infuse creativity and culture into everything we do to grow the cultural vitality of the city. The Cultural Roadmap communicates the structure, priorities and aspirations of the Cultural Strategy.

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

The Arts and Cultural Grants program provides support to eligible groups, organisations and individuals to deliver creative arts and cultural projects. Around \$250,000 in grant funding is dispensed to numerous projects each year.

Works from 63 artists were featured at the City of Adelaide Libraries as part of SALA 2017: Connection, Australian Refugee Portrait, and Mental Health Coalition exhibitions. Other highlights included a display of Himeji artworks to commemorate the 35th anniversary of the sister city relationship between the City of Adelaide with Himeji, Japan.

The Lord Mayor hosted a Cultural Think Tank in 2018/19 to focus on practical ways to progress opportunities to galvanise Adelaide's reputation as thriving creative and cultural destination. A research visit was also hosted for Professor James Pawelski, a psychology and wellbeing expert. The visit explored the wellbeing benefits of culture and how to better connect and leverage Adelaide's strengths in these areas and culminated in the release of a 'Wellbeing Benefits of Culture' report.

The Creative and Cultural Vitality Dashboard was launched in 2020. Featured on the City of Adelaide website, it enables the arts and broader community to understand the impact of creative and cultural activities in the city in terms of cultural, social, economic and environmental outcomes.

4.2.3	Attract and support artists and cultural entrepreneurs to develop commercial opportunities	Complete
--------------	---	-----------------

This was actioned primarily through the Creative Social Ventures Incubator program 'The Business of Being Creative'. In 2017/18 the program commenced with 20 participants selected from over 100 applications. The four winning teams at the end of the program each received \$2,500 in seed funding. Following an evaluation, the program was launched again in March 2019 in collaboration with Carclew, Flinders University New Venture Institute, Guildhouse and the Helpmann Academy. These partnerships allowed for the delivery of a model that expanded creative incubation activities and provided creatives with further professional development opportunities through skills development and creative connections.

The City of Adelaide ran an event and activation program to support vibrancy in the O'Connell Street precinct. These included the 'Wild Goblin Garden' enjoyed by over 2,000 families during the April 2019 school holidays. The City of Adelaide also supported the North Adelaide Rare and Classic Show in April by creating a fun and exciting kids activation zone on the site. Other events included a Pop-Up Adventure Space in the July 2019 School Holidays; Spring Blooms, the immersive floral art installation, and various community activities through August and September 2019. The 2019/20 Splash Adelaide program opened on 3 October 2019, with a refreshed logo, new website and the introduction of the Splash Adelaide Ideas Hub. Splash Adelaide supports the community to test and trial creative ideas and projects in response to the challenges and opportunities the city is facing. Splash Adelaide and the activation program for 88 O'Connell Street was placed on hold in early 2020 due to COVID-19 restrictions on public outdoor gatherings.

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

In 2017/18, three smart public waste bins were installed on Hindley Street. The 'Clean Cube' structure runs on solar power and uses an innovative cloud-based system to optimise waste collection. A sensor provides real-time data on how full the bins are so that they can be emptied as required. The cubes also contain a compactor to compact the rubbish when it reaches a certain level. This enables a 120-litre bin to hold up to eight times as much rubbish as the bin would normally hold. In addition to improving the amenity of the street, it also helps to increase efficiency by reducing unnecessary pick-ups and half empty bins.

People movement sensors have been installed in strategic locations throughout the city to capture the volume of foot traffic in various locations. A network of 60 sensors were installed to gather information on how people move in and around the city. The network of sensors allows for a richer understanding of city usage and pedestrian movement and helps the City of Adelaide to better plan for infrastructure improvements, events and festivals. The Smart Environment Monitor project collected a variety of data to inform innovative solutions to improve the everyday experience of the city. Sensors located across the city collected information on carbon dioxide, dust and temperature.

4.2.5	Partner with cultural institutions to increase visitations in the City and Park Lands	Complete
--------------	--	-----------------

Seventy-five strategic cultural partnerships and residencies across artforms and creative practice were developed in 2018/19. ART WORKS, delivered in partnership with Guildhouse, involved artists and writers in residence in a series of creative workshops, exhibitions and community courses to provide creative activation of the Minor Works building.

A total of 16 partnerships were developed during 2018/19 across a range of artforms and creative practices. The City of Adelaide participated in the City Standard partnership to support community-run creative platform for writers and content producers. The project commissioned Run Wild Productions to produce a 15-minute documentary 'Starting from Scratch'.

A partnership with Writers SA delivered the City of Adelaide initiative 'Context: a winter festival' for writers, which explored writing across a range of formats, such as literature, plays, games and song writing. The partnership with Panpapanpalya Dance Congress and the University of South Australia delivered the opening night event in the Town Hall with First Nations dance performances experienced by 900 delegates from 26 countries.

Several strategic partnerships supporting the exhibition and community programming for the incubation of creative practice were pursued during 2019/20. One example is the partnership with the Adelaide Festival of Arts resulting in the presentation of visionary Japanese artist Tatzu Nishi's 'A Doll's House' in Rundle Mall.

BED NIGHTS SPENT IN ADELAIDE BY INTERNATIONAL AND DOMESTIC VISITORS WILL HAVE GROWN FROM 8.1 MILLION TO 9 MILLION BY 2020



In the year December 2019, the number of international and domestic visitor nights spent in the city was over 10.45 million, the highest number of visitor nights recorded since 2014. Of the 10 million visitor nights, just under two-thirds were domestic traveller nights, which continues to grow year on year. The objective 9 million visitor nights was achieved in 2017.

Baseline:

7.98 million (year to Dec 2014)*

Updated based on newer data published by the TRA

Update:

10.45 million (year to June 2019)

Data source: Tourism Research Australia, unpublished data

Actions and achievements since 2016, under this objective:

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

The City of Adelaide worked with the South Australian Tourism Commission (SATC) to ensure an optimal visitor experience. Activities included leveraging major events such as 'The Ashes' in December 2018, providing visitor information, and the introduction of an Adelaide Sightseeing Pass in early 2019, a new booking platform to enable visitors to purchase discounted passes to a range of attractions.

In 2017/18 Council endorsed the City of Adelaide Visitor Economy Action Plan 2018-2020, which set out an overarching plan and specific actions to work with key partners to grow the visitor economy over the next two years. All 29 actions in the plan are expected to be delivered by December 2020.

The Adelaide Visitor Information Centre received around 100,000 enquiries annually. Other programs within the Adelaide Visitor Information Service include: Central Market Information Booth, City Guides, Adelaide Greeters, Cruise Ship Meet & Greet, Mobile Visitor Information Service, Events Visitor Information Service and Adelaide Town Hall Tour. The success of the program has been attributed to the contribution of over 110 volunteers who collectively have given 43,123 hours of their time to welcome our visitors over the last three years.

In early 2020, the City of Adelaide launched the 'Adelaide Highlights Virtual Tour', coinciding with the impacts of COVID-19 and the increased interest in virtual experiences as people stayed home.

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

Complete

With the commencement of direct flights from China into Adelaide with China Southern Airlines in December 2016, the City of Adelaide delivered a range of activities as part of the 'Welcome China' project.

Key elements included:

- A new digital experience created through a 'Welcome China' WeChat page
- Design and installation of 41 bilingual directional signs to assist wayfinding
- Multilingual 'Welcome to Adelaide' banners along the main entrance corridor from the airport to the city.

As part of this project, Adelaide hosted three incentive groups with close to 4,000 from China over the past few years. The City of Adelaide provided welcome letters from the Lord Mayor, dedicated information booths, and a VIP function at the Adelaide Town Hall to encourage further visitation and investment into Adelaide. These group visits created almost \$18 million of economic benefit to the city's economy.

In 2018, the City of Adelaide participated in a State Government organised inbound delegation of Indian businesses, who were in Adelaide in 2018 to scope future investment opportunities. Among the delegates were representatives from HCL Technologies, an Indian owned international business that had recently opened an office 80 Grenfell Street.

With the restrictions in place on international travel due to COVID-19 in 2020, efforts were focussed on fostering existing international connections and international relationships with our sister cities. These relationships will help to promote Adelaide and attract international visitors once travel restrictions are eased.

4.3.3 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

Complete

The City of Adelaide continued the strategic partnership with the Adelaide Convention Bureau, providing annual funding and support to promote South Australia as a premier destination for business events. Examples of events supported include large-scale incentive groups from China 'Perfect China', with around 2,700 delegates over three days and 'Joymain' with 750 visitors. These activities resulted in an economic impact of \$3.5 million and 4000 bed nights for the local economy.

Following an independent review of the City of Adelaide partnership agreement with the Adelaide Convention Bureau, the 2019/20 agreement had a greater focus on attracting conferences relating to key priority industries and the inclusion of the 'Designed for Life' branding.

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

Complete

Various avenues were used to promote the City of Adelaide calendar of events and activities including monthly distribution to key stakeholders and the City of Adelaide's 'What's On' page.

In 2018/19, the City of Adelaide developed and shared a new annual event calendar to ensure that the local community is notified and engaged with all high impact events. To support this, the City of Adelaide introduced a new way of sharing event information with the public through the use of Power BI, an interactive tool that allows members of the public to see upcoming events around the city presented in a map format. Having after hours contact/hotline phone numbers on the dashboard helped with noise management so that city residents know when events are held throughout the year. Although many events were cancelled or postponed due to COVID-19, the online dashboard and event information have continued to be updated.

4.3.5	By December 2020, Council will install a network of NBN-enabled interactive wayfinding stations to build on the current roll out	Complete
--------------	---	-----------------

NBN has significantly progressed its roll-out of the network across the city. Some areas in the northern and southern parts of the city have already received service while the majority of Adelaide were provided service between April to June 2019. NBN has also updated the technology from fibre-to-the-basement to fibre-to-the-curb.

The reference to NBN was superseded with the near completion of the Ten Gigabit project installation. Ten Gigabit Adelaide will now be the infrastructure used to support any potential interactive kiosks.

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

A significant landscape upgrade to Sir Donald Bradman Drive was completed in 2018 to improve the arrival experiences of tourist at entry points to the city. Around 110 native gumtrees and extensive understorey vegetation was planted in the median strip. A similar project on Bunday's Road in North Adelaide was completed in the same period.

The City of Adelaide has prepared a business case for a refreshed Adelaide Free WiFi network. The purpose of this project was to provide high-performing, ubiquitous wireless broadband coverage throughout the city. The projects supported numerous social and community requirements that are citizen-focused and support the wellbeing and health of people. A new WiFi network supports growth of the city's economy by providing connectivity to tourists, international students, local businesses and residents moving through the city. An option to extend this service through the major transport corridors connecting the city with Adelaide Airport has been scoped and costed.

4.3.7	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	Complete
--------------	--	-----------------

Discussions with the State Government on the return of interstate train services to Adelaide Railway Station occurred between 2016 and 2018. In October 2019, the City of Adelaide partnered with the then Department of Planning, Transport and Infrastructure (DPIT) to develop a City Access Strategy, a 20-year movement strategy for the city. The City Access Strategy will adopt an integrated approach to planning for transport infrastructure and services to support future resident, business and visitor growth in the city and surrounding suburbs.

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



This sentiment is captured in the annual City User Profile Survey where people who are in the city are asked to rate the extent to which they agree with the statement. A score of 10 means that there is strong agreement with the statement that 'the City has great places to enjoy events, activities, art and culture'. In 2015, when the baseline results were established, the average rating was 8.4 out of 10. This result has been consistent over the four years though it dipped marginally by 2019.

Baseline: 8.4/10 (2015)

Update: 8.0/10 (2019)

Data source: City of Adelaide City User Profile (CUP) Survey 2019

Actions and achievements since 2016, under this objective:

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

The City of Adelaide has continued to design and identify public spaces that could be used for events and activations.

The laneways project explored design concepts for several laneways as opportunities to expand on Adelaide's vibrant laneway culture. These design concepts aimed to support current developments and businesses in these locations through pedestrian-friendly designs and integrated art to bring the local culture and heritage of these lanes to life. The upgrade to Gresham Place completed as part of the Riverbank to Market link in early 2018 included new outdoor seating, paving and lighting to encourage greater public amenity and use of the space.

An upgrade to the Adelaide Town Hall's lighting and staging facilities took place during 2018/19 as well as the implementation of new event software to improve event planning and administrative efficiencies. There were 473 events held at the Adelaide Town Hall in 2018/19, a 5% growth in the number of events from last year. Events held included live music, community events, weddings, fundraisers, school formals, gala dinners, awards nights, festivals, graduations, conferences, receptions and art exhibitions.

Christmas in the City 2018 was delivered with a life-size Rudolph the Reindeer and Santa's sleigh in Victoria Square. It provided an amazing photo opportunity for thousands of people attending the Victoria Square Twinkling Lights, Festive Nights activation.

The New Year's Eve event 2019 attracted its largest audience with over 80,000 attendees. The diverse program of entertainment in both the kids' zone and on the main stage as well as the increased sustainability measures, were highlights of the event.

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

The City of Adelaide has worked collaboratively with DPTI on the implementation of the Planning and Design Code transition. Submissions have been provided on various discussion papers. This process has also been used to raise ongoing issues relating to 'temporary change of land use' process and how the legislation could be improved to allow more interesting temporary occupation in private buildings.

4.4.3	Increase public art and cultural expression in private development by using planning levers and requirements	Complete
--------------	---	-----------------

The new State-wide Planning and Design Code was released for consultation by the State Planning Commission on 1 October 2019 and will replace Council Development Plans. The City of Adelaide has reviewed the code and has sought planning provisions that increase public art and cultural expression in private development.

Public art continued to make a positive contribution to major projects in the public realm, enlivening spaces and providing dynamic experiences for people to stop, connect and discover.

Some highlights over the four years included:

- Artist Dave Court creating the UNESCO City of Music Mural, the largest mural in the CBD, celebrating 40 years of contemporary music in Adelaide
- Three art works created for the Market to Riverbank project, the 'Golden Rhombohedron' in Bank Street, sandblasted artwork 'The River is a Kaurna Market' in Topham Mall, and artistic drainage grates and seating Geode
- Launch of the Adelaide Art Walls online portal to connect Adelaide street artists with building owners looking to commission original works for external walls
- The Cultural Marker project which commissioned artist Jacob Logos to work with members of the Kaurna community and wider Aboriginal community to create a significant public artwork in Victoria Square / Tarntanyangga.

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

Opportunities for decorative lighting have been identified in conjunction with the upgrade of laneways and streets. Several decorative lighting projects were achieved including lighting projects for Paxton's Walk, Frome Street and Ebenezer Ave/Vardon Avenue.

Project planning is currently underway to deliver decorative lighting to the Central Market precinct, Chinatown, Produce Lane and Hurtle Square. A decorative lighting project was also completed in Grote Street and Whitmore Square in the first half of 2019/20. A draft Lighting Strategy presenting an integrated approach to lighting design was presented to the Adelaide Park Lands Authority in 2019 and will be presented to Council in due course.

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



The number of people visiting the city each day to shop, for leisure or for entertainment was 184,484 in 2019, significantly higher than the 157,840 recorded in the previous year.

Baseline: 111,141 (2014)

Update: 184,484 (2019)

Data source: City of Adelaide

Actions and achievements since 2016, under this objective:

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

The City of Adelaide worked closely with DPTI and Renewal SA to deliver a connected North Terrace and Riverbank Precinct. These include urban improvements such as pedestrian crossings, outcomes for the boulevard as part of the Lot Fourteen development, and broader urban planning in the context of the upcoming City Access Strategy.

4.5.2	Upgrade and improve amenity to create a higher quality visitor and trader experience by implementing the Our Market District plan	Complete
--------------	--	-----------------

'Our Market District' plan was updated in 2017. The purpose of 'Our Market District' is to accelerate change by encouraging private investment and potential stakeholders to partner with the City of Adelaide. 'Our Market District' contains high level ideas, aspirations and proposals both short term and longer and of varying scale.

The Chinatown Bazaar brought Moonta Street in the Market District to life on a Sunday afternoon in April 2017. Over 1,000 visitors enjoyed traditional lion dances, giant games, calligraphy workshops hosted by the Chinese School of Dance, face painting and live acoustic performances.

During 2018/19, the City of Adelaide met regularly with representatives from neighbouring precinct groups, the Central Market Arcade, Chinatown, Uniting Communities and the Hilton Hotel to provide input into the Chinatown reinvigoration project. In early 2019, the City of Adelaide combined these meetings with the Lord Mayor's Open Precinct Forum. Through the Market District Reference Group, the City of Adelaide continued to oversee the planning and delivery of the upgrade and amenity improvement implementation of the 'Our Market District' plan.

4.5.3	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.	Complete
--------------	---	-----------------

The City of Adelaide has partnered with the State Government on the delivery of key infrastructure and redevelopment projects to ensure that the best outcomes are achieved for the city. This included providing expert advice on design, planning, infrastructure and transport-related matters for numerous projects such as the Riverbank Precinct, Adelaide Festival Centre upgrade and the redevelopment of Lot Fourteen, the former Royal Adelaide Hospital site.

Regular discussions have occurred between Council, Renewal SA and the Riverbank Entertainment Precinct Advisory Committee on the integration of works to support the revitalisation of the Riverbank Precinct.

4.5.4	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	Complete
--------------	--	-----------------

In March 2019, the State Government committed to establishing a National Centre of Aboriginal and Torres Strait Islander culture and heritage as part of the Lot Fourteen development. The centre will recognise and celebrate the world's oldest continuing culture and will be positioned as an international attraction to drive year-round cultural tourism to Adelaide. Funding for the Aboriginal Art and Cultures Gallery will be provided under a City Deal between the Federal Government, State Government and the City of Adelaide.

4.5.5	Promote and showcase multiculturalism and Aboriginal culture and support local organisations to express this heritage	Complete
--------------	--	-----------------

In 2016/17, the City of Adelaide worked alongside city communities to deliver Council's commitments to Aboriginal and Torres Strait Islander and multicultural communities. Some of the highlights for the year included the delivery of the Stretch Reconciliation Action Plan (RAP) 2015-18, holding of the Lord Mayor's NAIDOC Morning Tea and Flag Raising Ceremony in July, and the hosting of significant celebrations recognising 50 years since the 1967 Referendum and 25 years since the Mabo decision.

The delivery of our Stretch RAP 2015-2018 was completed in 2017/18, the first of its kind in local government in Australia. Through an extensive community and internal engagement process, a new Stretch RAP 2018-2021 was crafted and launched to 1,500 community members at the state Reconciliation Week Breakfast in May 2018. The Stretch RAP 2018-2021 was shortlisted for a LG Professionals SA Leadership Excellence Award. The Lord Mayor honoured members of the Stolen Generations and their families in Victoria Square / Tarntanyangga on 13 February 2018, the ten-year anniversary of Prime Minister Kevin Rudd's National Apology. NAIDOC in the Mall invited Aboriginal and Torres Strait Islander families and friends and the wider community to celebrate the achievements of Aboriginal and Torres Strait Islander peoples. A decal of the original artwork 'A Mother's Strength' by Lorelle Hunter was revealed under the Rundle Mall canopy highlighting the national NAIDOC 2018 theme, 'Because of Her We Can'.

2018/19 was the first year of delivery of the Stretch Reconciliation Acton Plan 2018- 2021, allowing the City of Adelaide to work towards meaningful outcomes alongside Aboriginal communities through employment, economic development, active citizenship, leadership and celebrations of culture. The Lord Mayor's NAIDOC Morning Tea and Flag Raising Ceremony once again brought communities together with more than 400 guests in attendance. Across the year, reconciliation activities delivered in community centres, libraries and local neighbourhoods provided opportunities to learn new skills and enhance cultural understanding.

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

The City of Adelaide undertook extensive stakeholder consultation for the planning and design of the Gawler Place upgrade. The results of the consultation process helped to inform the staging of the construction to maintain a minimum level of service and accessibility to Gawler Place businesses while the upgrade was taking place.

The Gawler Place upgrade was completed in December 2019. As one of the busiest street in Adelaide with around 25,000 people moving between Grenfell Street and North Terrace every day, the upgrade recognises the importance of Gawler Place as a link to Rundle Mall and ensures that it remains a destination where people shop, visit and spend time.

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

In the past few years, the City of Adelaide has provided almost \$5 million in sponsorship funding supporting numerous festivals and events such as the Adelaide Festival, Carols by Candlelight, OzAsia Festival, Santos Tour Down Under, South Australian Living Artists (SALA) Festival, Tasting Australia and WOMADelaide.

These festivals and events have attracted over 13.5 million people into the city and generated an estimated economic benefit more than \$1 billion.

With support from the City of Adelaide, Australia Day in the City is the biggest public event to celebrate Australia Day in South Australia. The event has attracted around 40,000 visitors to the city each year.

The information contained in this document is correct as of August 2020 unless otherwise stated.

This document is considered to be the part of the final update on the 2016-2020 Strategic Plan.

Further updates are available online and in Council's 2019 – 2020 Annual Report.

For further information on Council's Strategic Plan and Reporting visit cityofadelaide.com.au/strategicplan

Contact:

Strategy & Insights (Research and Reporting)

StrategicPlan@cityofadelaide.com.au

+61 8 8203 7203 (9am to 5pm Monday to Friday)