



IMAGINING YOUR FUTURE ADELAIDE

Your Say
Adelaide

CITY OF ADELAIDE
STRATEGIC PLAN

CONSULTATION SUMMARY

STAGE ONE (1)

11 Sep to 31 Oct 2019

Community discussions
and input on 'imagining
our future Adelaide'

What we heard

- **Accessibility and moving around the City** – the community raised the need for additional parking, improved public transport, more connected cycling and greater mobility in general
- **The environment and climate change** – the community brought up a range of ideas and issues, related to improved waste management and recycling, solar lights, electric cars and more sustainable water use
- **A green city** – the community shared their love of the Park Lands and Adelaide's leafy streets and contributing ideas including community gardens, green walls and more street trees
- **Art and culture** – the community identified a general need for more things to see and do especially for young people, and the need for an 'iconic' attraction to drive tourism. Greater diversity of cultural expression and additional art and cultural festivals and events
- **Other issues raised** included improving the city economy, heritage protection, playgrounds, activation and safety.

STAGE TWO (2)

22 Nov to 16 Dec 2019

Community feedback
and submissions on
Draft Strategic Plan 'one-page summary'

What the community is seeking

- Specific project ideas
- Amendments to wording of Strategies or Key Actions to give additional context
- Additional Strategies or Key Actions
- Support for particular inclusions
- Timeframes for achievement
- Mentions of particular services

The **Strong Economies** outcome had the highest level of comment about the proposed approaches to be taken under the Outcome.

The **Beautiful, Surprising Places** outcome received the most support overall. *The content for that Outcome including a strategy to achieve 'Beautiful, Surprising Places' is incorporated under the "Dynamic City Culture" outcome.*

A detailed breakdown of Stage 2 consultation by theme is provided in the following pages.

Detailed Consultation summary

Stage 1 Consultation

1. **During development of the *Consultation Draft Plan*, Council sought community input and facilitated discussions on 'imagining our future Adelaide'. Stage 1 of formal consultation was open between 11 September 2019 30 October 2019, and comprised:**
 - 1.1. Online feedback forms available through Council's Your Say website
 - 1.2. Notification through the Customer Centre, Community Centres, Libraries, The Advertiser and Social Media, and email messages sent to over 500 individuals and groups
 - 1.3. A Strategic Forum in the Town Hall with key stakeholders (over 80 people) – a chance for the Lord Mayor and Council Members to hear from Council's partners, business groups, and heads of sectors
 - 1.4. On site forum with the Innovation and Collaboration Centre at UniSA (over 30 people) – an opportunity to sit down and hear from Entrepreneurs and Start-Ups
 - 1.5. Participation at the Town Hall Open Day 2019 (estimated 2,000 people), with a Strategic Plan Hub hosted on Level 2 – at which members of the community were able to speak with staff, view research and data, and to provide feedback (formal and informal)
 - 1.6. October Culture Club ('Amplifying Adelaide's Creativity') session themed in accordance with the Strategic Plan (estimated 80 people) with Anne Weinberg as MC and Becc Bates, Peter Drew and Nara Wilson on a discussion panel

2. **Throughout the consultation period, members of the community responded with:**
 - 2.1. Almost 300 postcards and feedback forms
 - 2.2. Over 200 comments / poll responses through meetings, events and social media
 - 2.3. Over 3,000 recorded interactions (including almost 1,000 on the Your Say website).
 - 2.4. Formal feedback from Your Say Adelaide

3. **Input received identified areas of particular importance to the community:**
 - 3.1. Accessibility and moving around the City – with the community discussing the need for more parking, better public transport, connected cycling and mobility in general
 - 3.2. The environment and climate change – with the community bringing up a range of ideas and issues, related to improved waste management and recycling, solar lights, electric cars and more sustainable water use
 - 3.3. A green city – with the community sharing their love of the Park Lands and Adelaide's leafy streets and contributing ideas including community gardens, green walls and more street trees
 - 3.4. Art and culture – with the community identifying a general need for more things to see and do especially for young people, greater cultural diversity and additional art and cultural festivals and events, and an 'iconic' attraction to drive tourism
 - 3.5. Other areas included: improving the city economy, heritage protection, playgrounds, activation and safety.

4. **These key areas informed the development of the *Consultation Draft Plan*.**

Stage 2 Consultation

As the Consultation Draft Plan formed the basis of consultation with the community, the information below is presented using the six Outcomes from that Draft Plan.

5. **Community engagement on the Consultation Draft Plan commenced on Friday 22 November 2019 and closed on Monday 16 December 2019. Consultation activities included:**
 - 5.1. Online submissions through Council's Your Say website
 - 5.2. Notification of consultation at Community Centres, Customer Centre, Libraries, The Advertiser, Social Media and direct to over 500 individuals and groups via email.
 - 5.3. A session with entrepreneurs associated with the St Paul's Creative Centre and Stone & Chalk
 - 5.4. A forum to hear from young people

6. **The comments received through the Stage 2 consultation period related to the content of the Consultation Draft Plan. Primarily respondents:**
 - 6.1. Suggested particular project ideas
 - 6.2. Sought wording changes to Strategies or Key Actions to give additional context
 - 6.3. Requested additional Strategies or Key Actions
 - 6.4. Expressed support for particular inclusions
 - 6.5. Wanted to see timeframes for achievement
 - 6.6. Wanted to see particular services mentioned

7. **The comments received are addressed in the short form City of Adelaide 2020-2024 Strategic Plan in the following ways:**
 - 7.1. Amendments to the wording of Key Actions and Strategies, and the addition of Key Actions and Strategies have been considered in reformulating the Plan under four Community Outcomes and Enabling Priorities (in place of the six Outcomes proposed in the Consultation Draft Plan)
 - 7.2. Project/activity ideas which were considered too detailed/specific for inclusion in the Plan have been captured for consideration during the development of the four-year Delivery Action Plan to deliver the Strategic Plan
 - 7.3. Timeframes for achievement and alignment of services with Strategic Plan Outcomes are being addressed through the development of the four-year Delivery Action Plan.

Feedback by source / agreement

8. Fifteen submissions were received through the Your Say Adelaide site
9. In relation to each of the six Outcomes presented in the Consultation Draft Plan, respondents were asked to state whether they supported the Strategies and Key Actions aligned to that Outcome. The responses are:

| | Thriving Communities | Environmental Leadership | Strong Economies | Beautiful, Surprising Places | Connected and Accessible | Excellent Governance |
|-------------|----------------------|--------------------------|------------------|------------------------------|--------------------------|----------------------|
| Yes, all | 8 | 7 | 6 | 10 | 8 | 8 |
| Yes, some | 7 | 8 | 8 | 5 | 7 | 5 |
| No | - | - | 1 | - | - | - |
| No response | - | - | - | - | - | 2 |

10. The **Strong Economies Outcome engendered the highest level of comment** about the Strategies proposed to be pursued in order to achieve the Outcome.
11. The **Beautiful, Surprising Places outcome received the most support overall**. While it is not a proposed Community Outcome, the content for that Outcome is now incorporated under the “Dynamic City Culture” Community Outcome.
12. Many of the suggestions and comments received are activities (deliverables) that relate to Key Actions in the *Consultation Draft Plan*. These have been captured for consideration during development of the four-year Delivery Action Plan, or referenced in the long form of the Plan.
13. Five individuals or organisations provided a submission via email. These submissions were received from:
 - 13.1. Festivals Adelaide
 - 13.2. Marjon Martin (resident)
 - 13.3. Restaurant and Catering Australia
 - 13.4. South-East Community Resident Association
 - 13.5. Study Adelaide
14. **Two fora were held during Stage 2, with a focus on seeking feedback from the creative and entrepreneurial sectors and from young people.**
15. **Key points from the creative and entrepreneurial forum (at St Paul’s Creative Centre) were a call for:**
 - 15.1. More explicit mention of ‘creative’ and culture’ and a separate outcome under which content under Beautiful, Surprising Places would fit. This has been accommodated through a realignment of the content under the new “Dynamic City Culture” Community Outcome
 - 15.2. Support for start-ups through procurement rather than solely through red-tape reduction. This will be considered during development of the Delivery Action Plan under the Key Action to ‘Implement Sustainable (financial, environmental, social) Procurement Policy
 - 15.3. More focus on the night-time economy, including a review of lock-out laws and more support for live music venues. While lock-out laws are not within the scope of Council’s operations, support for venues is encompassed in proposed Key Actions to ‘support community diversity, cultural expression, experiences and participation’ and ‘support development of new cultural and civic infrastructure for the city’
 - 15.4. A Night Mayor to advocate for the night-time economy/activation like London and Amsterdam. While night-time economy was not singled out, this could be addressed through the new Key Action proposed to ‘Expand Adelaide’s global reputation as a ‘magnet city’ and UNESCO City of Music, through world class events, live music, festivals and activation’
 - 15.5. A braver and bolder plan, which has been achieved in part by streamlining the presentation of the plan and including the new Community Outcome of “Dynamic City Culture”
 - 15.6. More reference to start-ups and entrepreneurs. It is considered that this is covered under the Strong Economies Community Outcome, with a strategy to ‘be a test bed for innovation in diverse industries’ as well as a Key Action to ‘Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate’
 - 15.7. A reference to hospitality (food and wine not mentioned). It is considered that this falls within the Strong Economies Community Outcome, under the Strategy ‘Main streets and laneways activated for economic growth’ and the Key Action to ‘activate main streets and develop unique precincts to support a diverse range of businesses and communities’

15.8. There was support for CoA striving for Excellent Governance as it indicates a commitment to pushing boundaries and changing habits. The concepts from the Excellent Governance Outcome are now incorporated into the 'Enabling Priorities' of the Strategic Plan.

16. Key points from the Youth Forum were:

- 16.1. A need for more things to do for young people. This is in part addressed by the Key Actions to 'develop diverse places and facilities with and for young people' and 'leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences'
- 16.2. Part-time work opportunities for young people, assistance to get a foot in the door (know people)
- 16.3. A focus on on-street safety for people who look different. This is in part addressed by the Strategy under Thriving Communities to provide 'Safe and welcoming community spaces' and the Key Action to 'support delivery of welcoming civic infrastructure / third spaces to foster community connections'
- 16.4. The need for an 'icon' to attract visitors to the city. There are a number of Key Actions which speak to development of new cultural and civic infrastructure, and under Strong Economies there is a Key Action to 'Expand Adelaide's global reputation as a 'magnet city' and UNESCO City of Music through world class events, live music, festivals and activation'
- 16.5. A need to address the lack of cultural sensitivity that leads to exclusion or a feeling of needing to change something about yourself to fit in. This is recognised in the proposed Key Action to 'Support community diversity, cultural expression, experiences and participation'.

Feedback by theme

THRIVING COMMUNITIES

17. In relation to Thriving Communities respondents wanted to see:
 - 17.1. Support for active citizenship and the exercise of democracy
 - 17.2. Public health matters such as immunisation and food safety and safe business practices (piercing) mentioned
 - 17.3. Specific mention of libraries and the role they play as community hubs
 - 17.4. More focus on pedestrian safety given footpath conflicts with bikes and scooters
 - 17.5. A greater emphasis on engaging and supporting international students
 - 17.6. A greater emphasis on the overall wellbeing and support for our residents
 - 17.7. Better footpaths and more bike lanes
 - 17.8. A prioritisation of environmentally sustainable population growth (population growth with no increase in GHG emissions, stormwater pollution etc)
 - 17.9. A hero project to define Adelaide as the most liveable city

This feedback was quite granular and a number of these ideas are addressed at a more general level by the Community Outcomes and Strategies in the Strategic Plan. The Delivery Plan to be developed will identify relevant services which contribute to each of the Community Outcomes in the Plan (e.g. food safety, libraries and community centres).

ENVIRONMENTAL LEADERSHIP

18. The Environmental Leadership Outcome inspired a lot of interest. Respondents wanted to see:
 - 18.1. Education initiatives to support our community to become zero-waste, water sensitive, energy efficient and climate ready. This is reflected in a Key Action to 'Educate and support our community to be zero-waste, water sensitive, energy efficient and climate ready'
 - 18.2. Activity to encourage and support businesses to reduce and 'recycle' food waste. This is also reflected in the above Key Action

- 18.3. CoA commit to all council facilities being all-electric by 2030 (to disconnect from natural gas to lower emissions and improve air quality measures) and commit to all new Council vehicles being either hybrid/full electric by 2024 to lower emissions and improve air quality. At the Key Action level, this is captured by 'Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations'. The details of delivery will be included in the Delivery Action Plan
 - 18.4. A Key Action to urgently review the current rubbish and recycling system, consult with stakeholders across the city, and get people involved in collaboratively developing a better and sustainable system for rubbish and recycling with a focus on creating a circular economy. The purpose of the request is to reduce contamination in the current three bin system. These suggestions can be considered in delivery planning for a Key Action to 'implement improvements to city-wide waste and recycling services to support the transition to a circular economy'
 - 18.5. The contribution of transport to, from and within the city highlighted, and the inclusion of a Key Action that active transport positively benefits the environment. A Key Action proposed is to 'work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport'
 - 18.6. CoA leading by example with the inclusion of an action like: Improve sustainability and carbon neutral outcomes at major CoA facilities (Aquatic Centre, North Adelaide Golf Course, Town Hall, UPark etc). A Key Action proposed is to 'Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations'
 - 18.7. More public transportation. A Key Action proposed is to 'pursue affordable, reliable links to airports, regions and suburbs'
 - 18.8. Significantly lowering the number of cars entering the city. A Key Action is proposed to 'work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport'
 - 18.9. Facilities for walking and cycling (electric cars not the solution). In addition to the above, a Key Action is proposed to 'complete North-South and East-West city bikeways'. A Strategy under Thriving Communities is also to provide 'a safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes'
 - 18.10. A new Strategy focussing on leading the transition to a water sensitive city. A Key Action is proposed to 'educate and support our community to be zero-waste, water sensitive, energy efficient and climate ready'
 - 18.11. Park Lands biodiversity actions related to waterways. This can be considered in Delivery Planning.
19. Respondents noted that CoA's environmental leadership is an attractor for events and suggested that we be clear that authentic carbon neutrality means more than purchasing carbon offsets. The Council's recent agreement to purchase all energy for its operations from renewable sources and the Key Action to 'Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations' make clear Council's commitment to be authentically carbon neutral.

STRONG ECONOMIES

20. The Strong Economies Outcome had the highest level of comment about the proposed approach to be taken to achieving the Outcome. Respondents wanted to see:
 - 20.1. A commitment to understanding the impact of global warming and actions to minimise the impact on the city economy. This is addressed by the Strategy to be 'a Carbon Neutral city, where sustainability is core', and Key Actions to 'Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change', and to 'implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations'
 - 20.2. A focus on growing the renewable energy market
 - 20.3. A new Key Action around connecting students/young people with industry to offset an ageing workforce

- 20.4. Offer to partner on the Strategy *Develop global collaborations* (B-Lab). A Strategy under Dynamic City Culture is to form 'global connections and collaborations'
- 20.5. Rephrase "delivering core Council service efficiently and lowering costs for all economic participants" to "delivering core Council services efficiently at competitive rates to support all economic participants". The rationale being that there are some Council services where it is appropriate to pay market rate and the funds need to be raised for other projects or new services. The Plan includes a strategy to be 'the lowest-cost capital city with the least red tape' and an Enabling Priority to find 'new efficiencies and revenue streams' and exercise 'robust financial management'
- 20.6. Strategies and plans to support traditional small businesses located in the city. Strategies and Key Actions make clear that Council will support 'attraction and retention of a broad range of business and investment', and 'activate main streets and develop unique precincts to support a diverse range of businesses and communities' both of which include small businesses
- 20.7. The inclusion of support for means to travel to and within the city easily as that is fundamental to supporting a strong economy. The Plan includes a strategy to have 'A safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes' and proposed Key Actions to 'Develop plans to improve mobility and physical and digital access and connectedness' and 'Pursue affordable, reliable links to airports, regions and suburbs'
- 20.8. Support for businesses to reduce their environmental impacts and be part of the circular economy. Key Actions under Environmental Leadership make clear that Council will 'encourage all CBD businesses to be green accredited' and 'educate and support our community [including businesses] to be zero-waste, water sensitive, energy efficient and climate ready'.
21. Respondents agreed with 'making Adelaide the lowest cost capital with the least red-tape' so long as environmental regulations are not diminished (and preferably improved). The Environmental Leadership Community Outcome clearly provides that both environment and economy are priority areas for Council
22. Respondents noted that Adelaide needs to be known as the leader in something and suggested Agtech.

BEAUTIFUL SURPRISING PLACES

23. *Note that the content for that Outcome is now incorporated under "Dynamic City Culture" and "Thriving Communities".*
24. The Beautiful, Surprising Places Outcome received the most support overall. Respondents wanted to see:
 - 24.1. Explicit mention of Aboriginal heritage and public art. The proposed Dynamic City Culture Community Outcome includes Strategies to see 'Aboriginal and Torres Strait Islander peoples and cultures strongly represented in City life' and 'Beautiful, surprising places'. Key Actions will also look to 'support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kurna people as traditional owners' and 'expand public art throughout the city in collaboration with the private sector'
 - 24.2. More trees/greenery in places like Rundle Mall to improve aesthetics and provide shade. Environmental Leadership Outcome includes a Key Action to 'increase street tree canopies and green infrastructure in city hot spots and public spaces'
 - 24.3. Transparency and a commitment to community consultation at all stages when considering any change to the use of the Park Lands or upgrading of major recreational facilities. Enabling priorities include a Key Action to 'implement new approaches to engaging the community in Council decision-making' and Our Guiding Principles for the Strategic Plan include both 'accessible participation' and 'being accountable' and there is an Enabling Priority around 'transparent decision-making based on data and evidence'
 - 24.4. The Park Lands gain global renown. The Dynamic City Culture Community Outcome includes a Key Action to 'pursue world and State heritage listing for the Adelaide Park Lands and city layout'
 - 24.5. More facilities for active transport especially cycling. The east-west cycle link is not enough. The Thriving Communities Community Outcome includes a Strategy to provide 'a safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes'

- 24.6. Increased emphasis on the impact of art and culture on mental health and wellbeing. This is addressed by the Key Action to 'build and be guided by the Wellbeing Dashboard' in pursuit of our Thriving Communities Community Outcome
- 24.7. More trees rather than more playgrounds. The Environmental Leadership Community Outcome includes a Key Action to 'increase street tree canopies and green infrastructure in city hot spots and public spaces' as well as 'deliver diverse parks and playspaces' under the Dynamic City Culture Community Outcome.

CONNECTED AND ACCESSIBLE

- 25. *Note that the content for this Outcome is now incorporated under "Dynamic City Culture" and "Thriving Communities".*
- 26. In relation to the Connected and Accessible Community Outcome, respondents wanted to see:
 - 26.1. Consideration of banning cars in the CBD. The Strong Economies Community Outcome includes a Key Action to 'Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport'
 - 26.2. Community programs that educate in areas beyond digital literacy (such as environmental understanding). This is addressed by a Key Action to 'Educate and support our community to be zero-waste, water sensitive, energy efficient and climate ready'
 - 26.3. An accelerated timeframe for the completion of the N/S/E/W separated bikeways. This is a matter for Delivery Planning and development of the annual Business Plan and Budget
 - 26.4. Specific mention of libraries under the digital literacy Key Action. Libraries and community centres fall under Services that will be linked to achieving Community Outcomes in the Delivery Plan
 - 26.5. Much greater consideration of pedestrians and pedestrian safety. Safety of all city users is addressed in the 'a safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes' Strategy under Thriving Communities
 - 26.6. Greater emphasis on walking in the city (sustainable and healthy). See the comment above.

EXCELLENT GOVERNANCE

- 27. About Excellent Governance, respondents wanted to see:
 - 27.1. New approaches to engagement including youth, Aboriginal people and people living with disability. This can be considered in Delivery Planning for the Key Action under Enabling Priorities to 'implement new approaches to engaging the community in Council decision-making'
 - 27.2. An inclusion around low carbon governance whether this be for new council buildings, approaches to vehicle procurement, electricity usage etc. This can be considered in Delivery Plan development for the Key Action also under Enabling Priorities to 'implement Sustainable (financial, environmental, social) Procurement Policy'
 - 27.3. Discussion about incorporating Certified B Corporations into the CoA supply chain. This can be considered in Delivery Plan development for the Key Action also under Enabling Priorities to 'implement Sustainable (financial, environmental, social) Procurement Policy'.

Social Media

- 28. To extend the reach of our community engagement on the *Consultation Draft Plan*, social media was a new engagement tool used, including Facebook polls and ads as well as LinkedIn exposure.
- 29. Over both stages of consultation, a total of 81 people participated with 86 comments received.
- 30. Themes arising from social media comments focussed on:
 - 30.1. Preserving the Park Lands
 - 30.2. More trees and green spaces
 - 30.3. Better parking

30.4. Better public transport / extended tram services to outer CBD

31. The responses to each of the above themes have been addressed in detail above.
32. Of note, a large portion of the social media feedback received was not in direct relation to the *Consultation Draft Plan* but related to other issues arising in the City which were topical at the time and/or about which members of the community held passionate views. These issues included the removal of trees on North Terrace in front of Lot Fourteen and the Adelaide Aquatic Centre proposal for the Park Lands.