



CITY OF
ADELAIDE

2020–2024 Strategic Plan

The most liveable city
in the world.

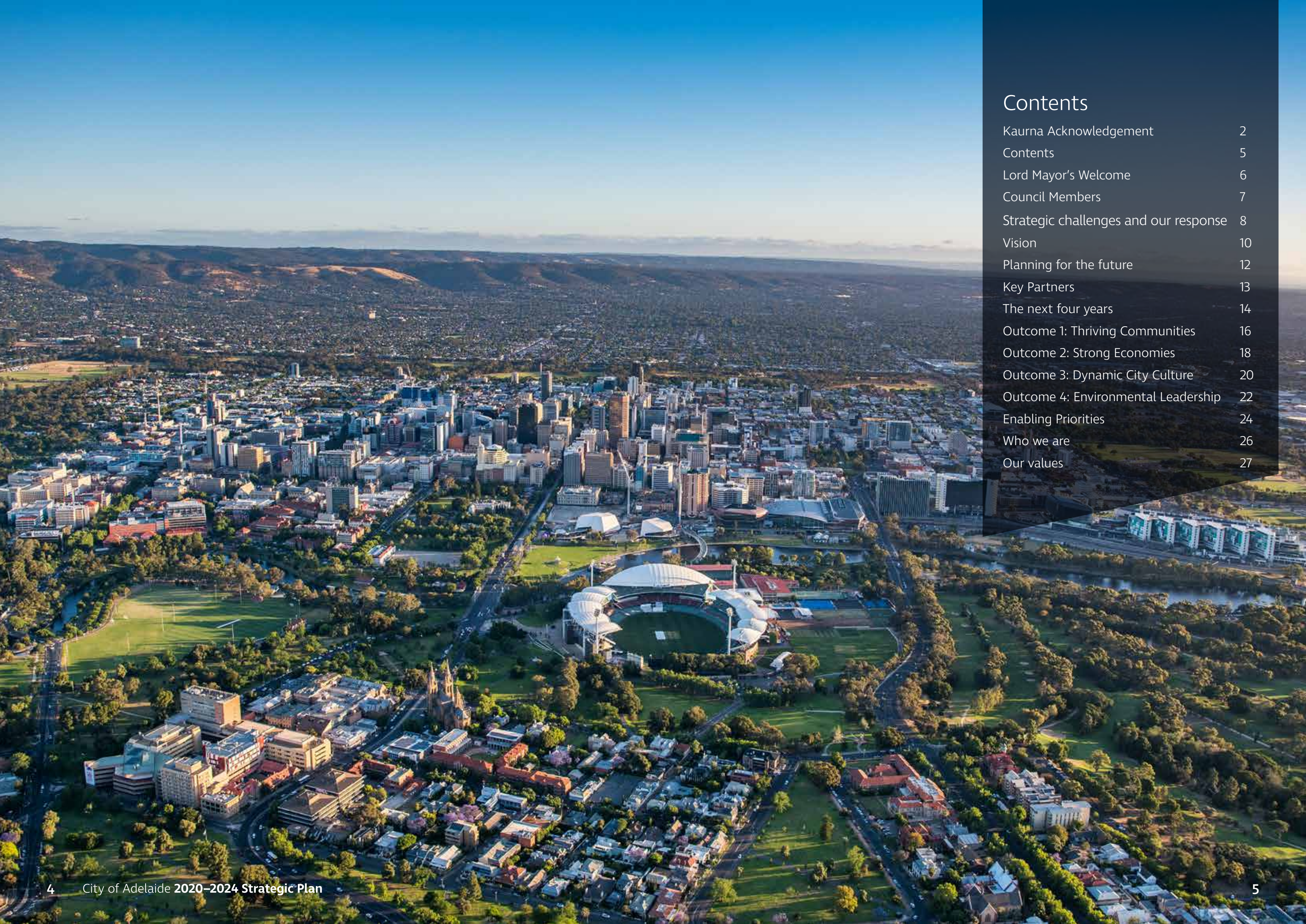
Kurna Acknowledgement

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

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

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





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Lord Mayor's Welcome

This new City of Adelaide Strategic Plan is our most ambitious ever.

Developed following extensive community consultation, it is the natural successor to the great deal of progress achieved by previous plans.

While this Strategic Plan was created in a pre-COVID-19 time, the blueprint is comprehensive, and we will continue working towards achieving the objectives it sets out.

The action plan for delivery will need to be flexible as we focus on the recovery and reactivation of our city. Council is up for the challenge to delivering for you.

Our Strategic Plan is built around four key themes: thriving communities, strong economies, dynamic city culture, and environmental leadership.

To advance our thriving communities, the City of Adelaide will actively support the health, wellbeing and resilience of residents, workers and visitors. We are committed to the increased use and access of the Adelaide Park Lands.

In building strong economies, we will invest in greater digital capabilities and connectivity and will be a test bed city which drives innovation. We will take advantage of Adelaide's reputation as a lifestyle capital city to attract new businesses to the City of Adelaide.

Adelaide has an international reputation for its dynamic and diverse city culture. Council will grow our global connections and collaborations, create more beautiful and surprising spaces, invest in our unique natural and built heritage, and increase the representation of our first nations people and culture in city life.

Adelaide also has a long history of Environmental leadership and we will champion this as one of the



world's first Carbon Neutral cities. We will support our community to be climate ready and invest in integrated and sustainable development.

To enable the delivery of this Strategic Plan, Council will encourage and test and trial new ideas and concepts to meet our challenges and focus on our financial sustainability, greater transparency and inclusive decision making.

We will share our successes and our lessons learnt with all, so together we can enable our City to grow and prosper.

It is a time to be confident, focused, and bold. I look forward to working with the community, businesses and industry groups to deliver this ambitious plan for the City of Adelaide.

Council Members



Sandy Verschoor
Lord Mayor



Anne Moran
Area Councillor



Robert Simms
Area Councillor



Arman Abrahamzadeh OAM
Area Councillor



Franz Knoll
Area Councillor



Phillip Martin
North Ward Councillor



Mary Couros
North Ward Councillor



Simon Hou
Central Ward Councillor



Jessy Khera
Central Ward Councillor



Greg Mackie OAM
Central Ward Councillor



Dr Helen Donovan
South Ward Councillor



Alexander Hyde
South Ward Councillor

Strategic challenges and our response

This Strategic Plan was developed in the pre-COVID-19 environment with Council endorsing the Strategic Plan 2020–2024 in early March 2020. The impacts of the COVID-19 pandemic have strengthened the need for the City of Adelaide to make the very best of the resources available, diversify our revenue streams and plan for the changing expectations of our communities.

While COVID-19 is putting another lens on the fortunes of our city, the community outcomes developed as part of this plan remain vital as we strive to deliver on our vision. How we deliver on these outcomes and position ourselves to respond to challenges will continue to evolve.

The City of Adelaide has been future-proofing its infrastructure for a number of years, with a focus on all modes of transport and digital connectivity. The city is easy to get around and the challenge is to retain this feature as a competitive edge for attracting people back to the city for work, and for growing the residential population.

Our population is diverse and characterised by more older people and more younger people than elsewhere. This necessitates the provision of services and facilities for the broadest range of people, both for residents and to meet the expectations of users within a capital city.

Secure housing is a necessity for our community. Ensuring an affordable, sustainable, diverse housing stock will present a challenge for governments, developers and businesses. But it is crucial to continuing to attract more people to call our city home.

We may see a rapid growth in the circular economy. Consumers may share more, buy fewer new things, and care more about where their goods come from. At the same time, the demand for clean water, food and energy will increase. As automation disrupts traditional employment, the creative industries will expand, and their skills will be in demand across

many sectors. The City of Adelaide is ready to capitalise on these local strengths.

This is our opportunity for economic transformation with the natural environment and the wellbeing of people at its core.

Adelaide is renowned for its authentic, vibrant and diverse cultural experiences. The challenge is to keep our collaborative and knowledgeable arts sector and arts practitioners engaged as we rebuild the cultural economy. The City of Adelaide will continue to use our resources and partnerships to showcase Adelaide's unique cultural identity, enable cultural enterprise and support our reputation as one of the greatest festival and arts cities in the world.

Climate change is challenging the ways we use water, manage waste, provide infrastructure, retain and enhance biodiversity, and empower our communities to be prepared.

The challenges faced are varied, and while we cannot control what the future will hold, we are sure green, carbon-absorbing spaces, collaborative decision-making processes, experimentation, innovation and resilient, connected communities are what is needed to take these challenges on.

We will respond to these challenges with our community, our partners and our team of unique individuals. To enable the delivery of this Strategic Plan, Council will encourage new ideas and concepts to face our challenges and focus on our financial sustainability, greater transparency and inclusive decision making. We will share our successes and our lessons learnt with all, so together we can enable our City to grow.

City of Adelaide has already proven that it is not just one of the most liveable cities in the world but also one of the safest. It is a time to be confident, focused, and bold.

Everyone with an interest in the City of Adelaide has a role in this dynamic future.



Adelaide. The most liveable city in the world.

Vision

This Plan outlines the vision shared by Council, our people, and our communities for the future. It builds on our strengths to embrace the opportunities around us.

Liveability refers to the quality of life experienced by residents and city users alike. As such, the various factors of a quality experience may vary from one person to another.

For the City of Adelaide, a liveable city is one that is a great place to be, whether as a resident or business owner in one of the city's precincts, a student of our world class universities, or a visitor to our famed festivals, cultural institutions and attractions.

The qualities that make our city liveable for those who are already here are also the attributes that may attract others to make the City of Adelaide home. Our focus on innovation and start-ups and history of entrepreneurialism, our reputation for safety as epitomised by South Australia's appeal as an international student destination and, recently, by the handling of the COVID-19 pandemic, our sterling arts and cultural experiences, our genuine concern for a sustainable future, and a 10 Gig network enabling very fast connections, are attractors for new residents too. In the City of Adelaide, you can enjoy world class experiences, connect with others and access employment opportunities across the world in a safe and hospitable environment.

The four community outcomes set out in this Strategic Plan work together to improve the factors of liveability. Just as any one person may have multiple points of engagement with the City of Adelaide, each community outcome has a place in making the city liveable for all who choose to experience it.

As a resident a liveable city is one that is affordable, safe, friendly and inclusive, easy to get around with access to all the services and facilities of everyday life. It enables healthy lives in attractive settings. Liveability for residents is primarily captured in the Thriving Communities outcome.

As a student or visitor to the city, liveability is also about getting around, safety, the 'offer' and the quality of the experience. The Dynamic City Culture community outcome addresses this and other aspects of city life.

For a business, liveability may be more about access for customers and the costs and ease of operation. This is a focus of the Strong Economies outcome.

Importantly, a liveable city does not make unsustainable demands on the natural environment. Our approach to ensuring this is addressed in the Environmental Leadership outcome.

Planning for the future

This Strategic Plan guides Council’s work over the next four years in delivering the vision for Adelaide as the most liveable city in the world. Council will develop plans, projects and budgets to translate the vision into actions, including delivery over the next four years. During this time, Council will regularly assess and review its progress to ensure that desired outcomes are achieved.

Consultation

During 2019 Council engaged with over 3,000 people who live, work, study and do business in the city. The aim of this engagement was to ensure that the community’s views helped to shape the future of Adelaide. We received close to 500 items of feedback including from hard to reach community groups such as young people, those in the creative industries, and entrepreneurs.

Planning Cycle

To ensure the delivery of our vision and outcomes, it is essential to plan so that long-term aspirations are embedded into the everyday business Council.

Under the *Local Government Act 1999*, a council must develop and adopt plans for the management of its area. These strategic management plans must cover at least four years and are revisited after every Council election. This Strategic Plan meets those requirements.

The Long-Term Financial Plan and Asset Management Plans span 10-years to ensure our community’s needs are met in the long run.

The annual budget and business plans set out Council’s priorities each financial year including the allocation of resources. The various operational reports and the annual report allows Council to monitor its progress and pursue continuous improvement.

Key Partners

From community wellbeing to urban planning, events to infrastructure, lifestyle experiences to heritage, business growth to climate action, Council delivers the best outcomes when working collaboratively with our many partners.

Our partnerships with the Federal Government and Local Government counterparts are wide ranging, from funding for infrastructure and services, to joint advocacy through the Council of Capital City Lord Mayors (CCCLM).

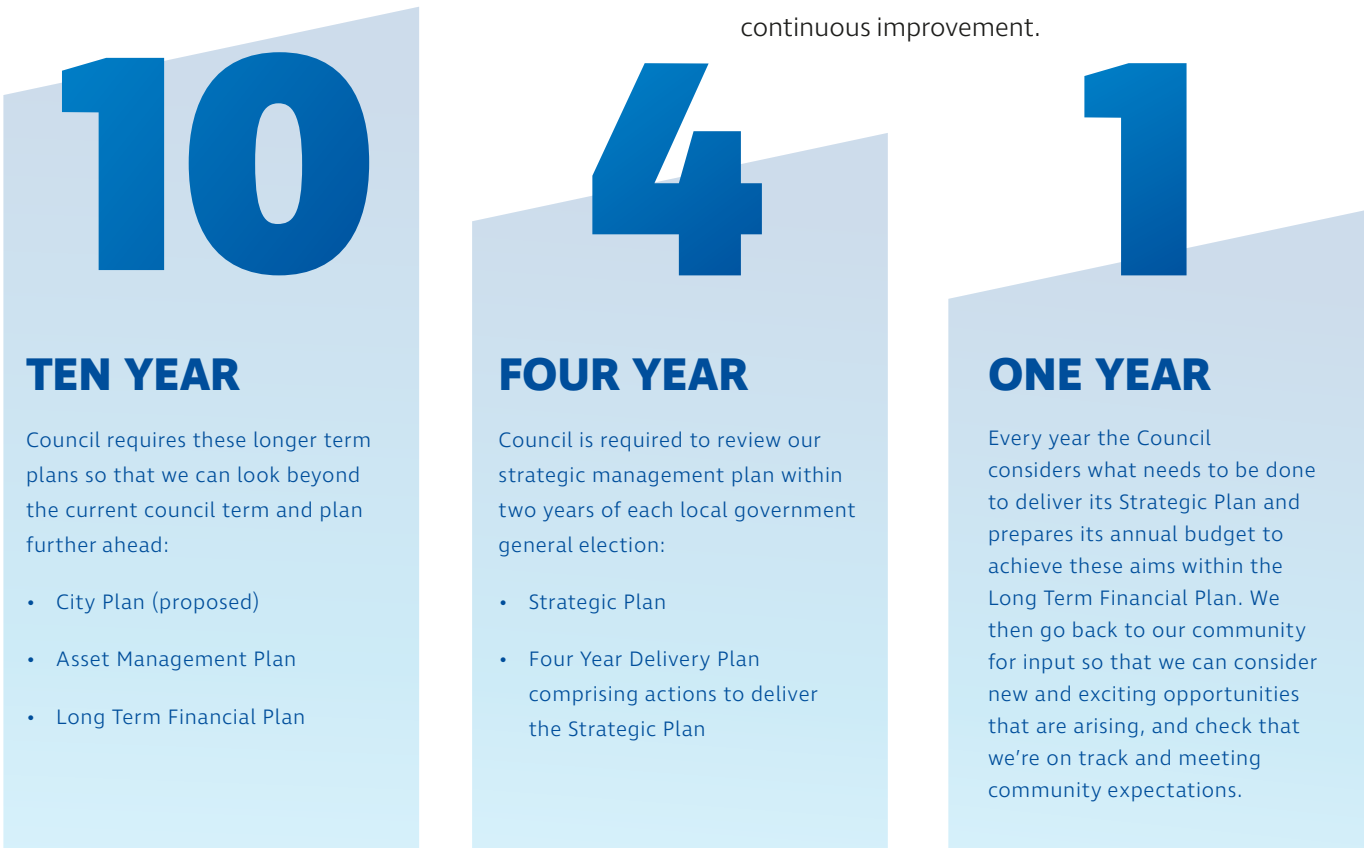
Council and the South Australian Government work together to recognise, promote and enhance the social, commercial, cultural and civic role the City of Adelaide plays as the capital city and heart of South Australia. The Council and South Australian Government’s working relationship is outlined in the *City of Adelaide Act (1998)* which guides the strategic development of the City of Adelaide as the Capital City Council for all South Australians. This relationship is delivered through the activities of the Capital City Committee (CCC).

Our partnerships with the Local Government Sector in South Australia are delivered through the Local Government Association and with Councils adjoining the City of Adelaide. These partnerships take the form of co-funding, joint advocacy, the sharing of ideas, resources and services.

Council also has project-based partnerships with the private sector (including businesses, community groups and not-for-profits) which support the delivery of our vision for the City.

One of the key partnerships over the life of this Strategic Plan is the Adelaide City Deal, a 10-year agreement between the Australian Government, the South Australian Government and the City of Adelaide to support economic growth, population growth, and build on the city’s global reputation in arts and culture and the defence, space and technology sectors.

This strong partnership network will see the Council having a far greater impact over the next four years than we could on our own.



Wherever we are in our planning cycle, Council is always looking to collect information, data, stories, feedback and opinions on where we should be and how we can best get there.





The next four years

To deliver on Council's vision to be the world's most liveable city over the next four years, four outcomes have been identified, supported by enabling priorities:

Thriving Communities

Strong Economies

Dynamic City Culture

Environmental Leadership

These outcomes reflect the aspirations of the community and Council and will focus our work, partnerships and advocacy activities. They will also drive projects and programs through the delivery of key actions.

Guiding Principles

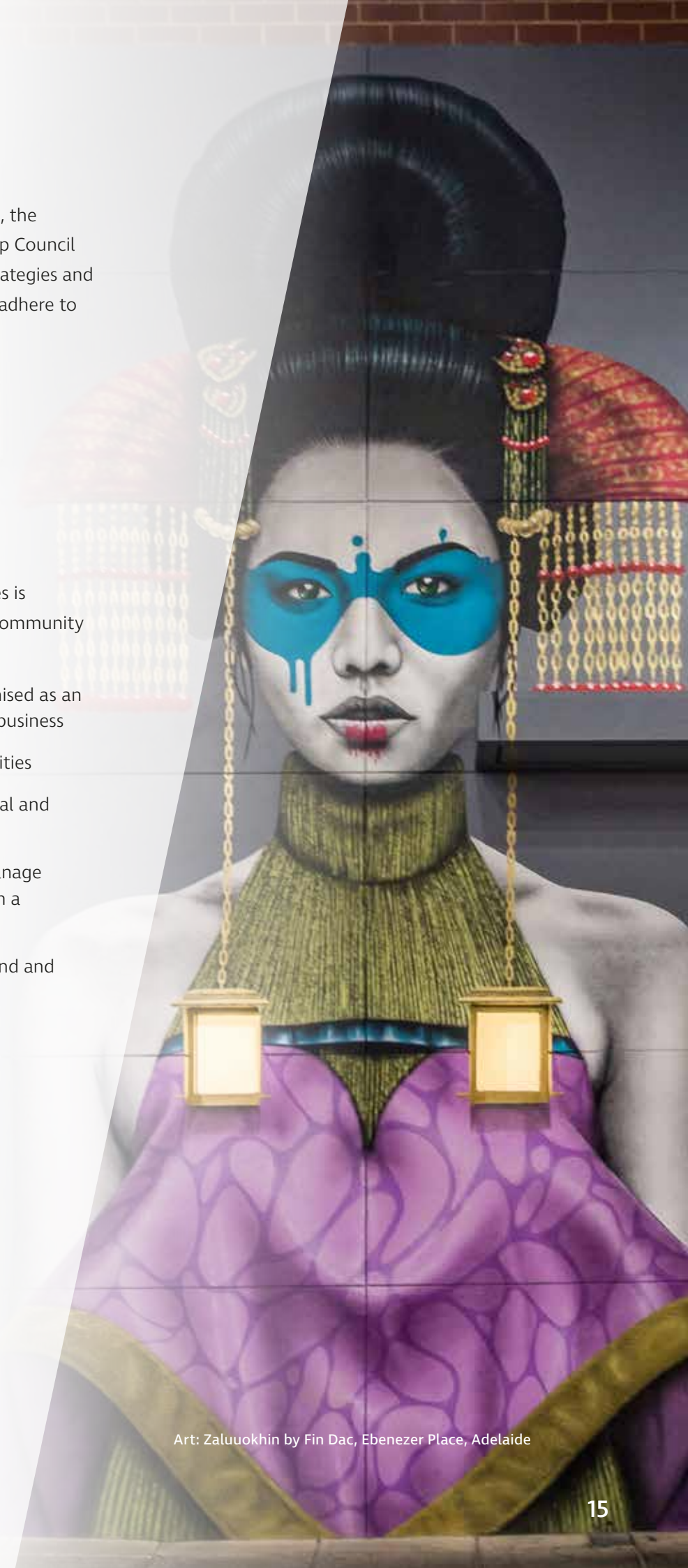
While the four outcomes are the end goal, the guiding principles are the signposts to help Council remain on course. When delivering the strategies and actions to achieve the vision, Council will adhere to the principles of:

- Community benefit
- Embracing innovation
- Accessible participation
- Being accountable

Strategic Priorities

Council's commitment to our communities is enduring. Our strategic priorities for the community are to:

- Ensure that Adelaide is globally recognised as an affordable and innovative place to do business
- Support the wellbeing of our communities
- Celebrate our city's unique built, natural and cultural heritage
- Lead the way in climate action and manage water, waste, transport and greening in a sustainable way
- Transform the ways people move around and connect with each other.



Art: Zaluokhin by Fin Dac, Ebenezer Place, Adelaide

Outcome 1:

Thriving Communities

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

A healthy and resilient community is one that is knowledgeable and empowered and that has access to quality services, infrastructure and amenities. Our community will have access to the services, infrastructure and amenities required to be healthy and resilient and to feel safe and welcome to use them.

Encouraging more people to make the City of Adelaide their home is core to the continued economic and social growth of the city. Diverse housing stock that meets a range of needs and lifestyles, including for the most vulnerable, will ensure the City is a welcoming and inclusive place that attracts more people to live here.

Our Park Lands are the lungs of the City. Their Local and National importance will underpin how our community can access these green spaces for recreation, respite and entertainment to improve their health and wellbeing through sport and recreation, events and festivals, and connection with nature.

Ensuring physical and digital accessibility for all will make the City easy, safer, and engaging to use. Multiple options to get in and around the City, coupled with an active Park Lands and community spaces will support all City users to have their best experiences and attract more people to take part in City life.

What we want to achieve together:

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

How we will do it:

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

How will we know we succeeded:

- The city's population is growing
- Our residents are more physically active
- People feel safe in the city



Outcome 2:

Strong Economies

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

The City is home to over 15,000 businesses, the majority of which are small businesses. In the face of weakening economic conditions at the national and state level, these businesses have been even more impacted by recent events.

Access to fast and reliable internet services will be crucial to ensure Adelaide’s businesses maintain their competitive edge in the digital world. The progression of the Ten Gigabit Adelaide project will ensure Adelaide’s businesses are not disadvantaged when it comes to high speed connectivity. Coupled with the City being globally recognised as an affordable place to live and do business, Council will strive to make it easier for new businesses to set up here and for existing businesses to remain in the City.

A reimagined Adelaide will encourage innovation and entrepreneurship to attract a range of new businesses and investment. Making the City’s mainstreets and public realm more appealing will also help to draw in more businesses and visitors.

What we want to achieve together:

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

How we will do it:

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

How will we know we succeeded:

- The city has a greater share of the State’s economy
- There is more pedestrian movement in key areas of the city
- More businesses think the city is a good place to do business



Outcome 3:

Dynamic City Culture

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

Adelaide has long been renowned for its social and cultural innovation, festivals and as the cultural hub of South Australia. Adelaide is home to Australia’s first Festival of Arts, pedestrian mall, and the world’s first Writers’ Festival. Adelaide is also home to the one of the oldest and largest Fringe Festivals in the world and is Australia’s first and only UNESCO City of Music.

The cultural heritage of the City is richer through the contribution of the Kurna people, the Traditional Owners and Custodians of the land. Council will continue to respect and celebrate Aboriginal and Torres Strait Islander peoples and cultures and ensure they are represented in all aspects of city life.

Adelaide is home to many different cultures, brought about by our rich migrant history. The importance of cultural diversity to the City is evident in our culinary scene and in our festivals and events. By enhancing and expanding our global connections, Adelaide can continue to foster this diversity and attract more international visitors to the City.

Currently there is an opportunity for the City to reinvent itself as a cultural centre locally, nationally and globally. This could be achieved by increasing the cultural infrastructure in the City, strengthening efforts toward heritage protection and promotion, facilitating greater use of the Park Lands, and fostering our arts and creative industries.

What we want to achieve together:

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

How we will do it:

- 3.1 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kurna people as traditional owners
- 3.2 Pursue world and state heritage listing for the Adelaide Park Lands and city layout
- 3.3 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
- 3.4 Support development of new cultural and civic infrastructure for the city
- 3.5 Upgrade major recreational facilities
- 3.6 Develop asset management plans to provide for future generations
- 3.7 Deliver diverse parks and playspaces
- 3.8 Increase public art throughout the city in collaboration with the private sector
- 3.9 Connect city users to place through curated city experiences
- 3.10 Support community diversity, cultural expression, experiences and participation
- 3.11 Expand Adelaide’s global reputation as a ‘magnet city’ through world class events, festivals and activation

How will we know we succeeded:

- More domestic and international visitors
- Increased cultural infrastructure
- More city users agree the city is dynamic and full of rich and diverse experiences



Outcome 4:

Environmental Leadership

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

Adelaide’s liveability will be enhanced by building on our green credentials and providing environmental leadership for the community and for South Australia.

The community will be supported to transition to carbon neutrality. This will be achieved through sustainable management of resources such as water and energy, providing education and incentives to reduce waste, encouraging the use of renewable energy sources and facilitating the provision of environmentally friendly transport options.

Council and the South Australian Government have a joint commitment to make Adelaide one of the world’s first carbon neutral cities. However, the achievement of carbon neutrality requires the efforts of citizens as well as governments.

Climate change and increased frequency of adverse weather events calls for systems to prepare our city, community and businesses. Enhancing biodiversity in the City and Park Lands will help to mitigate some of the effects of climate change on the community and the environment. The planting of trees and other greenery increases canopy cover and reduces the urban heat island effect, which can potentially diminish the amenity of the City for its users.

What we want to achieve together:

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

How we will do it:

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

How will we know we succeeded:

- Community greenhouse gas emissions are lower
- Less waste to landfill
- More residents agree that Council is taking steps to protect our environment



Enabling Priorities

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

Changing policies, regulations, technological advances and global issues continue to impact on how Council delivers key services. Council will need to demonstrate new ways of working to ensure that we continue to provide quality services to our community. Council will leverage our partnerships with the State and Federal Governments and work even more closely with our communities towards shared goals.

As the Capital City Council, the City of Adelaide will continue to provide leadership for other councils and for the local government sector in South Australia. Participating in various forums, conferences and symposiums will allow us to contribute to addressing matters of state and national importance.

Council will continue to uphold the values of integrity and accountability, ensuring we deliver what we promise in a financially sustainable way. Our decision-making process will be transparent and driven by data and evidence as well as our community's views.

What City of Adelaide wants to achieve:

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

How we will do it:

- 5.1 Review and improve the way we collect and present data to share insights with the community
- 5.2 Demonstrate bold governance leadership in the Local Government Sector
- 5.3 Build on effective advocacy and partnerships locally, nationally and globally
- 5.4 Implement the Strategic Property Review
- 5.5 Develop new revenue opportunities for Council operations
- 5.6 Review Council services to balance efficiencies with meeting community expectations
- 5.7 Implement Sustainable (financial, environmental, social, cultural) Procurement Policy
- 5.8 Implement new approaches to engaging the community in Council decision-making
- 5.9 Encourage and support new ideas and concepts

How will we know we succeeded:

- Council has the financial capacity to meet its long term commitments
- Council services meet the needs of the community
- Council delivers on its operational efficiency targets



Who we are and how we will deliver

We are a unique team of people who work together to create extraordinary experiences across our city. Our people are passionate ambassadors for Adelaide, and contribute to the community through the delivery of valuable services and outcomes.

An environment where people thrive

Our people are our greatest asset. We are inclusive, welcoming, engaged, passionate, forward-thinking, dedicated, and authentically customer-centric. We treat each other as well as we treat our customers, ensuring our internal customer experience meets the same quality as our external customer experience, because we know that is the best thing for our community. We foster a supportive and safe working environment and acknowledge the importance of wellbeing and balance in our personal and professional lives. Our focus is on achieving great outcomes while empowering our people and offering them flexibility in the way they achieve them.

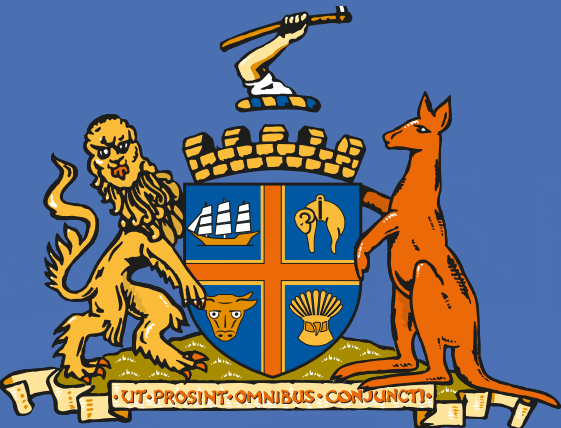
Leadership helping us reach our potential

The size of our organisation, the diversity of experiences available and the broad variety of opportunities surprises people. We have a genuine

commitment to developing our people in our dynamic and challenging environment. Leaders at all levels are supported to reach their full potential and create an environment where others can do the same. Those leaders and their teams are the custodians of our culture and are the key to successful outcomes. Collaboration and autonomy are expected and recognised, and with commitment and support, our people can and do progress through the organisation.

Learning and growing with our city and community

We are flexible and adaptable, agile to the challenges and opportunities of the future. We are transitioning from being the expert and the regulator, to a position of foresight and a curator of experiences. Our people strategy anticipates the skills we need to deliver brilliant experiences. Our culture of learning and adapting is self-evident and visible, as our people's development improves our performance and maximises everyone's potential. Our leaders are confident and support their teams to build resilience and broaden the capability of our people so they can better serve their customers and community.



The City of Adelaide motto 'Ut Prosint Omnibus Coniuncti', United for the Common Good, is at the heart of how our people feel about working for the city and embodies the way we approach our civic and corporate responsibilities.

Our values

At City of Adelaide our values provide the context for how we work together and with others. They are the standard against which we hold ourselves and others accountable. We are committed to building a high performing, inclusive and sustainable workplace for the future that is based on and fosters these values and recognises alignment to them is integral to our culture.

Achievement

- Deliver what matters
- Ensure clarity of direction and of purpose
- Inspire excellence and strive for outstanding results

Collaboration

- Work together to build successful teams and partnerships
- Be open, inclusive, and share knowledge
- Seek, provide and act on feedback

Customer Commitment

- Know your customers and put them first
- Listen to and understand customer needs
- Be responsive, close the loop and deliver on promises

Integrity

- Own your actions, successes and mistakes
- Act with transparency, honesty and respect
- Do what you say you will do

Innovation

- Look for ways to improve and create positive change
- Think broadly and take a wider viewpoint
- Be responsive to new ideas and opportunities



**Adelaide.
Designed for Life.**

City of Adelaide

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