

SUMMARY

Of the 26 actions under Smart: 21 were **on track**, 1 was **delayed**, 0 were **off track**, and 4 were not timed (N/A) to start in Q1.



HIGHLIGHTS

Council has secured rights for Adelaide to host the Australian Smart Cities Summit in March 2017. New branding was developed for the Adelaide Smart Studio and an agreement to sponsor the Connected Music City Challenge has been put in place. Work was also undertaken during quarter 1 to prepare for the development of a scale model of the North Terrace Precinct featuring the Internet of Things demonstration as a trigger for community consultation.

In working towards our aim to transform our services and business processes to improve our effectiveness and efficiency and provide improved quality communications, Council held 46 Site Management meetings with developers to discuss the construction process and public realm occupation associated with the 34 current major sites. As a result of these meetings, 131 permits for works were issued and monitored for compliance. To ensure that we are meeting the needs of our customers, a review of the Community Engagement Framework commenced.

To support business start-ups, business growth and sustainability, Council worked with a number of partners including the Australian Tax Office, the University of South Australia and the Australian Institute of Management to deliver seminars and events. Over 360 people attended events on networking, tax and Asian tourism research.

To support student growth in the City, Council engaged with the education sector with a particular focus on collaborating with the Department of State Development on a student accommodation guarantee and participation in international missions.

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2016/17 COUNCIL SCORECARD
QUARTER ONE

ANNUAL OBJECTIVES

Develop and promote an international city brand that showcases the smart, liveable, green and cultural advantages of Adelaide

This project is currently being reviewed

Develop as part of an improved customer experience a business plan and implement smart parking technology across the City and North Adelaide to move towards an expiation free environment

The business case for smart parking across the City has been finalised and will be presented to Council in quarter 2.

Leverage, upgrade and expand our AdelaideFree WiFi network to higher download and upload speeds

A business case has been prepared for the ‘Smart City’ City Connectivity Projects, which includes expansion of the wifi network. The business case will be presented to Council in quarter 2.

CITY TRANSFORMATION INVESTMENTS

The Council is committed to developing Adelaide’s reputation as a smart city where people are at the centre of everything we do and we are positioned to grow a smart, liveable and sustainable city with enhanced customer experience, enabled by smart technology.

The key to delivering a smart city is the establishment of the foundations and required smart technology platform that will allow us to collaborate with the community, partners and key stakeholders to transform the way we work together to provide a great experience for city users (smart organisation). Enhanced use of technology will allow consumers to play a greater role in the delivery of services and provide better targeted service delivery.

CONTEXT BROADER ENVIRONMENT

Adelaide City Council is committed to developing Adelaide’s reputation as a smart city. The Integrated Business Plan 2016-17 allocates \$11.9 million over a two-year period to develop further Smart City and Smart Organisation initiatives, putting people at the centre of everything and growing a smart, liveable and sustainable city with enhanced customer experience, enabled by smart technology.

Our initiatives are in line with the Federal Government agenda that identifies the importance of investment in smart technologies, including research into the impact of digital disruption and the announcement of a new cities initiative package with a focus on smart technology.

Research into digital disruption by the Australian Government supports this approach. Research has identified that technology investment can aid program delivery and that organisations need to change to respond to disruptive technologies and to become an enabler of new technology development.



To work towards this, Council approved the Smart Organisation business case late in July 2016.

The ten key projects that make up the Smart Organisation program were derived from the consolidation of business priorities identified as part of the 2016/17 business planning process. The ten key projects include a Customer and Stakeholder Management, Customer Portal for customers to access and track their interactions, and online services for customers (digital by default); waste, events and asset management solutions; tools to monitor organisational performance, customer sentiment and Council reporting; an Employee Management platform to support and enable an integrated approach to support the whole employee lifecycle; and digitisation and easy online access to corporate information and knowledge.

SMART

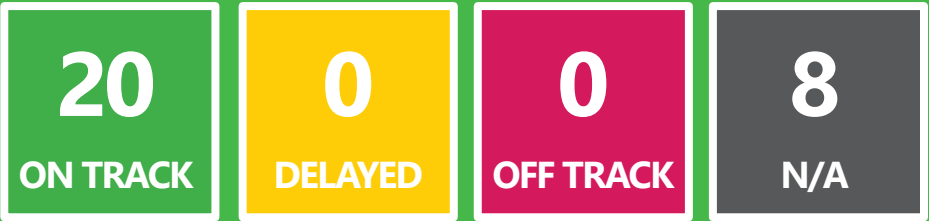
A SMART CITY WITH A
GLOBALLY CONNECTED
AND OPPORTUNITY
RICH ECONOMY

SMART ACTIONS

OBJECTIVE	ACTION		SUMMARY UPDATE	STATUS
By 2020, our City's economy will be growing faster than the Australian economy	1.1.01	Adopt smart technologies that demonstrate a clear return on investment through new recurring revenue generation models such as; sourcing of external funding, fee for services, data, intellectual property, licensing, proprietary technologies, sharing of services and efficiency dividends.	Engaging with neighbouring councils on opportunities to share technology infrastructure	On track
	1.1.02	By June 2017, develop and promote an international City brand that showcases the smart, liveable, green and cultural advantages of Adelaide (16/17 ANNUAL OBJECTIVE)	This project is currently being reviewed	On track
	1.1.03	By June 2018, work with key stakeholders in mainstreets and districts to develop business plans that will provide greater participation at the local level and appropriate governance models, as well as work on projects such as an O'Connell Street enhancement program	Funding support provided to two Precinct Groups through the Mainstreets Development Program	On track
	1.1.04	Transform our services and business processes to improve our effectiveness and efficiency and provide improved quality communications, including having all Council forms able to be submitted online by 2018 and all development applications able to be submitted online by 2020	Facilitated the construction process and public realm occupation at 34 major sites. Implemented a means for ratepayers to indicate their preference to receive online rates notices	On track
	1.1.05	By June 2017, as part of an improved customer experience we will develop a business plan and implement smart parking technology across the City and North Adelaide to move towards an expiation-free environment – 16/17 ANNUAL OBJECTIVE	Business case for smart parking across the city prepared	On track
	1.1.06	By June 2017, leverage, upgrade and expand our AdelaideFree WiFi network to higher download and upload speeds – 16/17 ANNUAL OBJECTIVE	Business case for City Connectivity Projects prepared	On track
	1.1.07	Council will continue to liaise and work closely with NBN Co in support of the NBN roll-out across the City	NBN Governance Model agreed to facilitate a seamless rollout	On track
	1.1.08	Council will work with key partners to facilitate a 10GB per second capable broadband network across the City and North Adelaide to all premises	A 10GB per second capable broadband network confirmed as feasible	On track
	1.1.09	Work with key partners (private sector, NBN Co and universities) to create a national centre for applied research and education into the digital economy	N/A	N/A
	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	N/A	N/A
	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	Priorities reviewed to align with Council's Strategic Plan	On track
	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	Annual Mainstreets Marketing Plan prepared	On track
	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	To be included in the City of Adelaide Tourism & Visitor Services Action Plan	Delayed
	1.1.14	Bring together the creative, arts, business, university, education and entrepreneurial sectors to promote unique opportunities for business growth	A model for collaboration developed and an event held to pitch ideas	On track
Total businesses in the City will grow from 5,000 to over 5,300 and workers on any given day from 89,000 to 94,000 by 2020	1.2.01	Build upon the growing laneway and entrepreneurial culture in the City by rejuvenating primary laneways and pedestrian connections. Priorities for completion by 2018 will be the Adelaide Railway Station to Adelaide Central Market link and Rundle Mall laneways, including Gawler Place	Information gathering and data collection to inform the concept design for Gawler Place undertaken	On track
	1.2.02	Each year, increase online open access to meaningful Council-held data and information that empowers residents, visitors, researchers, investors, start-ups and established businesses to make informed, smart decisions	City Connectivity business case prepared	On track
	1.2.03	By June 2017, review Council's commercial operations to determine the best management models	Commercial Manager recruited to lead this process. Marketing plans in place for Council's commercial operations	On track
	1.2.04	Work with partners to develop and implement a range of policies, programs and services to support business start-ups, business growth and business sustainability	Businesses supported through joint seminars with the ATO, UniSA and the Australian Institute of Management	On track
	1.2.05	Establish single-point-of-contact case managers to support established businesses to grow and attract sustainable businesses, investment and new corporate headquarters to the City	N/A	N/A
	1.2.06	From 2016 to 2019, increase activity in underutilised premises by providing three years' financial support to Renew Adelaide	A new funding agreement has been made to facilitate increased activity	On track
	1.2.07	Assist businesses and institutions to attract talent by developing and making available collateral promoting Adelaide as a great place to work and live	New content created and shared through the InvestAdelaide website and social media	On track
Workers in professional and technical services, education, finance, telecommunications, creative and media sectors will have grown from 41,000 to over 49,000 by 2020	1.3.01	Work with our local and global partners through a range of projects and initiatives to build on the city-wide culture of entrepreneurship, start-ups and the commercialisation of research and ideas	Entrepreneurial Ecosystem Forum with international speaker held and events delivered with the the UniSA Centre for Business Growth.	On track
	1.3.02	Support development of the clean technology sector through a range of programs, services, initiatives and data, including supporting start-up and growth of new businesses and working with universities to assist with commercialising research and intellectual property for clean-tech applications	N/A	N/A
	1.3.03	Facilitate development of the fastest growing sectors, including professional and scientific services, arts and creative industries, by engaging with business leaders to foster collaboration and to assist in identifying and responding to opportunities and challenges	New branding developed for the Adelaide Smart Studio and an agreement made to sponsor the Connected Music City Challenge	On track
By 2020, the number of students in the City on any given day of the week will increase from 39,000 to 41,000	1.4.01	Become a world-renowned education City by supporting and partnering with the City's education sector to attract and retain international, national, regional South Australian and local students, and highly credentialed academic and research staff	Participation in international missions and collaboration with DSD on a student accommodation guarantee	On track
	1.4.02	Strengthen relationship with Study Adelaide via continued support from 2016 to 2020 to market Adelaide as an international student destination (L)(F)	Funding agreement between ACC and Study Adelaide is in place	On track

SUMMARY

Of the 28 actions under Green: 20 were **on track**, 0 were **delayed**, 0 were **off track**, and 8 were not timed (N/A) to start in Q1.



HIGHLIGHTS

A number of initiatives were undertaken to improve energy performance and the use of renewable energy in Council and privately-owned buildings. These included lighting upgrades to the Wyatt and Pirie Street UParks, which have been verified to deliver 35% and 55% less energy use respectively and is equivalent to \$85,000 in savings. Activity has also been carried out to identify projects that will increase solar energy use at the London Road Depot. Council also continues to deliver the Sustainable City Incentive Scheme.

The UPark electric vehicle charging study has been completed to assist Council in providing a range of incentives for the use of electric powered and low emissions vehicles in the City. The study investigates and confirms the viability and feasibility of the business and operational model of electric vehicle charging in Council's UParks.

To improve the ecological value of watercourses and biodiversity in the Park Lands, strategic advice was provided internally on the design component of the Parks 18 and 19 creek redevelopment project. Work was also carried out during the quarter to seek grant funding for the River Torrens macrophyte revegetation project and invasive fish eradication.

Council continues to work with private property owners and the State Government to embed better environmental performance into new and existing developments. Initial scoping has commenced this quarter with work to progress following the adoption of the Carbon Neutral Action Plan.

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2016/17 COUNCIL SCORECARD
QUARTER ONE

ANNUAL OBJECTIVES

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

The current suite of heavy and light vehicles has been reviewed. Desktop research has also been carried out to understand what low and zero emission vehicles are currently available in the market.

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

Work on a draft procurement policy to estimate the carbon emissions of products and services has been well progressed. The completion of this work will inform the Green Procurement Guidelines.

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

Greening activities undertaken by Council in the quarter included the planting of the street median with trees and under-planting as part of the Wakefield Street Greening work and delivery of the project scope for the Waymouth Street Greening Works.

Council has successfully planted 181 new trees within the City, North Adelaide and in the Park Lands with 81 of those plantings occurring in the CBD. Other greening activities carried out include the replanting of the median strips on North Terrace, West Terrace and King William Street to the Festival Centre.



CONTEXT BROADER ENVIRONMENT

Our carbon neutral aspiration and activity is taking place in an internationally visible context with the State Government and the Council having signed parallel international agreements on climate change – the Compact of States and Regions and the Compact of Mayors. It is also guided by Carbon Neutral Adelaide: A shared vision for the world's first carbon neutral city, an agreement between the Council and the State Government.

Our Carbon Neutral Strategy 2015-2025, details our aspiration for Adelaide to be the world's first carbon neutral city. The State Government shares this aspiration and the joint commitment has been formalised in a Sector Agreement under the Climate Change and Greenhouse Emissions Reduction Act 2007.

CITY TRANSFORMATION INVESTMENTS

A key investment for the Council over the life of the 2016-2020 Strategic Plan is the pursuit of carbon neutrality.

The Carbon Neutral Adelaide community consultation report has been completed. Over 4,000 people were aware of the Carbon Neutral Adelaide community consultation, with over 600 people providing 860 comments and feedback. The consultation confirmed a role for the City and State to lead, and that Carbon Neutral Adelaide is considered to be good for the State. Benefits of being "first" include civic pride, energy cost savings, alignment with wellbeing, and the potential for green economy jobs. Many individuals, households and businesses are already taking action and there is a high level of general awareness about what carbon neutral means. The report also found that carbon offsets are the least preferred method for achieving carbon neutrality.

GREEN

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

GREEN ACTIONS

OBJECTIVE	ACTION		SUMMARY UPDATE	STATUS
City carbon emissions will be reduced by 35% from the 2006-07 baseline by 2020	2.1.01	Partner with the State Government to implement a Carbon Neutral Adelaide Partnership Framework to pursue the shared aspiration for Adelaide to be the world's first carbon neutral city	The Carbon Neutral Adelaide community consultation report has been completed	<i>On track</i>
	2.1.02	Improve energy performance and use of renewable energy in Council and privately-owned buildings, including consideration of solar heating, solar energy generation and battery storage	Savings have been made through lighting upgrade to selected UParks	<i>On track</i>
	2.1.03	Work with Federal and State governments to provide appropriate infrastructure and promote sustainable transport options, such as public transport, cycling and walking, to improve the experience of commuters and reduce transport-related carbon emissions	N/A	<i>N/A</i>
	2.1.04	By June 2020, the energy requirement for all Council buildings will be sourced from low carbon or renewable energy sources	The procurement policy, which will inform future procurement guidelines, is being reviewed	<i>On track</i>
	2.1.05	By June 2020, all Council-owned and maintained public lighting will be converted to LED lights and smart lighting wherever possible	An expression of interest has been prepared for the selection of LED lighting across Council-owned buildings	<i>On track</i>
	2.1.06	Commit through to June 2020 to continue the Sustainable City Incentives Scheme, with annual reviews of incentive funding budget allocations	The Sustainable City Incentives continued to be supported in quarter 1	<i>On track</i>
	2.1.07	By June 2017, complete a procurement plan for all Council vehicles to be low or zero emissions	Work has been undertaken to assess Council's procurement practices for plant and fleet	<i>On track</i>
	2.1.08	Provide a range of incentives for the use of electric-powered and low-emission vehicles within the City	The UPark electric vehicle charging study has been completed.	<i>On track</i>
	2.1.09	By June 2017, our procurement practices will reasonably require the environmental track record and/or credentials of suppliers, and estimates of carbon emissions of products and services	The procurement policy, which will inform future procurement guidelines, is being reviewed	<i>On track</i>
	2.1.10	Work with private property owners and the State Government to embed better environmental performance into new and existing developments	Work is currently underway to embed better environmental performance into new and existing developments	<i>On track</i>
	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	N/A	<i>N/A</i>
	2.1.12	Enhance biodiversity in the Park Lands and strengthen the role of the Park Lands in achieving a carbon neutral City	N/A	<i>N/A</i>
	2.1.13	Develop international trade, investment and tourism opportunities based on our green and clean reputation	The Tourism & Visitor Services Action Plan has been completed but deferred by Council	<i>On track</i>
	2.1.14	Identify opportunities for building adaptation and re-use that supports heritage aspirations while reducing carbon emissions and waste	Initial scoping of opportunities is currently underway	<i>On track</i>
Green space and greenery in the built-up areas of the City will have increased by 100,000 square metres by 2020	2.2.01	By June 2017, Council will have developed a Green City Plan detailing Council's contribution to greening the city and showing activities with aligned annual targets, including an additional 1000 trees in the built-up areas of the city by June 2020	Greening activities have taken place on North Terrace, King William Street and Wakefield Street	<i>On track</i>
	2.2.02	Work with all City stakeholders to increase public and private greening with street trees, gardens, community gardens, green walls and roofs providing incentives where appropriate	Council has planted 181 new trees within the City	<i>On track</i>
	2.2.03	From 2016, Council will commit ongoing funding for powerline undergrounding (PLEC) to assist with greening initiatives	N/A	<i>N/A</i>
	2.2.04	Work with local communities on public greening activities that will beautify streets and parks	Two case studies that test and illustrate integrated planning and delivery of neighbourhood greening projects have been identified	<i>On track</i>
By 2020, aquatic native plants on the Torrens Lake floor will have increased from almost zero to 7,500 square metres	2.3.01	Improve the ecological value of watercourses and biodiversity in the Park Lands	Work was carried out to seek grant funding for the River Torrens macrophyte revegetation project and invasive fish eradication	<i>On track</i>
	2.3.02	Reduce storm water run-off and pollution into the Torrens River through integrated catchment management and water sensitive urban design	Regular maintenance and cleaning of the river catchment area. Following the recent storm event, 1,400 cubic meters of debris has been removed	<i>On track</i>
A detailed measure of reduction in kerbside and general waste will have been developed and influences our work	2.4.01	By the end of 2017, develop and implement a Waste, Recycling and Reuse approach for the City that reflects world's best practice and the use of smart technology	Scoping of the project in underway	<i>On track</i>
	2.4.02	By 2025, working with City waste collectors, all Council serviced premises will have their landfill, recycling and green waste collection measured and reported to Council, with the data to be available online to the premises' occupant	N/A	<i>N/A</i>
	2.4.03	By 2020, Council's New Year's Event will send zero-waste to landfill and by 2018, clear guidelines will be developed for event organisers of larger community events on Council-operated areas to achieve zero-waste and carbon neutrality	N/A	<i>N/A</i>
	2.4.04	Facilitate the reuse and recycling of equipment, consumables and materials used in festivals and events in the City	N/A	<i>N/A</i>
	2.4.05	Achieve adoption of sustainable commercial practices through incentives, purchasing approaches, waste services and regulation	N/A	<i>N/A</i>
A comprehensive integrated water management measure will have been developed and influences our work	2.5.01	By December 2020, increase our efficient use of recycled water from the GAP scheme in Council-irrigated areas by 25% to an overall level of 80%	Discussions were held with SA Water to discuss a number of issues around efficient use of recycled water from the GAP scheme	<i>On track</i>
	2.5.02	Work with partners to reduce mains water use through water sensitive urban design and increasing the use of recycled and reused water	Discussions were held with SA Water to discuss a number of issues around efficient use of recycled water from the GAP scheme	<i>On track</i>
	2.5.03	Continue to work with the State Government and other councils to reduce stormwater and other pollutants into the Torrens River catchment	Initial review of the current program to address blue-green algae in the Torrens Lake has been completed in partnership with State Government agencies	<i>On track</i>

SUMMARY

Of the 24 actions under Liveable: 20 were **on track**, 0 were **delayed**, 0 were **off track**, and 4 were not timed (N/A) to start in Q1.



HIGHLIGHTS

The data collection component of a joint study between the Council and the Capital City Committee has been completed and analysis is underway.

Numerous initiatives were undertaken to promote the City's built character and heritage including the approval of twenty two (22) Heritage Incentives Scheme projects with a total value of \$620,652. Two (2) new historic walking trails were completed and a historic cycling trail is currently being developed in partnership with Bicycle SA.

Initiatives to support stronger and resilient communities in quarter 1 included the delivery of the Community Development Grants and facilitating a variety of community events including 'Lunch and Learn' activities, a Textile Conservation workshop and an Aboriginal art workshop.

The Adelaide Community Leaders and Neighbourhood Development Initiatives aim to build the capacity of community members with a particular focus on leadership. In quarter 1, eighteen (18) Adelaide Community Leader participants from nine (9) different countries of origins were recruited.

Council continues to deliver the Commonwealth Home Support Program to provide a range of services such as transport, home maintenance and personal care to older residents in the City.

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2016/17 COUNCIL SCORECARD
QUARTER ONE

ANNUAL OBJECTIVES

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

The Asset Management Plans have been progressed and have reached the stage where they are ready to be endorsed by Council.

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

This project has been scoped in collaboration with the Department of Planning, Transport and Infrastructure.

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

Administration has worked on defining the scope of the Adelaide 2040 Plan. A proposed approach was developed and tested with a number of Council members. As part of this process, a new technology, 'Poll Everywhere' was utilised as an innovative way to gather feedback from the Elected Members.



CONTEXT BROADER ENVIRONMENT

Adelaide City Council has welcomed the Federal Government's announcement and the State Government's commitment to investment and expansion of Adelaide's light rail network, AdelINK. The aim of this project is to bring back trams to the CBD, inner and middle Adelaide to the northwest, east, west, north, south and a loop in the CBD. The State Government is currently preparing a business case for the construction of the AdelINK tram network which encompasses planning, design and identification of precise tram routes and stops as well as environmental and land value benefits.

Jones Lang LaSalle's report shows that Adelaide's ratio of full-time student to purpose built accommodation beds at 9:1 is greater than Brisbane, Sydney and Melbourne. This coincides with the recently released International Education Action Plan from the State Government aimed at increasing the number of international students studying in South Australia from 28,300 in 2013 to 35,500 by the end of 2017. Key actions in the Plan that are likely to influence Council's activity include attracting more international students to Adelaide via the 'Destination Adelaide' plan, implement country market development plans and establishing an Export Internships Program.

CITY TRANSFORMATION INVESTMENTS

To meet the needs and expectations of growing high density communities living in and near the City, Council has engaged in open dialogue with a number of inner rim councils who are seeking to understand how Adelaide City Council can assist in supporting Local Government core services across boundaries and the potential ability to share space and resources.

Adelaide City Council and the State Government announced a \$12 million partnership in July 2016 to transform the city experience for existing and new bike riders. This partnership will deliver on a north-south separated Frome Bikeway and an east-west separated bikeway. The north-south bikeway between Greenhill Road and Fitzroy Terrace will link Rugby-Porter and Glenside bikeways to the south and Braund Road and Prospect Road bikeways to the north. The east-west separated bikeway will link the Beulah Road and William Street bikeways to the east, and Westside and Airport bikeways to the west.

LIVEABLE

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

LIVEABLE ACTIONS

OBJECTIVE	ACTION		SUMMARY UPDATE	STATUS
Objective 1: The number of people living in the City will grow from 23,000 to 28,000 by 2020	3.1.01	Encourage growth in the full range of residential property development in a mixed use environment in a manner that respects the human scale and different characters of districts in the City	Residential growth is being encouraged through business as usual activities	<i>On track</i>
	3.1.02	Create world class infrastructure by adopting a three year rolling capital works program for the City and Park Lands to ensure all new and existing infrastructure are delivered and maintained to high quality standards, incorporating universal access, technology, heritage, arts and green	Asset Management Plans prepared for adoption by Council. Construction and drawing for key infrastructure projects underway	<i>On track</i>
	3.1.03	Encourage the State Government to improve public transport to promote greater patronage, including continued investment and expansion of the free City Connector Services	Trials are underway on Smart Bus Stops to improve the passenger experience	<i>On track</i>
	3.1.04	In partnership with the State Government, explore the possibility of redeveloping Currie-Grenfell streets as a public transport boulevard to cater for increased demand	N/A	<i>N/A</i>
	3.1.05	Advocate for an urban growth boundary that limits urban sprawl and promotes the City as the commercial, cultural, residential and social heart of metropolitan Adelaide	Council submission prepared on the draft update of the 30 Year plan for Greater Adelaide	<i>On track</i>
	3.1.06	Increase participation by the broadest range of residents in the community life of their neighbourhood	Council continues to work towards broadening the market appeal of the Adelaide Aquatic Centre and North Adelaide Golf Links	<i>On track</i>
	3.1.07	Advocate to the Federal and State governments for changes in housing taxation and levies to reduce the cost of housing, including an extension of the State Government's 'Off-the-Plan Stamp Duty Concession' for apartments	This action has not commenced. The State Government has extended the "Off-the-Plan Stamp Duty Concession"	<i>N/A</i>
	3.1.08	Work with the State and Federal Governments and other Councils through the Mayors for AdeLINK advocacy group to engage with local communities to progress an integrated light rail network across the City's key precincts, with key connections to inner city suburbs	The Mayor's Light Rail Summit was held in the previous quarter	<i>On track</i>
	3.1.09	Encourage City living by understanding the demand drivers and developing a distinctive City living promotion campaign that builds on the Already Home campaign	Surveying for the joint Population Growth Demand study with the Capital City Committee has been completed	<i>On track</i>
	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	Council has engaged with inner rim councils to potentially share space and resources.	<i>On track</i>
Objective 2: Adelaide will be listed in the top three most liveable cities in the world by 2020	3.2.01	By June 2017, develop an Adelaide 2040 Plan to achieve long-term economic, environmental, social and cultural goals, incorporating a spatial and transport plan for the City and Park Lands (2016/17 Annual objective)	Administration has worked on defining the scope of the Adelaide 2040 Plan	<i>On track</i>
	3.2.02	Plan and deliver priority walking and cycling routes throughout and beyond the City and Park Lands, including the provision of East-West and North-South cycleways and connections	Discussions have been held with the Department of Planning, Transport and Infrastructure on the Bikeways project	<i>On track</i>
	3.2.03	Plan and seek partnerships for major City infrastructure projects, including cycling corridors, major transport routes and laneways	N/A	<i>N/A</i>
	3.2.04	By 2017, endorse a Central Market Arcade redevelopment plan and commence works by 2020	Workshops have been held with Council to progress with the vision of the site	<i>On track</i>
	3.2.05	Work with the State Government to address housing affordability, including diversity of dwelling stock, and deliver a range of initiatives such as adaptive building re-use and new building technologies	Council has met with Renewal SA regarding housing affordability reform	<i>On track</i>
	3.2.06	Explore opportunities in Council's current property holdings and pursue strategic opportunities to lead or partner in future property developments	The Strategic Property Framework is being reconsidered	<i>On track</i>
	3.2.07	Deliver Council's core services efficiently and with brilliant customer service for a growing and increasingly diverse and multicultural community	Administration has determined an approach for program review to ensure efficient delivery of Council's core services	<i>On track</i>
	3.2.08	Promote and protect Adelaide's built character and heritage through our operations, incentives, policies and direct investment, while working with and advocating to Federal and State governments for an increase in City buildings protected under State or Local Heritage regulations	22 Heritage Incentives Scheme projects with a total value of \$620,652 were approved	<i>On track</i>
Objective 3: A nation leading wellbeing and resilience measure will be applied and influences our work	3.3.01	Develop and celebrate strong and resilient City communities that are welcoming and encourage people of all ages, cultures and means to participate in City life, including through volunteer opportunities	18 Adelaide Community Leader participants from 9 different countries of origins were recruited	<i>On track</i>
	3.3.02	Work with the State Government, community leaders and community organisations to support vulnerable members of the community	The Park Lands Dry Area evaluation was adopted by Council including a recommendation to extend the current dry area trial	<i>N/A</i>
	3.3.03	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	Negotiated with SA Power Networks to replace and clean all light fittings in North Adelaide	<i>On track</i>
	3.3.04	Support social entrepreneurs to develop business models that have a positive impact on the City's wellbeing and resilience	Preparations commenced for the Adelaide Pitch For Good initiative to be held in quarter 2	<i>On track</i>
	3.3.05	Enhance the role of the Park Lands in increasing levels of physical activity and wellbeing through formal and informal sport and recreation opportunities	Reviews of Council's Sport and Recreation Grants have been completed and endorsed	<i>On track</i>
	3.3.06	Deliver sport and recreation activity hubs consistent with the Active City Strategy and Adelaide Park Lands Management Strategy	Work on delivering plan for 6 sporting hubs across the City has been ongoing	<i>On track</i>

SUMMARY

Of the 32 actions under Creative 24 were **on track**, 3 were **delayed**, 0 were **off track**, and 5 were not timed (**N/A**) to start in Q1.



HIGHLIGHTS

Council has been engaging with city businesses and precinct groups to discuss the Smart City Agenda and potential commercial opportunities.

‘The Golden Rule’ (Love Thy Neighbour) art exhibition was held jointly by the Council and the Abraham Institute at the City Library. The exhibition brought together the writing, stories and art of eight (8) spiritual communities in South Australia.

The South Australian Living Artists (SALA) Festival took place in the quarter including showcasing of the City Library’s Artist in Residence program and the holding of SALA in Victoria Square/ Tarntanyangga. Council also launched the Beatles Artwork as part of the Adelaide Town Hall’s 150th Anniversary celebrations.

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CITY TRANSFORMATION INVESTMENTS

The upgrade of the Adelaide Festival Plaza is one of a number of Riverbank Precinct projects to revitalise the City’s arts, cultural and leisure spaces as a compelling destination of choice for local, interstate and overseas visitors by enhancing the public experience and improving how the area is used and perceived.

The plaza redevelopment will see 16,500m² of public space established in the areas surrounding the Adelaide Festival Centre, Adelaide Railway Station, Adelaide Casino, Parliament House and Old Parliament House and Station Road.

The upgrade of the public realm will be supplemented by the construction of a 24-storey office tower, retail space and a redeveloped, 1560-space car park. Upgrades are also being made to the Adelaide Festival Centre (AFC).

Plans for the redevelopment of the Adelaide Festival Plaza public realm were granted development plan consent (subject to conditions) by the Minister for Planning on 4 May 2016.

ANNUAL OBJECTIVES

Develop an Arts and Culture Strategy

Council endorsed the project brief for the development of a Cultural Strategy in September. Existing plans that will be reflected in the strategy include the Public Art Action Plan and the Live Music Action Plan.

Culture is broadly defined in the project brief and includes creative arts and culture, music, festivals and events, creative industries, creative expression of sporting culture, history and built heritage, Aboriginal culture, multicultural and intercultural expression, and identity making (branding and tourism).

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

As part of the Adelaide Park Lands Events Management Plan, a new Park Land events fee structure was introduced to incentivise the holding of events during winter.

The current sponsorship and funding arrangements have been reviewed and we are considering options for how best to pursue the attraction of a major annual event during the winter months.

CONTEXT BROADER ENVIRONMENT

Adelaide has long been recognised as one of the world’s great festival cities and home to many globally significant art and cultural collections and events. The 2016 Adelaide Festival of Arts reached its box office target ahead of opening night, achieving a box office income of more than \$2.8m. Ticket sales for the 2016 Adelaide Fringe topped 600,000, well up on the previous year, and WOMADEelaide broke all previous records in attracting over 95,000 festival goers.

The ever-growing popularity, experience and expectation of these and other events in Adelaide, provide a significant platform on which the creative aspirations and activity described in the 2016-2020 Strategic Plan are taking place.

CREATIVE

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

CREATIVE ACTIONS

OBJECTIVE	ACTION		SUMMARY UPDATE	STATUS
Attendance at festivals and events in the City and Park Lands will have grown by 5% by 2020	4.1.01	Work with neighbouring councils and the State Government in funding and governance to enhance the role of the Park Lands as a key City asset in supporting artistic and cultural activities	Location for the Commemorative Chinese Rose Garden determined	On track
	4.1.02	Streamline Council processes for events to be hosted in the City and better enable City businesses to benefit from these event	Project brief to identify efficiencies and opportunities for an online system for the Adelaide Park Lands Event Management Plan was completed	On track
	4.1.03	By 2020, develop, build and upgrade infrastructure that supports events and is sensitive to the environment within key event spaces in the City and Park Lands	Capital works projects are well under way in the first quarter with scoping, construction and completion of projects tracking on time for delivery and to budget	On track
	4.1.04	Work with partners and key stakeholders to develop Adelaide as the premier international arts market, especially within the Asian region	N/A	N/A
	4.1.05	Work with the State Government to facilitate the attraction of an additional major annual international event during the winter months	New Park Land events fees structure to incentivise the holding of events during winter.	On track
	4.1.06	Promote our UNESCO Live Music accreditation to attract more opportunities for new live music venues	Promotion of live music opportunities to artists and industry bodies	On track
	4.1.07	Work with partners to increase opportunities for live music / performers by developing and implementing a range of policies, programs and services	Council endorsed the Cultural Strategy Project brief, which includes the development of a Live Music Action Plan.	On track
	4.1.08	Work in partnership with key stakeholders to attract a winter music festival by June 2018.	Supported winter events such as the Umbrella Winter City Sounds and the Snow Jam Music Festival.	On track
	4.1.09	Work with existing festivals and events to increase the number and diversity of audiences and visitors	Planning for the 2017 NYE event has commenced	On track
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	4.2.01	By June 2017, develop an Arts and Culture Strategy	The Cultural Strategy Development project brief has been endorsed by Council	On track
	4.2.02	Support businesses, community groups and individuals to grow their contribution to the creative, cultural and artistic life of the City	Initiatives supported include Adelaide Arts Walls and administration of the Arts & Cultural grants	On track
	4.2.03	Attract and support artists and cultural entrepreneurs to develop commercial opportunities	Two art exhibitions were delivered and launched under the Emerging Curators program as part of the SALA Festival	On track
	4.2.04	Work with businesses and other partners to bring creativity and smart technology into the everyday experience of our City	Engagement with partners on Council's Smart City agenda and potential commercial opportunities	On track
	4.2.05	Partner with cultural institutions to increase visitations in the City and Park Lands	N/A	N/A
Bed nights spent in Adelaide by international and domestic visitors will have grown from 8.1 million to 9 million by 2020	4.3.01	Work with the South Australian Tourism Commission and the private sector to develop a visitor experience that maximises visitor spend in the City	Consideration of the City of Adelaide Tourism & Visitor Services Action Plan was deferred	delayed
	4.3.02	Attract people from around the world, especially from China and India, to spend more time and experience more hospitality activities in the City	Consideration of the City of Adelaide Tourism & Visitor Services Action Plan was deferred	delayed
	4.3.03	Support the Adelaide Convention Bureau financially and in-kind to encourage longer stays and add value to the visitor experience, especially in areas that support Council's strategic agenda	The funding agreement with the Adelaide Convention Bureau (ACB) is currently in place	On track
	4.3.04	Work with partners to promote a comprehensive calendar of events and activities	The 2016-17 Summer Event Season report was endorsed by Council	On track
	4.3.05	By December 2020, Council will install a network of NBN-enabled interactive way-finding stations to build on the current roll out	Discussions have commenced with wayfinding companies to inform the early stages of the study	On track
	4.3.06	Work with partners to improve the arrival experience of tourists at Adelaide International Airport and other entry points into the City	Consideration of the City of Adelaide Tourism & Visitor Services Action Plan was deferred	delayed
	4.3.07	Advocate for the interstate rail station to be relocated back to the Adelaide Railway Station to capitalise on the iconic Indian Pacific, Ghan and Overland rail services	N/A	N/A
People who say the City has great places to enjoy events, activities, art and culture will have grown from 8.4 to 9 out of 10 by 2020	4.4.01	Surprise, delight and attract people by continuing to encourage and support dynamic and changing urban public spaces, heritage, art, laneways, streets, facilities and activities	Ideas to foster activation in the Market District on Sundays are being progressed	On track
	4.4.02	Consider policy de-regulation to allow more interesting temporary opportunities in private buildings	Council has commenced research on identifying temporary opportunities in private buildings	On track
	4.4.03	Increase public art and cultural expression in private development by using planning levers and requirements	N/A	N/A
	4.4.04	Identify opportunities to use specialised lighting to showcase the City's unique attractions, character and heritage	N/A	N/A
The number of people that are visiting the City each day for shopping, leisure or entertainment will have grown from 111,000 to 117,000 by 2020	4.5.01	Pursue completion of the North Terrace Boulevard, focusing on the evolving health and biomedical precinct and the Riverbank precinct	Project scope prepared for a movement study for North Terrace West	On track
	4.5.02	Upgrade and improve amenity to create a higher quality visitor and trader experience by implementing the Our Market District Plan	Implementation of the 'Our Market District Plan' is underway. A project to scope a Centre of Food Culture opportunity is nearing completion	On track
	4.5.03	Work with the State Government, to achieve the best outcome for the City in the development of the Riverbank Precinct, including the Festival Plaza upgrade, the Adelaide Convention Centre redevelopment, the South Australian Health and Biomedical Precinct, and planning for the old Royal Adelaide Hospital site redevelopment	Stage 1 of the Festival Plaza civil works package has been identified to commence late 2016 early 2017	On track
	4.5.04	Work with the Federal and State governments and Aboriginal Elders and representatives to establish a national centre for Aboriginal and Torres Strait Islander culture and heritage	Feasibility discussions have commenced	On track
	4.5.05	Promote and showcase multiculturalism and Aboriginal culture and support local organisations to express this heritage	Council supported a number of activities in celebration of NAIDOC Week in July	On track
	4.5.06	Complete the Rundle Mall Master Plan, including Gawler Place, to link major City attractions	Ongoing design activities	On track
	4.5.07	Provide support to key festivals and organisations to assist in them in offering events and activities that attract visitors to the City	The Splash Adelaide Summer Round applications have closed and successful applicants have been notified	On track