

SUMMARY

Of the twenty six (26) actions under Smart, twenty four (24) were on track and two (2) were delayed.



HIGHLIGHTS

An important milestone in the \$14.6 million transformation of key laneways in Adelaide was reached in February with the first artist's impressions of Bank Street and Topham Mall North in the Market to Riverbank (M2R) link unveiled to property and business owners.

The City of Adelaide initiated a Ten Gigabit City Project with an underlying optical fibre network that will be the fastest, most reliable large data transfer infrastructure in Australia. The project will help to position the City as global leader in interconnectivity and service as well as enhance economic development within the City. The new broadband connectivity would complement the current NBN rollout and the State Government's Gig City Project and will enable businesses, institutions, governments and researchers to communicate at world-leading data speeds. During Quarter Three (3), City of Adelaide released an expression of interest to invite organisations to be involved in the project.

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ANNUAL OBJECTIVES

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

Quarter Three (3) saw the successful, seamless and low cost transition to City of Adelaide as the Corporation brand, including a refreshed logo. Development of a new City Brand is progressing through engagement with, and support from, key government stakeholders in relation to development of the brand. A Project brief has been prepared in readiness for release to the market.

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 tender for Smart Parking Sensor Technology was released. The development of a tender specification for the UPark Reserve Car Park system is near completion.

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

City of Adelaide engaged a consultant to provide a proposal for remediation options for AdelaideFree. Expansion of free WiFi to the Riverbank area was delayed to Quarter Four (4) to ensure no adverse impact on Fringe Festival activities in the area.



CONTEXT BROADER ENVIRONMENT

French company DCNS established its new Australian headquarters just outside the CBD and became fully operational in Quarter Three (3). This further builds on the defence projects previously announced by the State and Federal Government. New shipbuilding projects will deliver direct jobs across South Australia and play an important role in the high tech advanced manufacturing future of the State. The City of Adelaide economy is poised to benefit as small to medium sized City businesses have the opportunity to enter new global supply chain markets. These industry advancements provide an ideal opportunity to realise many benefits of the smart actions underway in the Strategic Plan 2016-20.

CITY TRANSFORMATION INVESTMENTS

The \$14.6 million transformation of key laneways in Adelaide has continued, with the first artist's impressions of Bank Street and Topham Mall North in the Market to Riverbank (M2R) link unveiled to property and business owners.

The artist's impressions reflect the concept designs of the revitalisation of Adelaide's underutilised small streets and laneways that will be transformed into an energising and vibrant Market to Riverbank link.

The impressions are based on designs which underwent an extensive community and business owner engagement process which provides the vision for turning the Market to Riverbank link from a dream into reality.

The Market to Riverbank link upgrade will feature trees, lighting, new paving, landscaping, street furniture and public art.

PLEASE NOTE:
On track - the action was progressed in the quarter
Delayed - there has been a delay, but corrective action is not required
Off track - corrective action is required
Not applicable - the activity against the action has not commenced

SMART

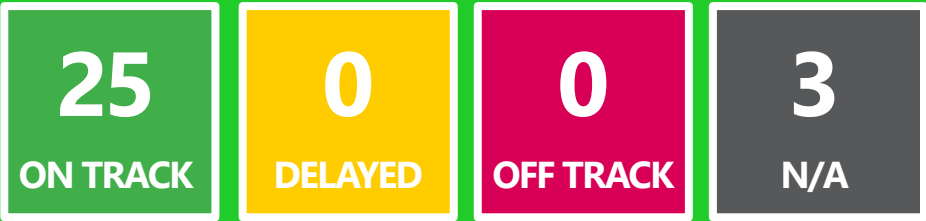
A SMART CITY WITH A GLOBALLY CONNECTED AND OPPORTUNITY RICH ECONOMY

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.	Interactive wayfinding stations project rescheduled to commence in Quarter Four (4) as a result of bringing forward the procurement of Smart Public Waste Bins.	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	Seamless and low cost transition to City of Adelaide as the Corporation brand, including a refreshed logo. Development of a new City Brand is progressing.	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	Mainstreet Development funding provided to four (4) precinct groups so far in 2016-17. A 'Main Streets' program has been included in the draft three (3) year infrastructure plan including proposed works for O'Connell and Melbourne streets in 2017-18.	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	Implementation of the City Communications Strategy continued with a focus on the Integrated Communications Calendar and marketing campaigns. The completed Business Relationship Management (BRM) System was deployed throughout the organisation.	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	Tender for Smart Parking Sensor Technology released. Tender specification development for UPark Reserve Car Park system near completion.	ON TRACK
	1.1.06	By June 2017, leverage, upgrade and expand our AdelaideFree WiFi network to higher download and upload speeds	City of Adelaide engaged a consultant to provide a proposal for remediation options for AdelaideFree. Expansion of free WiFi to the Riverbank area (Pinky Flat) was delayed to Quarter Four (4) to not impact on the use of the area by the Royal Croquet Club during the Fringe Festival.	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 designs/site inspections have commenced.	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	Detailed business case draft developed and awaiting results from EOI to finalise the business case.	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	Project being scoped. Preliminary discussions with key stakeholders in preparation for Council briefing. Deliverables commence in 2017-18.	ON TRACK
	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	The RAH move has been delayed and the site is not likely to be available for activation until September 2017.	ON TRACK
	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	Council continues to support inbound and outbound overseas delegations as well as implementation of the draft Qingdao, India and Penang Action Plans. Ongoing investment attraction and business support activities were undertaken in the quarter.	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	Hutt Street retailers were assisted to leverage the Tour Down Under. A shopper preference survey was undertaken to determine the preferred centres for different types of retail product. Ongoing improvements to the City Retail website.	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	Three (3) heritage walking trails have been translated into Chinese. Completed heritage renovations to the Dress Circle of the Town Hall Auditorium.	ON TRACK
	1.1.14	Bring together the creative, arts, business, university, education and entrepreneurial sectors to promote unique opportunities for business growth	Consultation with the community identified little need for a tool/map of support available to the sector. Further discussions are exploring the potential of a collaborative creative sector website.	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	The Splash Adelaide program has been promoted to the Market to Riverbank (M2R) business community to encourage more businesses to apply. Construction commenced on the Bank Street to Topham Street (North) part of the M2R Laneways upgrade.	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	The issues are well understood and the project has commenced. Co-creation activities will commence in Quarter Four (4).	ON TRACK
	1.2.03	By June 2017, review Council's commercial operations to determine the best management models	Engagement with key stakeholders and Council for the Golf Course Master Plan. Respective industry experts engaged to review UPark pricing strategies and operations and the Aquatic Centre operations and opportunities.	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	WeChat and Chinese Customer Service training delivered to support business to leverage increased tourism from China. Supported joint events with the Governor's Leadership Foundation and Entrepreneurial University.	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	Case management value stream mapping process undertaken.	ON TRACK
	1.2.06	From 2016 to 2019, increase activity in underutilised premises by providing three years' financial support to Renew Adelaide	Renew Adelaide supported three (3) new businesses to set up in Parc Arcade and two (2) businesses in office space at 50 Pirie Street.	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	Continued content development and website refresh. Dashboard launch delayed to Q4.	DELAYED
Workers in professional and technical services, education, finance,	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	Sponsored the participation of two (2) startup companies in a delegation to South by South-West (SXSW) in Austin Texas. Collaborated with UniSA Centre for Business Growth to present at a breakfast for high growth City businesses.	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	No action in Q3.	DELAYED
	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	Facilitated access to street level infrastructure for two (2) local companies to test their technology. Supported Startup Weekend. Sponsored three (3) teams through the Venture Dorm Smart City Program and the first company through the Business Builder Program (eSmart21).	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	Continued stakeholder engagement, including through participation in the Ministerial Advisory Council.	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)	Study Adelaide launched the #MyAdelaide campaign in February with the seven (7) videos showcasing a day in the life of a student in Adelaide achieving over 220,000 full video views.	ON TRACK

SUMMARY

Of the twenty eight (28) actions under Green, twenty five (25) were on track and three (3) were not timed to start in the quarter (N/A).



HIGHLIGHTS

Council has agreed to revise the design approach for the North-South City Bikeway and bringing Council one step closer to delivering high quality, safe and connected bikeways for the City. Proposals agreed to by Council include retaining the existing configuration of one (1) lane of traffic each way on Regent Street North and Frome Street between Carrington Street and Wakefield Street, construction to begin on the new Pirie Street to North Terrace part and commencement of design work on the proposed East to West Bikeway.

The Green City Grant program continued to be delivered with funding doubled for the program, bringing the total funds allocated to \$200,000. Residents, property owners and businesses in Adelaide can access funding for projects that create pockets of greenery to improve the amenity of City streets and public spaces. Grants start at \$500 for residents and \$1,000 for businesses and building owners. Projects must be visible from the street or another public space with a preference given to projects that are in locations with little or no greenery, that will provide a significant amount of greenery once fully grown, or that offers a particular benefit to the local community.

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2016/17 COUNCIL SCORECARD
QUARTER THREE

CONTEXT BROADER ENVIRONMENT

The Local Government Association (LGA) of South Australia has announced that it is working towards transitioning councils to LED street lighting which could see communities saving up to \$196 million over a 20 year period. The LGA developed a business case to demonstrate the savings that could be gained if councils owned and managed street lighting themselves. The business case also showed that there would an additional \$7 million in savings across the year as a result of the reduced energy required to power LED lighting.

The Clean Energy Finance Corporation and the State Government have announced that they will be working together to develop a finance package to support accelerated delivery of Australia's largest grid-scale battery to store energy from the wind and sun. The State Government is supporting the 100 megawatt storage project through its Renewable Technology Fund and is part of the State's newly released energy plan.

The world's largest residential virtual power plant (VPP) was trialled in South Australia in March this year. The VPP is an initiative from energy company AGL and involves linking solar panels and battery storage from hundreds of properties to form a five (5) megawatt virtual solar power station. The VPP works by using a cloud-connected intelligent control system that allows the batteries to be connected in unison and will be rolled out in three phases over 18 months.

CITY TRANSFORMATION INVESTMENTS

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

To action this in Quarter Three (3), the draft Communication Plan was developed in conjunction with the State Government. This included the testing of Carbon Neutral Adelaide (CNA) visual identities with focus groups. Other activity included identification of and engagement with key partners for the CNA Partnership Framework. A website designer was selected to build an online platform for CNA.



ANNUAL OBJECTIVES

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

The 2016/17 Capital Plant replacement budget has been examined with a view to seek zero to low emissions vehicles. Upon review, the replacement budget has been amended to seek emerging technologies in the alternate fuel areas.

Council has procured and is awaiting delivery of one (1) Hybrid truck to service the signs and lines area. Work continues to be undertaken across the Administration to pursue the viability of hydrogen powered vehicles in collaboration with the State Government. Council has also purchased (2) scooters (50cc commuter bikes) to lower the reliance on pool vehicles and taxis.

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 revised Procurement Policy, which was endorsed by Council during Quarter Two (2), includes a requirement for Administration to keep track of suppliers' environmental performance including estimates of carbon emissions where relevant. Work is now being undertaken to develop the procure-to-pay 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 1,000 trees in the built-up areas of the city by June 2020

The content for the Green City Plan detailing Council's contribution to greening the City has been developed during this quarter with information sessions available for Council in quarter four (4).

Progress on specific greening works in quarter three (3) includes the completion of Wakefield Street Median Greening Works and design of the Waymouth Street Greening Works.

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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 draft Communication Plan was developed in conjunction with the State Government and included the testing of Carbon Neutral Adelaide (CNA) visual identities with focus groups.	ON TRACK
	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	The energy storage for the London Road Depot was commissioned. The feasibility study for the solar PV array was also completed with design, planning and procurement currently in progress.	ON TRACK
	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	A consultant has been engaged to undertake bike share focus groups for the Adelaide Public Bike Share Feasibility Study. The research will provide the baseline data for the detailed Bike Share Scheme.	ON TRACK
	2.1.04	By June 2020, the energy requirement for all Council buildings will be sourced from low carbon or renewable energy sources	City of Adelaide is reviewing and factoring into all vehicle purchases and tenders, the preference for low to zero emissions vehicles. Work on sustainable procurement guidelines is in progress.	ON TRACK
	2.1.05	By June 2020, all Council-owned and maintained public lighting will be converted to LED lights and smart lighting wherever possible	The majority of City of Adelaide building facilities have been retrofitted with energy efficient LED. Remaining upgrades progressing.	ON TRACK
	2.1.06	Commit through to June 2020 to continue the Sustainable City Incentives Scheme, with annual reviews of incentive funding budget allocations	The City of Adelaide's Sustainable Incentives Scheme received 15 new applications in the quarter.	ON TRACK
	2.1.07	By June 2017, complete a procurement plan for all Council vehicles to be low or zero emissions	The 2016/17 Capital Plant replacement budget has been examined with a view to seek zero to low emissions vehicles. Upon review, the replacement budget has been amended to seek emerging technologies in the alternate fuel areas.	ON TRACK
	2.1.08	Provide a range of incentives for the use of electric-powered and low-emission vehicles within the City	A tender package is being prepared to go out in Quarter Four (4).	ON TRACK
	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	Following the endorsement of the Procurement Policy by Council in Quarter Two (2), work is being progressed on the procure-to-pay guidelines.	ON TRACK
	2.1.10	Work with private property owners and the State Government to embed better environmental performance into new and existing developments	Research to understand the environmental performance of development will be coordinated with the updates to the Planning, Development and Infrastructure Act.	ON TRACK
	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	Deliverables commence in Quarter Four (4)	NOT COM-MENCED
	2.1.12	Enhance biodiversity in the Park Lands and strengthen the role of the Park Lands in achieving a carbon neutral City	Review of the Biodiversity and Water Quality Action Plan progressed along with work on the data capture of our biodiversity assets to align resources and key measures.	ON TRACK
	2.1.13	Develop international trade, investment and tourism opportunities based on our green and clean reputation	Commenced steps one (1) to three (3) of the Green Economy Future Accelerator. Continued promotion of investment attraction marketing collateral.	ON TRACK
	2.1.14	Identify opportunities for building adaptation and re-use that supports heritage aspirations while reducing carbon emissions and waste	Council provided comments on the draft Building Upgrade Finance Regulation during the quarter.	ON TRACK
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	The content for the Green City Plan detailing Council's contribution to greening the City was developed for a Council workshop in Quarter Four (4). Greening works included the completion of the Wakefield Street Median and design of the Waymouth Street Greening Works.	ON TRACK
	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	Work continues on the Green City Plan which will be complete by June 2017. A large proportion of the trees to be planted in the following quarter have been ordered.	ON TRACK
	2.2.03	From 2016, Council will commit ongoing funding for powerline undergrounding (PLEC) to assist with greening initiatives	Council continues to work on the delivery of an undergrounding project within Bartels Road. A report will be presented to Council in Quarter Four (4).	ON TRACK
	2.2.04	Work with local communities on public greening activities that will beautify streets and parks	Two (2) community-initiated neighbourhood greening activities were delivered including Libermann Close Autumn working bee and Crowther Place planters.	ON TRACK
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	The draft Victoria Park Management Plan was developed with draft monitoring plans for key flora and fauna species. Funding secured for macrophyte plantings in Quarter Four (4).	ON TRACK
	2.3.02	Reduce storm water run-off and pollution into the Torrens River through integrated catchment management and water sensitive urban design	Gross Pollutant traps are programmed for cleaning maintenance in Quarter Four (4). Storm water systems continue to be maintained to minimise flooding particularly in lower lying areas such as South Tce / Hutt Street.	ON TRACK
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	The RFI for innovation in waste collection technologies was advertised. The Melbourne Street Waste Pilot results were collated for a future report to Council.	ON TRACK
	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	Manual capture of data associated with the volume of waste delivered to landfill and recycled.	ON TRACK
	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	Deliverables commence in 2017/18.	NOT COM-MENCED
	2.4.04	Facilitate the reuse and recycling of equipment, consumables and materials used in festivals and events in the City	Deliverables commences in 2017/18.	NOT COM-MENCED
	2.4.05	Achieve adoption of sustainable commercial practices through incentives, purchasing approaches, waste services and regulation	The RFI for innovation in waste collection technologies has been advertised and closed at the end of Quarter Three (3).	ON TRACK
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%	Irrigation installed along the frontage of Bartels Road. This involves utilising GAP water and beautifying an area that has not received watering since the last drought period.	ON TRACK
	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	Ongoing advice provided in relation to greener streets. Water Sensitive Urban Design planted areas were installed in Gilbert Street.	ON TRACK
	2.5.03	Continue to work with the State Government and other councils to reduce stormwater and other pollutants into the Torrens River catchment	Stormwater drains continue to be regularly monitored and flushed to prevent flooding and to minimise contamination into the river course.	ON TRACK

SUMMARY

Of the twenty four (24) actions under Liveable, all were on track in the quarter.



HIGHLIGHTS

Sudden cardiac arrest is a significant public health issue and one of the leading causes of death in Australia.

To support the wellbeing of our residents and city visitors, City of Adelaide, supported by SA Ambulance Service and the Heart Foundation SA, installed an automatic external defibrillator (AED) for public use in Rundle Mall and in Victoria Square/ Tarntanyangga. Available for use 24 hours a day the locations of the AEDs are marked by heart-shaped sculptures by artist Pat Welke. AEDs are available at other city facilities during operating hours.

Automatic external defibrillators can dramatically increase the chance of survival when used in the first three (3) to five (5) minutes of cardiac arrest. AEDs are becoming increasingly common in places of mass public gatherings such as shopping centres, sports stadiums and cultural venues as well as higher risk locations such as swimming pools and fitness centres. Four (4) education sessions were offered in the quarter to demonstrate how the defibrillators work and how shockingly easy they are to use.

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2016/17 COUNCIL SCORECARD
QUARTER THREE

CONTEXT BROADER ENVIRONMENT

There were 312 development applications lodged during Quarter Three (3) with a total value of approximately \$110 million. One (1) new project was lodged with the Development Assessment Panel (DAP) for a nine (9) storey building containing 36 apartments at 12-14 Tapley Street. Another project, the Adelaidean, obtained Stage 1 Development Approval for the demolition of the existing buildings and sub-structure works for buildings comprising 82 apartments and 274 student beds. The project is on the market seeking registrations of interest.

CITY TRANSFORMATION INVESTMENTS

The Department of Planning, Transport and Infrastructure (DPTI) has allocated funding to upgrade the King William Street (South) Tram Stop as part of the North Terrace Tram Extension.

Action on the City of Adelaide and State Government partnership to transform the city experience for existing and new bike riders continued with the first round of consultation completed for the North-South Bikeway. The project is progressing in line with a Council decision of 7 March 2017 with the North-South Bikeway on Frome Street between Pirie Street and North Terrace to be constructed first.



ANNUAL OBJECTIVES

Create world class infrastructure by adopting a three (3) 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 three year rolling capital works program has been integrated with the Integrated Business Plan Draft 2017-18 and is currently being considered by Council. Streetscape enhancement adjacent to 84 Halifax Street completed. Projects on Hindley Street West and Gresham Place are under construction for completion in Quarter Four (4).

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 final workshops were held with the Department of Planning and Infrastructure (DPTI) in January 2017 with Council Officers, as well as an Open Day held in Town Hall in February 2017. Feedback from the consultation, now concluded, will inform the proposed City Loop preferred route.

DPTI has awarded the construction to the York/Downer Joint Venture, and Council has been working closely to finalise the design of North Terrace public domain upgrades, the East End Tram Stop as well as the overall project scope and budget.

DPTI have allocated funding to upgrade the tram stop for delivery as part of the North Terrace Tram Extension, and Council will be briefed in April/May 2017 on the project.

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

Background work is underway including detailed mapping of known current and future developments. Engagement with Council Members commenced and will continue into May 2017.

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Off track - corrective action is required
Not applicable - the activity against the action has not commenced



LIVEABLE ACTIONS

	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	Submission to the Capital City (Design Quality) Development Plan Amendment prepared. Working with DPTI to progress the North Adelaide Large Institutions and Colleges DPA and to finalise Part 2 of the Residential and Mainstreet DPA.	ON TRACK
	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	The Asset Management Strategy is to be presented to Council in Quarter Four (4). Streetscape enhancement adjacent to 84 Halifax Street completed. Projects on Hindley Street West and Gresham Place are under construction for completion in Quarter Four (4).	ON TRACK
	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	Digital display screens have been installed on two (2) of Council's owned buses. Digital content is currently being developed in English and Chinese and will be trialled on the service in Quarter Four (4).	ON TRACK
	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	Concept designs are currently out for comment	ON TRACK
	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 administration will respond to the draft State Planning Policies which are likely to be available for consideration by September 2017.	ON TRACK
	3.1.06	Increase participation by the broadest range of residents in the community life of their neighbourhood	Golf membership growing and marketing campaign underway to increase casual course patronage.	ON TRACK
	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	Further investigations are occurring as an outcome of the Population Growth Study	ON TRACK
	3.1.08	Work with the State and Federal Governments and other Councils through the Mayors for AdelLINK 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 final workshops were held with DPTI in January with Council Officers, as well as an Open Day held in Town Hall in February 2017. Feedback from consultation, now concluded, will inform the proposed City Loop preferred route.	ON TRACK
	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	Draft strategy is progressing. Informal stakeholder consultation across local and State Government is underway.	ON TRACK
	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 continues to have open dialogue with a number of inner rim councils relating to shared services and or accommodation.	ON TRACK
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)	Background work is underway including detailed mapping of known current and future developments. Engagement with Council Members commenced and will continue into May.	ON TRACK
	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	First round of consultation completed for North South Bikeway. Construction of Chatham and Wilcox Street part of the quietway is near completion. Concept designs for the remainder of the link to Grote Street have been developed	ON TRACK
	3.2.03	Plan and seek partnerships for major City infrastructure projects, including cycling corridors, major transport routes and laneways	Council continues to liaise with State Government on major city infrastructure projects	ON TRACK
	3.2.04	By 2017, endorse a Central Market Arcade redevelopment plan and commence works by 2020	Redevelopment Plan outputs released as part of public consultation on the Community Land revocation and redevelopment. Public consultation closed on 10 March 2017.	ON TRACK
	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	Continued discussions with Renewal SA. Next steps will be subject to the outcomes of the Population Growth Study.	ON TRACK
	3.2.06	Explore opportunities in Council's current property holdings and pursue strategic opportunities to lead or partner in future property developments	Progressing scenarios for the City Beach site	ON TRACK
	3.2.07	Deliver Council's core services efficiently and with brilliant customer service for a growing and increasingly diverse and multicultural community	Developed a proposal for the undertaking of service reviews. Program Reviews are identifying priorities for service reviews. Scoping of the approach is being considered by Administration	ON TRACK
	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	Eighteen (18) Heritage Incentives Scheme (HIS) projects were approved to the value of \$105k. A number of events were registered for the History Festival and the scope for a Built Heritage Management Promotion was completed	ON TRACK
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	City of Adelaide supported fourteen (14) Neighbour Day activities including community movie nights, shared meals, open days and street parties. A number of training opportunities for volunteers were delivered.	ON TRACK
	3.3.02	Work with the State Government, community leaders and community organisations to support vulnerable members of the community	An Inner City Street Crew is delivering a new approach to assisting homeless and vulnerable people via an outreach support service for rough sleepers that operates over an extended period of the day	ON TRACK
	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	Safety projects progressed including community conversations and a design completed for a safer paths project at the Box Factory Community Centre.	ON TRACK
	3.3.04	Support social entrepreneurs to develop business models that have a positive impact on the City's wellbeing and resilience	No update for this quarter.	ON TRACK
	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	Stakeholder and Elected Member engagement commenced to develop a Master Plan for the North Adelaide Golf Course. Contract awarded for the lighting of the North Adelaide Dog Park to support community use.	ON TRACK
	3.3.06	Deliver sport and recreation activity hubs consistent with the Active City Strategy and Adelaide Park Lands Management Strategy	Park 25 construction commenced. Planning of recreation and landscape works to complement this project. Park 24 consolidation of sports buildings supported by APLA in February and by Council in March. Park 17 community engagement commenced.	ON TRACK

SUMMARY

Of the thirty two (32) actions under Creative, thirty (30) were on track and two (2) were delayed.



HIGHLIGHTS

In March 2017, the City of Adelaide voted to begin work on a reinvigoration of Chinatown in the City's market district. Council approved a budget of \$80,000 for engagement, activation and shopfront improvements in the precinct.

City of Adelaide promoted and hosted a Live Music Summit at Fowlers Live with 80 participants including International City of Music guests, the National Live Music office and City of Melbourne. The purpose of the Summit was to promote the UNESCO status, create shared vision and partnership in live music, and to provide input into the 2020 Live Music Action Plan. The Summit panel discussion was filmed and made available on the City of Adelaide website.

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ANNUAL OBJECTIVES

Develop an Arts and Culture Strategy

Interviews with 'Culture makers' were completed in the quarter. A Discussion Paper was completed and made available for public consideration via YourSay Adelaide and in hard copy distributed across the culture sector. Community consultation and stakeholder engagement commenced. Culture Forum and Think Tank engagement organised for Quarter Four (4). Panel includes the Deputy Lord Mayor and local representatives of Aboriginal culture, creative arts, design, and the creative industries, all of whom have international profiles. Drafting of the cultural strategy commenced.

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

As part of the review of the International Relations Strategy, City of Adelaide is considering synergies with other sister cities for aligning and attracting major events. The Adelaide Festival Centre has approached Council with a proposal seeking additional funding for an OzAsia Festival element between Georgetown Penang and Adelaide associated with the founding Light family.



PLEASE NOTE:

- On track - the action was progressed in the quarter
- Delayed - there has been a delay, but corrective action is not required
- Off track - corrective action is required
- Not applicable - the activity against the action has not commenced

CONTEXT BROADER ENVIRONMENT

In February 2017 it was announced that the annual Australian Independent Record Labels Association (AIR) Awards and concurrent Music Conference will be held in Adelaide for the next three (3) years (2017-2019). The Awards and conference will be supported from the State Government's newly established Live Music Events Fund. More than 700 guests attended the AIR Awards in 2015 and this will be the first time the association will hold its events in Adelaide. AIR is a not-for-profit trade association based in Melbourne, dedicated to supporting the growth and development of Australia's independent recording sector. The annual awards attract many high profile industry leaders, while the two-day music industry conference will include an international guest speaker alongside successful Australian Independent musicians and businesses.

This key industry event strengthens Adelaide's standing as a UNESCO City of Music, celebrating the city as a hub of creative and cultural engagement.

The State Government, through the Live Music Events Fund, has also backed Music SA to hold Umbrella: Winter City Sounds again. Umbrella will be held from July 14-30 2017, with a program of live music throughout Adelaide.

CITY TRANSFORMATION INVESTMENTS

The Market to Riverbank Link achieved a significant milestone in Quarter Three (3), announcing the contract to construct the concept designs for Bank St and Topham Mall which will commence in Quarter Four (4). Concept designs for the Gawler Place Upgrade were completed in advance of consultation in May 2017; as well as preparing a broader strategy for the upgrade of laneways within the Rundle Mall Precinct.

The North Terrace Tram extension project, a partnership with the State Government, announced the successful contractor to build the extension, which includes \$5m funding from the City of Adelaide for upgrades of the footpaths, a contribution to the East End tram stop, as well as other measures including tree planting and landscaping. The project is currently in concept design phase.

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	Completed a review of the infrastructure requirements to improve the viability of event spaces. A study focusing on future options and improvements for the major events space in Park 24 was prepared and planning and design work for the enhancement of Parks 19 and 25 was progressed.	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	Splash Adelaide application forms were reviewed to align with Strategic Plan objectives. Event licenses were reviewed and a single point of contact for all customer enquiries and the allocation of events trialled.	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	The use of Pinky Flat for events provided insights that will inform operational and future requirements for the site, with an audit of use being presented to Council for consideration in quarter one (1) 2017/18.	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	The next meeting with Festivals Adelaide is scheduled for April 2017.	ON TRACK
	4.1.05	Work with the State Government to facilitate the attraction of an additional major annual international event during the winter months	As part of the review of the International Relations Strategy, City of Adelaide is considering synergies with other sister cities for aligning and attracting major events.	ON TRACK
	4.1.06	Promote our UNESCO Live Music accreditation to attract more opportunities for new live music venues	Live Music Summit which included International City of Music guests hosted. UNESCO City of Music Adshell Campaign launched on March 20 with advertising on five (5) bus shelters.	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	Significant increase in the promotion of SA musicians during the festival period. City of Adelaide involvement included online, social media, and through our partnership with City Mag.	ON TRACK
	4.1.08	Work in partnership with key stakeholders to attract a winter music festival by June 2018.	Planning for city activation and marketing during Umbrella Winter City Sounds commenced in partnership with Music SA.	ON TRACK
	4.1.09	Work with existing festivals and events to increase the number and diversity of audiences and visitors	Major festivals occurred in the quarter. City of Adelaide will work with the organisers to understand their audience and visitor profiles for this year and identify opportunities for 2017-18.	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	Discussion Papers for the Arts & Culture Strategy were made available for public consideration. Completed interviews with 'culture makers'. Community consultation and stakeholder engagement commenced.	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	Further design development on the Adelaide Art Walls website to ensure alignment with branding. The site has been promoted to the first tranche of artists and portfolios are being added.	ON TRACK
	4.2.03	Attract and support artists and cultural entrepreneurs to develop commercial opportunities	Support provided to two (2) past Splash Adelaide events held during the quarter in Victoria Square/Tartanyangga and two (2) art exhibitions held at the Adelaide Town Hall as part of the Fringe 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	Presented City of Adelaide Smart City Vision at a number of Lord Mayor Forums	ON TRACK
	4.2.05	Partner with cultural institutions to increase visitations in the City and Park Lands	Aboriginal artefacts from the South Australian Museum's YIDAKI didgerdoo exhibition prepared for display in the Reconciliation Room	ON TRACK
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	Services Agreement re-negotiated with the South Australian Tourism Commission (SATC) for the Adelaide Visitor Information Centre (AVIC). SATC will close their Info Line on the 30 June 2017.	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	Continued to upload new content to WeChat platform. Three (3) existing itineraries were translated into Chinese with a view to being made available in hard copy and on-line.	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	Funding agreement in place.	ON TRACK
	4.3.04	Work with partners to promote a comprehensive calendar of events and activities	The quarterly update on the annual event calendar was presented to Council. Initial planning commenced for an ongoing calendar and a potential interactive online calendar.	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 with Cisco and alternative provider commenced	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	No activity was planned for the quarter	ON TRACK
	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	Consideration of the relocation of the Park Lands Terminal has not progressed since Quarter One (1).	ON TRACK
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	Events in the City's laneways, roads and Squares continue to be facilitated by Council including Splash Adelaide and the Mobile Food Vendor program. A number of Victoria Square/Tartanyangga activations took place, attracting over 10,000 people.	ON TRACK
	4.4.02	Consider policy de-regulation to allow more interesting temporary opportunities in private buildings	Research on the existing legislative barriers and temporary opportunities was undertaken. Preparation for a survey commenced.	ON TRACK
	4.4.03	Increase public art and cultural expression in private development by using planning levers and requirements	Research in progress. Internal stakeholder engagement is currently in progress to identify synergies and opportunities to deliver the action.	ON TRACK
	4.4.04	Identify opportunities to use specialised lighting to showcase the City's unique attractions, character and heritage	A plan for better lighting of the St Peters Cathedral is almost complete, with a staged approach to implementation to be agreed in discussions with the Cathedral and Council.	ON TRACK
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	A North Terrace West Working Group has been established with DPTI, Renewal SA and the City of Adelaide, with the first deliverable being a movement and traffic study. The findings will inform the next stage.	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	Circulation of e-news advising on the consultation of the Central Market Arcade and the proposed right hand entry to the Central Market UPark. An approach to the reinvigoration of Chinatown was also scoped and presented to Council.	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	City of Adelaide continues to partner and work with the State Govt on a number of initiatives and projects within and adjacent to the Riverbank precinct. This includes the high level planning work on the Old Royal Adelaide Hospital site, the North Terrace Tram Extension, Frome Bikeway planning, the O-Bahn City Access Project, and the North Terrace West Working Group, Festival Centre upgrade, and Convention Centre Event Lawn reinstatement.	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	The proposal endorsed by Reconciliation Committee and Council remains appropriate. Delivery is dependent on funding opportunities.	ON TRACK
	4.5.05	Promote and showcase multiculturalism and Aboriginal culture and support local organisations to express this heritage	City of Adelaide supported an art exhibition and mentorship by Aboriginal artist Nikki Carabetta to be held at the Hawke Gallery, University of SA during NAIDOC Week.	ON TRACK
	4.5.06	Complete the Rundle Mall Master Plan, including Gawler Place, to link major City attractions	Final concept design for the \$7.85m Gawler Place upgrade between North Terrace and Grenfell Street was finalised in preparation for consultation in May 2017.	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	Australia Day event held. \$400,000 in sponsorship funding distributed in the quarter. A review of the process and management of limited licence applications has been undertaken.	ON TRACK