



CITY OF ADELAIDE 2016-2020 STRATEGIC PLAN





The City of Adelaide acknowledges the generous financial contribution of the State Government through Arts SA towards the commissioned artwork titled 'Reconciliation Spirit', which is on display at the Mankurri-api Kuu / Reconciliation Room within the Adelaide Town Hall.

ACKNOWLEDGEMENT OF COUNTRY

Adelaide City Council tampinhi, ngadlu Kurna yartangka panpapanpalyarninhi (inparrinhi). Kurna miyurna yaitya mathanya Wama Tarntanyaku.

Parnaku yailtya, parnaku tapa purruna, parnaku yarta ngadlu tampinhi. Yalaka Kurna miyurna itu yailtya, tapa purruna, yarta kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi.

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Adelaide City Council acknowledges the traditional country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land.

We acknowledge that they are of continuing importance to the Kurna people living today.

ADELAIDE IS A
WELCOMING AND
DYNAMIC CITY FULL
OF RICH AND DIVERSE
EXPERIENCES



OUR VISION FOR ADELAIDE

As the capital city of South Australia, Adelaide has a vital role to play in shaping the future of our state.

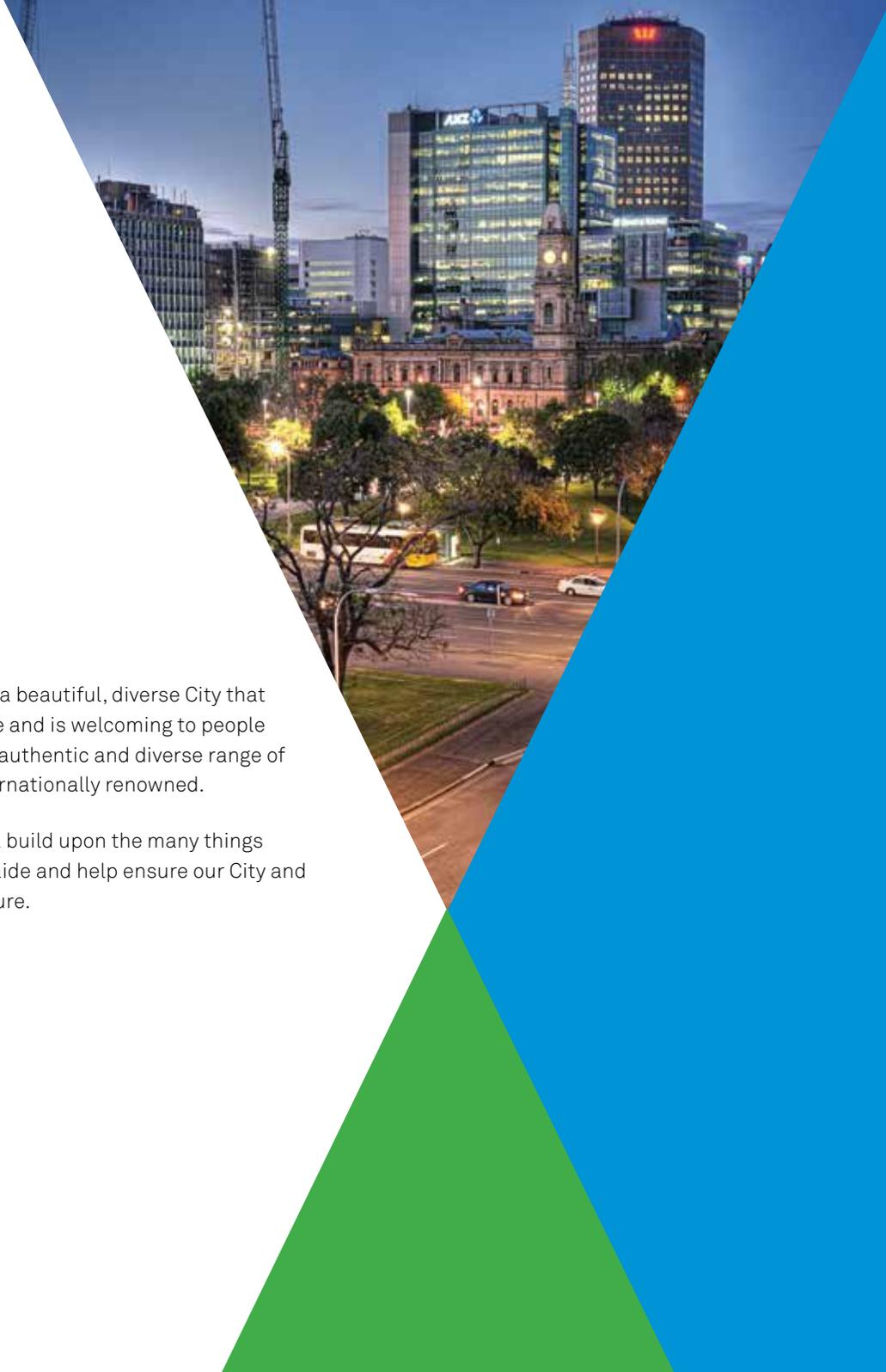
We face unprecedented changes arising from major global, national and local trends. Reassuringly, our proven record of creativity, innovation and social transformation sees our City well-placed to lead the state in meeting these changes.

Our plan is to enrich Adelaide's lifestyle and boost its growth by becoming one of the world's smartest cities with a globally-connected and opportunity-rich economy.

We will be one of the world's first carbon neutral cities and a global leader in sustainability and responding to environmental change.

Adelaide will always be a beautiful, diverse City that has an enviable lifestyle and is welcoming to people at all stages of life. Our authentic and diverse range of experiences will be internationally renowned.

Achieving our vision will build upon the many things people love about Adelaide and help ensure our City and state thrive into the future.



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EVERY EXTRA PERSON LIVING IN THE CITY
DRIVES MORE BUSINESS AND MORE VITALITY.
IT'S NOT ONLY GOOD FOR THE CITY, BUT
AN ECONOMIC ENABLER AND CULTURAL
IMPERATIVE FOR THE STATE AS A WHOLE.
SO MUCH SO THAT I BELIEVE SA'S SUCCESS
DEPENDS ON IT.
THINK TANK FORUM FROM PICTURE
ADELAIDE 2040





A MESSAGE FROM THE LORD MAYOR

As one of the world's great boutique cities, Adelaide is renowned for its arts, festivals, music, sport, universities, Park Lands, enviable climate, fresh produce, retail and hospitality experiences, unique heritage and character, and social and commercial pursuits. As a result, Adelaide is consistently rated as one of the world's most liveable cities.

However, in today's ever-changing world there is no room for standing still and we must embrace new innovation at every turn. To progress further, we must have clarity of vision, a true sense of purpose, inclusiveness, unity and a shared resolve to capitalise on today and tomorrow's many opportunities. Just as importantly, we should act together with a sense of urgency as time is our most precious resource.

As the capital city of South Australia, the City of Adelaide recognises its responsibility to be at the forefront of social, cultural, commercial, technological and environmental progress. As the first planned city in Australia, the City of Adelaide is welcoming, accessible and compact. Creativity and innovation have long been a part of our character.

These attributes are more important than ever for us to seize the opportunities of the 21st century, improve amenity for our residents, create more jobs, welcome more tourists and grow our vibrant City.

The City of Adelaide's Picture Adelaide 2040 engagement campaign, which informs this Plan, showed that our community has great optimism for the future. More than 2,000 participants told us that we need to harness new opportunities, while preserving the things that make Adelaide unique.

Following extensive public consultation, this 2016-2020 Strategic Plan communicates our vision for the future and demonstrates that there is no better time than now for an ambitious plan to further enhance our City's liveability, while improving prosperity and economic growth for the benefit of all.



Council has arrived at a vision for the City: **Adelaide is a welcoming and dynamic city full of rich and diverse experiences.** To realise this vision, Council will lead by example in the adoption of new technologies, the provision of improved infrastructure and best use of our property assets.

We will also work closely with the Federal and State governments, residents, the business and arts communities, the property, retail, hospitality, tourism and conferencing sectors, universities, investors and all key City stakeholders.

We will ensure that Council adopts an open, accountable and personalised customer service approach as it delivers the very best services for our ratepayers and those people that enjoy our City. We will embrace new ideas as we continue to grow our reputation as a 'City of Entrepreneurs'. We will prepare our City for the impacts of climate change by further reducing carbon emissions in line with our commitment to the United Nations Compact of Mayors.

We will become one of the world's first carbon neutral cities and become more economically sustainable for it. We will redouble our efforts to green our City through the planting of 1,000 trees on and around our City streets.

We will build upon our smart city credentials with significant investment in new technologies to transform our residential and visitor experience, as well as develop partnerships to

roll-out high speed internet across the City, making Adelaide the first 10 gigabit per second city in Australia.

We will continue our focus on providing first class infrastructure with the redevelopment of Gawler Place to connect the business district with Rundle Mall and the ANZAC Centenary Walk through to the Riverbank.

As we look to the future with great optimism, we will harness the wisdom of our City's most important asset – its people. In so doing, we will also honour the contribution of Aboriginal communities, especially recognising the importance of the Kurna heritage to the City of Adelaide's past, present and future.

This Strategic Plan tells Adelaide's growth story. It clearly articulates an agenda for strong growth over the next four years. This plan envisages the creation of a city where good things happen frequently because of our openness to new ideas, innovation, learning and technology.

It's about creating a city where the ultimate measure of prosperity is how well people live. This plan sets targets to increase the number of businesses operating and people living in the City of Adelaide. We welcome people who share our vision for becoming a smart city, people who want to have a go, are not afraid of risk, and have a passion for bringing their ideas to life.

This Strategic Plan consists of four key themes: **Smart, Green, Liveable and Creative.** To demonstrate our commitment to tangible results, at least two major objectives are paired with each theme. These will help us measure our progress and ensure that we are aligned with the broader state goals.

I am excited to lead a Council that is enthusiastic about the opportunities that lie ahead and I am determined as Lord Mayor to do everything possible to oversee Adelaide's successful transition to an opportunity-rich international city.

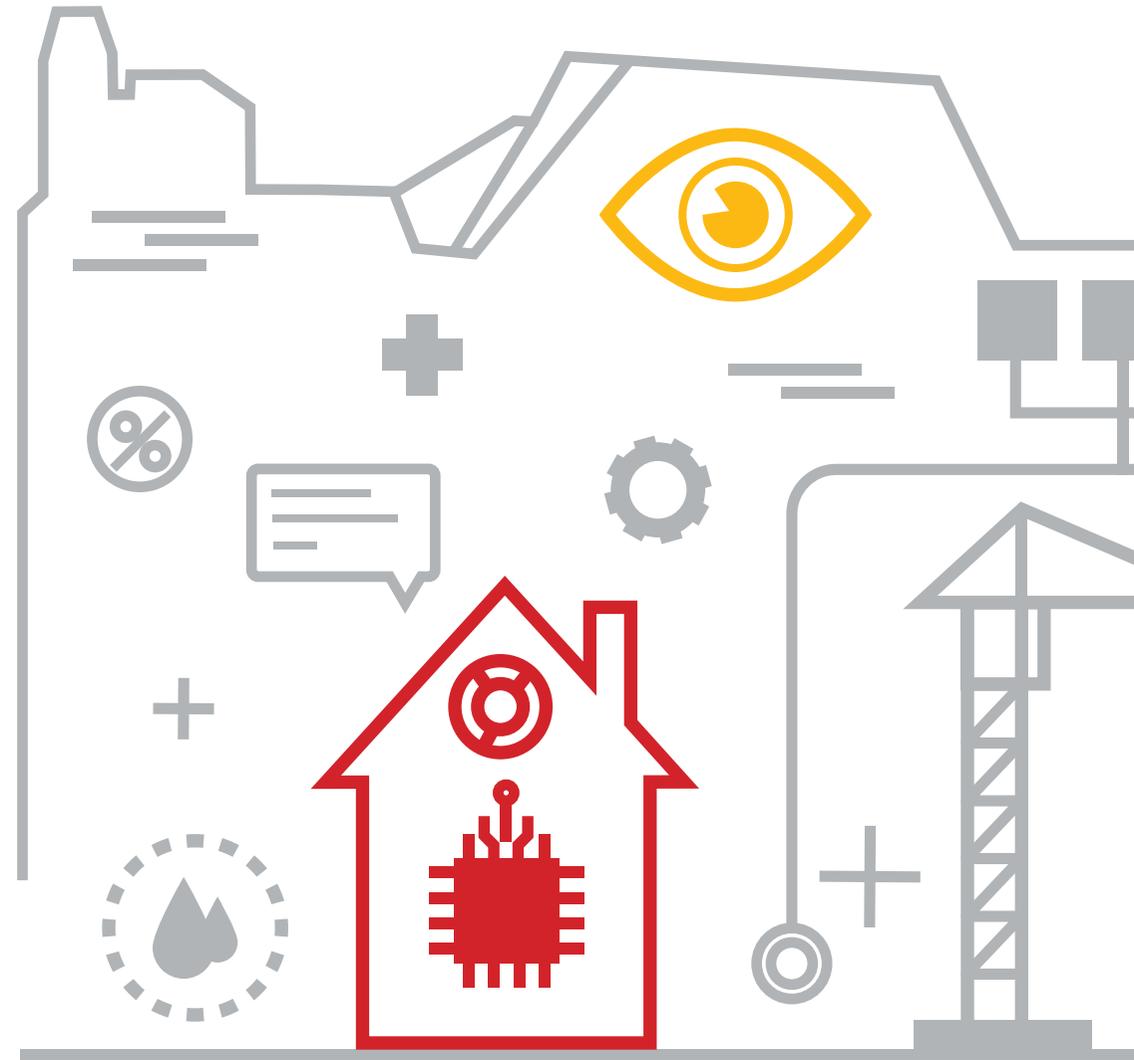
Bringing this Plan to life will require a great deal of collaboration and we welcome further ongoing input and thank everyone who has already contributed. Together, we will create a bright and prosperous future for the City of Adelaide.

Martin Haese
Lord Mayor
City of Adelaide



Your Council: (L-R) Anne Moran, Phillip Martin, Natasha Malani, Priscilla Corbell, Sandy Wilkinson, Houssam Abiad, Martin Haese (Lord Mayor), Megan Hender (Deputy Lord Mayor), Susan Clearihan, Alex Antic, David Slama, Sandy Verschoor.

-  SMART
-  GREEN
-  LIVEABLE
-  CREATIVE







INTRODUCTION

In 2015, the City of Adelaide set about reviewing our 2012-2016 Strategic Plan. This began with the very successful Picture Adelaide 2040 initiative, a comprehensive consultation process that embraced the widest possible cross section of our community, gathering contributions from over 2,000 participants.

We hit the streets to collect over 1,000 wonderful stories, met in person with our partners, hosted numerous community and key stakeholder forums, successfully engaged 'hard to reach' groups, and facilitated self-led and online discussions.

This innovative project helped Council understand what Picture Adelaide 2040 participants love about Adelaide, their hopes and ideas, the challenges we face, and the opportunities for the future.

In parallel to Picture Adelaide 2040, Council researched a myriad of existing strategies and studies that describe and plan for a desired future for our City. Part of that desired future is the easy movement of people into, out of and around the City. Achieving a good balance between the full suite of transport options including vehicles, public transport, cycling and walking was seen as vital to a prosperous city.

In the end, everyone who contributed to Picture Adelaide 2040 has played a genuine role in shaping our City's future. One of the very clear messages from Picture Adelaide 2040 is that the people in the City have a passion to create. This is best exemplified through the many festivals that enliven the City. An enlivened city with good study, business and career opportunities will attract and retain young people.

The research and consultation has fashioned our themes, objectives and actions that over the next four years will ensure we can measure our progress, success and realisation of our vision. The target numbers included in the various objectives are aspirational. In many cases they will prove hard to achieve and will require a concerted effort from a host of organisations and individuals in partnership with Council.

During the consultation and research process, Council identified over 30 government, not-for-profit, community and business entities that in some way shape the future of

the City of Adelaide. Council will continue to collaborate and strengthen its relationship with every entity and individual with a keen interest and stake in the future of Adelaide.

From the consultation, Council has developed a vision, primary goal and principles along with these four themes that are critical to the realisation of our vision:



Underpinning the four themes are critical enabling actions and objectives that are either committed to, are being developed or are already underway. These projects are a mix of collaborations with State Government and private enterprise, are Council owned, or are State and Federal government funded and led, and are adding considerable value to Council's vision for the City of Adelaide.

Importantly, all four themes contribute to economic development and job creation, both in the short-term delivery and the long-term as each project stimulates further spin-off projects, new businesses, population and visitor growth, wealth creation and the global strengthening of our brand – Adelaide.



I'M A DJ HERE AND IT'S
BEEN LIKE MY HOME
FOR FOUR YEARS.
IT'S DIFFERENT, IT'S
WELCOMING AND HAS
AMAZING DRINKS,
MUSIC, A GREAT VIBE
AND EVERYONE LOVES
EACH OTHER!
ANNABEL FROM PICTURE
ADELAIDE 2040



COUNCIL PLANNING

Throughout this Strategic Plan there is reference to a long-term future for the City of Adelaide. The vision, primary goal and principles will have an enduring role to play – past 2020.

There is an action in this Strategic Plan to 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. 2040 is a key date for Council – it will be the 200th anniversary of the City of Adelaide, which was the first local government in Australia.

This diagram shows Council's main planning approach. It shows the Adelaide 2040 Plan which describes the long-term future and how it relates to this Strategic Plan. It also shows how the Strategic Plan will be enacted via a Four Year Action Plan and annual Integrated Business Plans.

The objectives under each theme includes the 2020 targets. To monitor progress on key objectives in this Strategic Plan, a City Scorecard will be developed. This will be displayed on Council's website and will be regularly reported and updated.

In addition, a Corporate Scorecard will be developed to measure progress of actions in the Four Year Action Plan and the Annual Integrated Business Plan. Again this will be publicly available and regularly updated.



OUR CITY

The City of Adelaide is the state capital of South Australia and is the heart of the state's civic, cultural and commercial life. Built on the traditional lands of the Kurna people with a rich and deep Aboriginal heritage, Colonel Light planned Adelaide in 1837 with an inspired idea: an active city centre and an abundance of open space with the River Torrens at its heart.

Light laid out the streets surrounded by Park Lands with squares and gardens to offer relief to the urban form. The Park Lands are now heritage-listed and are cherished for their beautiful amenity, multiplicity of uses and unique role as a gateway to the City.

The City generates around one-fifth of South Australia's Gross State Product. As the state capital city, it is a hub for professional services and has a core role in defining and driving the economic fortunes of the state.

The city centre bustles with over a quarter of a million daily users: our workers and students attending world acclaimed tertiary institutions and tourists enjoying our many cafes, retail and cultural precincts, including the South Australian Museum, Art Gallery and Botanical Gardens.

Adelaide has a unique urban form, culture and lifestyle. Highly-awarded fine dining restaurants exist alongside pop-up bars, boutique cafes and food trucks.

Accompanying our gourmet food and wine is the year-round buzz of small bars, night life and activated laneways. The City hosts over 400 major internationally and nationally recognised events, festivals and community activities annually, as well as the globally recognised Adelaide Oval – home to cricket and Australian Rules Football – right in the heart of the city centre.

Adelaide's spirit and social wellbeing has long been complemented by its world-wide reputation for creating unique solutions to ensure the City's ongoing renewal. Our past relative isolation has required enterprising, self-reliant and clever innovation during times of global social and economic disruption.

Set in one of the most beautiful natural environments in the world, Adelaide's residents, businesses, educational institutions and governments all collaborate to punch above our weight on the world stage.

Some describe Adelaide as the great commercial and social laboratory. We are at the heart of a state that is renowned for trailblazing ideas and delivering to the world a number of 'firsts'.

South Australia was the first state to have a Sex Discrimination Act and to allow women to vote and stand for parliament, as well as being home to the first university to allow women to pursue degrees. We were also the first state to give land rights to its Indigenous people, the first to decriminalise homosexuality and the first to institute the secret ballot.

Our state's list of 'firsts' is wide-ranging – from the first mechanical harvester to the world's first military tank. From the iconic Hills Hoist to Sir Howard Florey's use of penicillin in clinical trials. From the plastic disposable hypodermic syringe to scratch-resistant plastic lenses.

Our cultural legacy of inventiveness continues today with the brilliant Royal Adelaide Hospital surgeon, John Greenwood, developing technologies for healing burns with world class applied research and some very clever thinking.

We have always been a City that produces and attracts smart, creative and inventive people. Today our City is dotted with hubs of entrepreneurs who continue our culture of social and commercial enterprise, experimentation and innovation.





ALL EYES ARE ON ADELAIDE AS A CLEAN, SPACIOUS, FRIENDLY, PERSONABLE CITY AND GATEWAY TO SOUTH AUSTRALIA
MARY-ANN FROM PICTURE ADELAIDE 2040



\$18.25b

City of Adelaide Gross Regional Product 2013-14
Almost 20% of State GSP



760Ha

Green Park Lands and squares



262,000

Daily City-user population



122,700

Total people employed by City based businesses



86,000

Students enrolled in educational institutes



22,690

2014 estimated resident population

Data Sources: Australian Bureau of Statistics; Department of Planning, Transport and Infrastructure; Tourism Research Australia; Adelaide City Census of Land Use and Employment (ACC 2014); KPMG 2012 Competitiveness Report; Economy ID Adelaide Profile.

PEOPLE ARE AT THE
HEART OF OUR CITY
AND A FLOURISHING
COMMUNITY IS
INTERTWINED WITH A
THRIVING ECONOMY

PICTURE ADELAIDE 2040 STAKEHOLDER FORUM



SUSTAINABLE GROWTH

The loudest message from Picture Adelaide 2040 was very simple – our City must grow if we want to thrive. As the global economy dramatically shifts, our climate changes and attitudes towards housing and the relationship between where we live and where we work evolve. More and more people are being attracted to live in our city centre near to where they work.

This has compelled Council to completely re-think its population targets and how we plan to achieve such targets.

An economically sustainable Adelaide requires strong growth in the number of people currently in our City.

People are at the heart of our City and a flourishing community is intertwined with a thriving economy.

Accordingly our primary goal is to:

Strengthen the City economy by growing the number of people living, working, playing, visiting and studying in the City every day.

The State Government's current 30-Year Plan for Greater Adelaide reinforces residential growth in the City and includes the targets of an additional 27,300 residents and 50,000 workers by 2040, to make a total of around 50,000 residents and 170,000 workers.

These will be supported by over 15,000 additional dwellings, including 2,250 premises designated as affordable housing. Different levels and types of growth will happen across different districts in the City.

The City's growth must be sustainably managed. Picture Adelaide 2040 told us there is so much everyone already loves about Adelaide that must be cherished.

To achieve our vision and remain uniquely Adelaide, our Strategic Plan principles will ensure our City will be:

- **Iconic and celebrated for its distinctive heritage and cultural values**
- **Inclusive of all members of our community and accessible for all**
- **Diverse enough to accommodate a range of activities and experiences valued by people of different ages, cultures, abilities and interests**
- **Resilient to a changing climate and able to sustain quality experiences, both now and for future generations**
- **Affordable relative to other capital cities and liveable with great infrastructure, arts, recreation and sport**
- **Made up of distinct districts each with its own character and fully engaged community**

Vigilance is needed to make sure these principles drive City development. Setting up systems and processes for Council decision-making to reflect these principles will be important, as will ongoing community engagement to continually test their relevance.

Financial sustainability is also critical to achieving our vision and Council will carefully manage its revenue, costs, debt and assets. Council's revenue growth is directly linked to the prosperity of the City as well as our strong partnerships and we will always seek ways to keep rates comparatively low.

To deliver its Strategic Plan, Council will work together with residents, businesses and the wider community. We will pursue all opportunities to seek to win our share of funding support for City projects and initiatives from the Federal and State governments.

From well-managed, sustainable growth will come more job opportunities, especially for our young people. We will build a prosperous, liveable City with meaningful and exciting work and business opportunities for all.



ROLE OF THE CITY OF ADELAIDE

The role of a capital city council is diverse and complex. Our core role is delivering services to the community and the way we deliver these reflects the diversity of our responsibilities to ratepayers, visitors, workers, residents, key stakeholders and indeed the State of South Australia. We have a number of roles that can be categorised as:

- **Leader**
- **Service Provider**
- **Regulator**
- **Advocate**
- **Facilitator**
- **Owner of Asset**



OUR 2016–2020 STRATEGIC PLAN

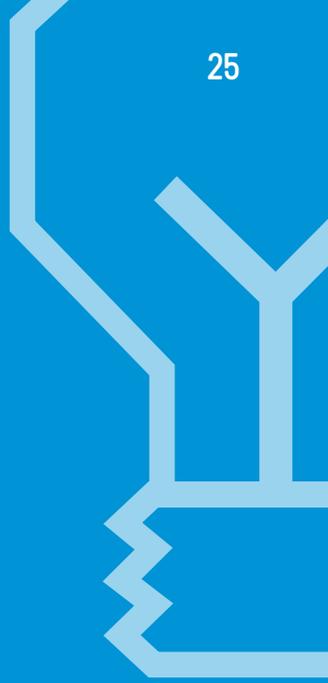
The City of Adelaide 2016-2020 Strategic Plan is framed around four key themes, each with measurable objectives and specific actions

SMART

Buy a
virtual
window.

ahim.virtualwindows.com





**A SMART CITY WITH A
GLOBALLY CONNECTED
AND OPPORTUNITY
RICH ECONOMY**

FR
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INCREASE INVESTMENT IN INNOVATION AND CREATIVITY

PICTURE ADELAIDE 2040 STAKEHOLDER FORUM

There is no escaping the fact that South Australia faces pressing economic challenges. Our state is undergoing rapid structural change in an incredibly dynamic environment. The state's unemployment rate is high and economic growth is subdued as we shift from manufacturing and mining to new knowledge-based industries.

At the same time, Adelaide is one of the state's largest economic drivers. The City generates around one-fifth of South Australia's economic activity and is growing much faster than the state.

Increasing the City's economic growth to surpass Australian growth will have a dynamic flow-on to the state and national economies. The number of businesses operating in the City is targeted to grow by 6% over four years and the number of people working in the City is set to increase by 5,000.

Adelaide as a 'Smart City' will put people and businesses at the centre of everything we do and focus on creating an ecosystem of open and citizen-driven innovation. We will build and share common resources and information for research, innovation and decision-making to drive economic growth and new standards in the way people live, learn, work and do business. We will embed 21st century digital technology into our City's functions, services and infrastructure to improve the functionality and integration of the entire City and economy. Adelaide will become a 'living lab' at the centre of future innovation, readily adaptable to driving and adopting change.

Start-up and home-based businesses are also expected to undergo strong growth as we shift to being a truly entrepreneurial city and people increasingly work from home. The City's liveability is a key attractor for new business operators and generates economic activity in its own right. The City has a well-deserved reputation for food and wine, which adds to its liveability and vibrancy. Employment in food and accommodation services has grown by 25% over the last ten years with over 9,000 people now working in this sector.

Knowledge-based sectors in the City include education, training, information technology, finance, insurance, professional, scientific and technical services. These sectors employ more than 39,000 people in the City and our target is for an additional 8,000 knowledge workers by 2020.

The number of students in the City on any day is expected to grow from 39,000 to 41,000. A key to this growth is the increasing number of international students who study. Growth in these areas is a structural change towards higher-skilled jobs that will generate confidence in the broader economy.

The environment for entrepreneurs in Adelaide is very strong and international retailers are looking to Adelaide as a new market. We embrace innovation and ideas both big and small are often trialled and tested in our City. With economic growth, we can expect an increased appetite for risk, potentially generating more innovation and product differentiation.

The building of 21st century telecommunications infrastructure across the City to deliver high-capacity broadband services is revolutionising the way we do business and connect with the world.

The roll out of the National Broadband Network (NBN) and the city-wide free WiFi service provide Adelaide with a unique and very powerful economically competitive advantage.

It is critical Council continues to work collaboratively with the Federal and State governments, local businesses and the community to build and export our knowledge workers, researchers and education institutions. Adelaide's sustainability is reliant on export dollars to grow our local wealth.



SMART OBJECTIVES AND ACTIONS

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

- 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
- By June 2017, develop and promote an international City brand that showcases the smart, liveable, green and cultural advantages of Adelaide
- 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

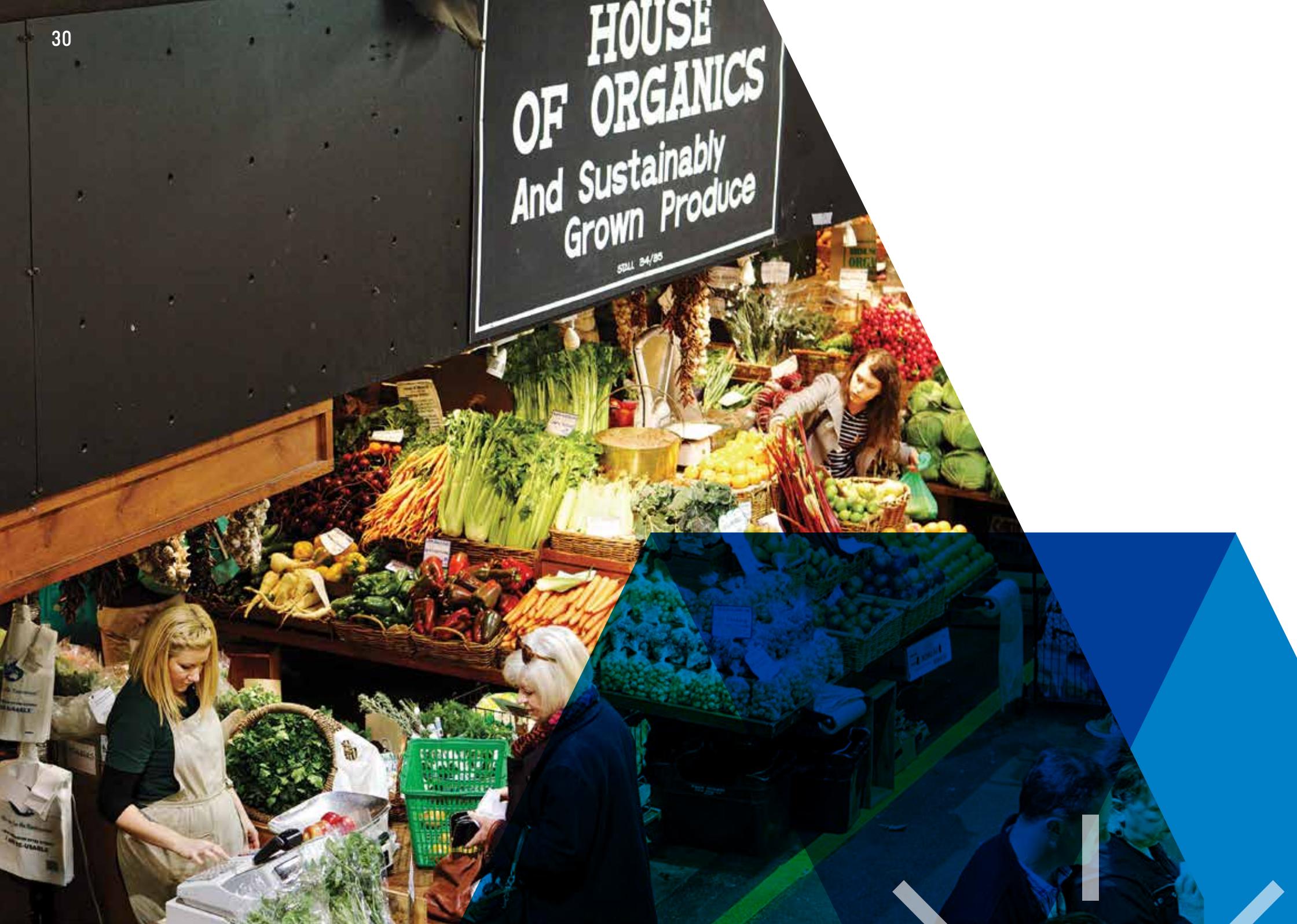
- Transform our services and business processes to improve our effectiveness and efficiency and provide improved quality communications, including having all Council forms able to be submitted online by 2018 and all development applications able to be submitted online by 2020
- By June 2017, as part 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
- By June 2017, leverage, upgrade and expand our AdelaideFree WiFi network to higher download and upload speeds
- Council will continue to liaise and work closely with NBN Co in support of the NBN roll-out across the City
- Council will work with key partners to facilitate a 10GB per second capable broadband network across the City and North Adelaide to all premises
- Work with key partners (private sector, NBN Co and universities) to create a national centre for applied research and education into the digital economy
- 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
- 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
- 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
- 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
- Bring together the creative, arts, business, university, education and entrepreneurial sectors to promote unique opportunities for business growth



HOUSE OF ORGANICS

And Sustainably Grown Produce

STALL 24/25



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

- 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
- 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
- By June 2017, review Council's commercial operations to determine the best management models
- Work with partners to develop and implement a range of policies, programs and services to support business start-ups, business growth and business sustainability
- 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
- From 2016 to 2019, increase activity in underutilised premises by providing three years' financial support to Renew Adelaide
- Assist businesses and institutions to attract talent by developing and making available collateral promoting Adelaide as a great place to work and live



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

- 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
- 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
- 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

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

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

A photograph of a man and a woman in a modern office environment. The man, on the left, is wearing a light blue blazer and a dark shirt, and is pointing towards a document held by the woman. The woman, on the right, is wearing a black dress and a white cardigan, and is smiling as she looks at the document. The background shows office furniture, a whiteboard, and large windows with a view of the outdoors.

IRRESISTIBLY AMBITIOUS IS A GOOD START. SEEING OPPORTUNITY EVERYWHERE. A PLACE THAT SEIZES OPPORTUNITY. A PLACE WHERE POSITIVITY BREEDS CONFIDENCE.

TIM FROM PICTURE ADELAIDE 2040 STAKEHOLDER FORUM

A photograph of a modern building with a wooden door and a lush vertical garden wall. The image is overlaid with a large green geometric graphic consisting of several overlapping triangles and a dashed white line. The word "GREEN" is written in white capital letters on a bright green triangular background.

GREEN

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



IT'S GREAT TO BE
SURROUNDED BY NATURE
SO CLOSE TO THE CITY

MATT FROM PICTURE ADELAIDE 2040

Adelaide's efforts to enhance and protect our environment have led the nation and, in some cases, the world. A 'green' Adelaide is not a new idea but something that has long been our way of life.

Whether it's enjoying our National Heritage Park Lands or the way we lead the nation in recycling, renewable energy and water efficiency, respecting and protecting our environment remains at the forefront of community expectations.

Undeniably, the buzz word throughout Picture Adelaide 2040 was 'green'. People really, really love our Park Lands. Around 8.9 million people use them every year in a vast variety of ways.

The Park Lands have been described as the 'front yard for the City and inner suburbs', the 'playground for the State' and no less than Adelaide's 'identity and soul'. This is symbolic of our strong attachment to the natural environment.

Picture Adelaide 2040 told us that ecological sensitivity and sustainability should be underlying design philosophies for new developments and green buildings should become the norm.

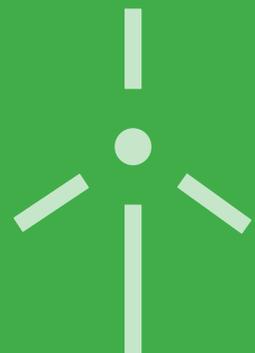
Green spaces and trees can act as foils to dense development. The River Torrens adds greatly to the sense of calm and serenity that balances the liveliness of the more active area of the City.

Along the River Torrens, the Riverbank Precinct will be developed as a vital and iconic precinct featuring spaces, amenities and experiences of world class design that buzz with people and events day and night.

We are committed to creating a low carbon local economy with our energy consumption strongly aligned to the use of renewable energy sources, complemented by on-premise battery energy storage.

In late 2015, the City of Adelaide made a global commitment to the 2015 United Nations Paris Conference of Parties (COP21) Compact of Mayors.

We will continue to work with the State Government to honour the Paris COP21 agreement, which commits South Australia to keeping global warming below two degrees celsius.



GREEN OBJECTIVES AND ACTIONS



CITY CARBON EMISSIONS WILL BE REDUCED BY 35% FROM THE 2006–07 BASELINE BY 2020

- 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
- 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
- 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
- By June 2020, the energy requirement for all Council buildings will be sourced from low carbon or renewable energy sources wherever possible
- By June 2020, all Council-owned and maintained public lighting will be converted to LED lights and smart lighting wherever possible
- Commit through to June 2020 to continue the Sustainable City Incentives Scheme, with annual reviews of incentive funding budget allocations
- By June 2017, complete a procurement plan for all Council vehicles to be low or zero emissions
- Provide a range of incentives for the use of electric-powered and low-emission vehicles within the City
- 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 with private property owners and the State Government to embed better environmental performance into new and existing developments
- 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
- Enhance biodiversity in the Park Lands and strengthen their role in achieving a carbon neutral city
- Develop international trade, investment and tourism opportunities based on our green and clean reputation
- Identify opportunities for building adaptation and re-use that supports heritage aspirations while reducing carbon emissions and waste





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

- 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
- 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
- From 2016, Council will commit ongoing funding for powerline undergrounding to assist with greening initiatives
- Work with local communities on public greening activities that will beautify streets and parks

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

- Improve the ecological value of watercourses and biodiversity in the Park Lands
- Reduce storm water run-off and pollution into the River Torrens through integrated catchment management and water sensitive urban design

THE BOTANICAL GARDEN IS A SANCTUARY AMIDST THE BUSY CITY HUMMING ALONG ALL AROUND IT”

WILSON FROM PICTURE ADELAIDE 2040



A row of bicycles parked outdoors. The focus is on the front wheel and handlebars of a bicycle in the foreground. An orange sign is attached to the handlebars, featuring the text 'Adelaide free bikes Bike Hire' and the website 'www.bikesa.asn.au'. The sign also includes a bicycle icon and the number '111'. The background shows other similar bicycles and a blurred outdoor setting.

THE PARK LANDS ARE
ADELAIDE'S IDENTITY,
OUR SOUL, UNIQUE
TO OUR CITY ACROSS
THE GLOBE

CHRIS FROM PICTURE ADELAIDE 2040 ONLINE FORUM

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

- 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
- 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
- By 2020, Council's New Year's Event will minimise 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
- Facilitate the reuse and recycling of equipment, consumables and materials used in festivals and events in the City
- Achieve adoption of sustainable commercial practices through incentives, purchasing approaches, waste services and regulation

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

- 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%
- Work with partners to reduce mains water use through water sensitive urban design and increasing the use of recycled and reused water
- Continue to work with the State Government and other councils to reduce stormwater and other pollutants into the River Torrens catchment





LIVEABLE

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

LIVEABLE



**ADELAIDE WILL BE A
COMMUNITY OPEN TO
ALL PEOPLE FROM ALL
COUNTRIES AND ALL
WALKS OF LIFE**

JENNY FROM PICTURE ADELAIDE 2040 ONLINE FORUM

Adelaide's confident, fulfilling lifestyle, strong sense of community and welcoming nature have enticed people in all stages of life to make the City their home. A city is all about its people and increasingly people are recognising the many advantages that make Adelaide a wonderful place to call home. The wellbeing and resilience of our community is as vital as its growth.

Between 2001 and 2011, our City's population grew by over 50% as people are increasingly attracted to Adelaide's relative affordability and easy access to jobs, study, entertainment, cultural experiences and recreation. This growth has created an increasingly diverse and multicultural community.

People born in Asia make up more than 20% of our City's residents and international students account for more than half of recent residential growth. This Plan, through its objectives and actions, supports and celebrates a strong multicultural future. By working with communities in our City we can find ways to encourage an even more diverse and harmonious city – an exemplar to the rest of Australia and the world.

Adelaide also has a wonderfully vibrant and celebrated Indigenous culture and is home to a diverse representation of Aboriginal and Torres Strait Islanders from all parts of Australia.

Innovative city planning and high-quality amenity is essential to accommodating a high-level of growth while retaining our great lifestyle and the City's unique character.

Council plans for every street and public area to be a 'park-like green' experience within the CBD. Buildings and public spaces will be well-maintained and purposeful as well as interesting and beautiful.

The Park Lands provide sanctuary, facilitate active and passive recreation, and safeguard our City's liveability. Open squares in each of the four City quadrants provide green space for recreation, and the River Torrens and Adelaide Botanical Gardens provide a wonderful balance to the hectic pace of a contemporary city.

Our architecture is a wonderful mix of contemporary and environmentally sustainable design. This along with protected, restored and adaptively reused heritage buildings all combine to form a visually vibrant and diverse city.

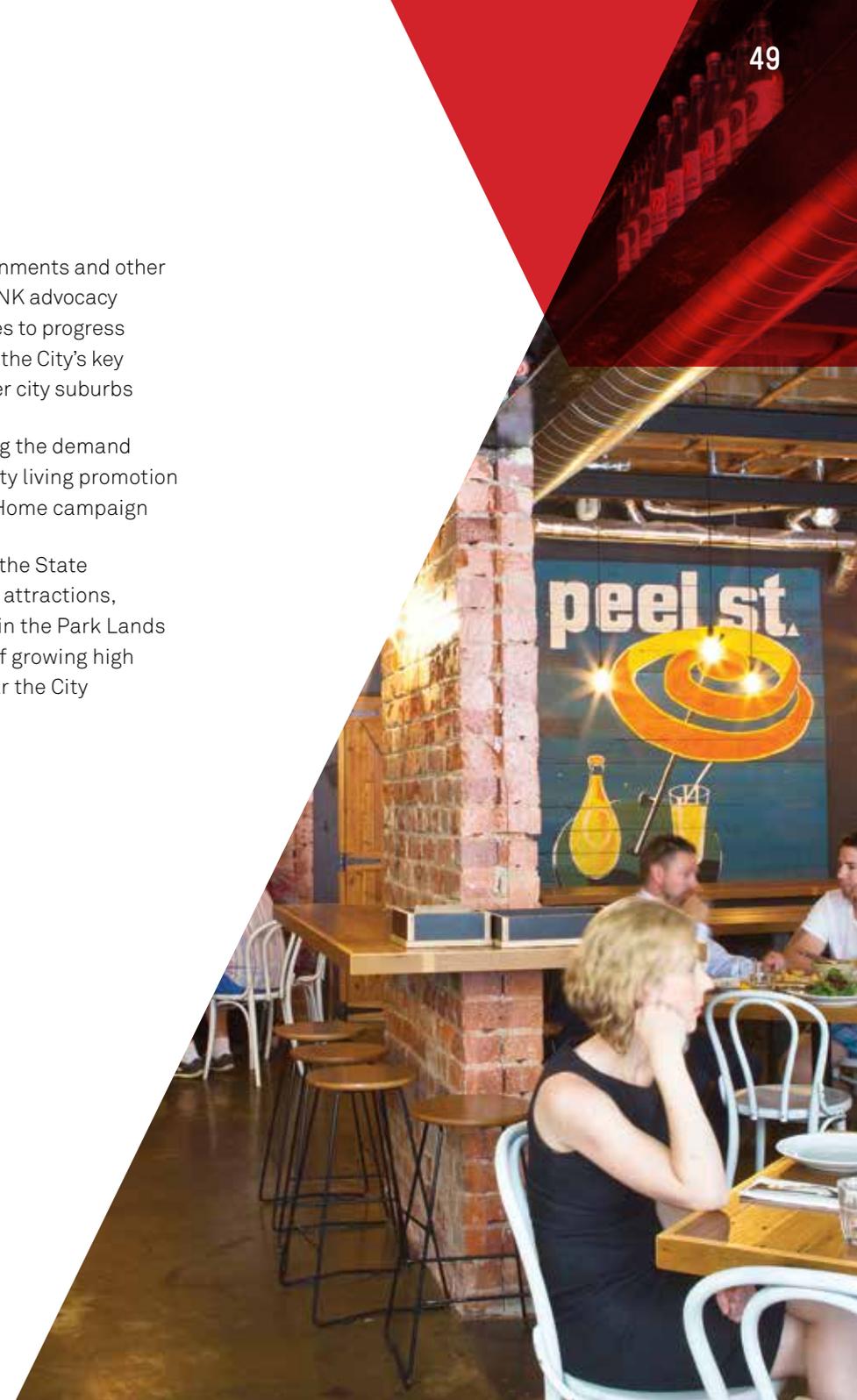


LIVEABLE OBJECTIVES AND ACTIONS

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

- 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 character of districts in the City
- 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

- Encourage the State Government to improve public transport to promote greater patronage, including continued investment and expansion of the free City Connector Services
- In partnership with the State Government, explore the possibility of redeveloping Currie-Grenfell streets as a public transport boulevard to cater for increased demand
- 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
- Increase participation by the broadest range of residents in the community life of their neighbourhood
- 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
- 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
- Encourage city living by understanding the demand drivers and developing a distinctive city living promotion campaign that builds on the Already Home campaign
- 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



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

- 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
- 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
- Plan and seek partnerships for major City infrastructure projects, including cycling corridors, major transport routes and laneways
- By 2017, endorse a Central Market Arcade redevelopment plan and commence works by 2020
- Work with the State Government to address housing affordability, including diversity of dwelling stock, and deliver a range of initiatives such as adaptive building reuse and new building technologies
- Explore opportunities in Council's current property holdings and pursue strategic opportunities to lead or partner in future property developments
- Deliver Council's core services efficiently and with brilliant customer service for a growing and increasingly diverse and multicultural community
- 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





**CITIES ARE FOR
PEOPLE, SO MAKE THEM
THE TOP PRIORITY**

GREG FROM PICTURE ADELAIDE 2040 ONLINE FORUM



A NATION LEADING WELLBEING AND RESILIENCE MEASURE WILL BE APPLIED AND INFLUENCES OUR WORK

- 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
 - Work with the State Government, community leaders and community organisations to support vulnerable members of the community
 - 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
- Support social entrepreneurs to develop business models that have a positive impact on the City's wellbeing and resilience
 - Enhance the role of the Park Lands in increasing levels of physical activity and wellbeing through formal and informal sport and recreation opportunities
 - Deliver sport and recreation activity hubs consistent with the Active City Strategy and Adelaide Park Lands Management Strategy

I'D BEEN IN ADELAIDE LESS THAN 36 HOURS AND ALREADY HAD TWO NEW BEST FRIENDS, A NEW FAMILY AND A Foothold IN THE LOCAL MUSIC SCENE. FIVE YEARS LATER WHEN A JOB CAME UP IN ADELAIDE, I DIDN'T HESITATE.

DR D FROM PICTURE ADELAIDE 2040



CREATIVE



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





CREATING

IN THE FUTURE,
ABORIGINAL HERITAGE
WILL BE CELEBRATED
AND SHOWCASED

PICTURE ADELAIDE 2040 COUNCIL OF THE AGEING FORUM

The spirit of our City is captured every day in the way our citizens, businesses and institutions interact with each other and their environment. Our culture is simply the way we do things in Adelaide. We have a lifestyle and spirit that is unique and keenly sought to be experienced by people from all over the world. Our culture infuses creativity and the arts in everything we do.

Our way of life blends the visual and performing arts with sports, food and wine, activated laneways, museums, festivals and events, gardens and Park Lands, all into one vibrant and beautiful City.

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. Adelaide's ten major festivals injected an incredible \$75 million into the local economy during 2014–15.

The South Australian Museum is the most visited in Australia and the South Australian Art Gallery attracts nearly 800,000 people each year. Over 1.2 million people enjoy our Botanical Gardens each year and our iconic Central Market is visited by over one million people annually.

The Adelaide Festival Centre attracts over one million people per annum and has initiated new events such as the Oz Asia, Guitar and Cabaret festivals.

Our City's cultural institutions and events are critical social and economic drivers. It's no wonder Picture Adelaide 2040 participants told us they want even more events and year-round entertainment, more art and artistic spaces, more innovation and spontaneity, more celebration and more opportunities for reflection.

With this mind, we will increase participation in our arts and culture and their influence on all that we do in the City. We will support local businesses to create new opportunities in our growing cultural economy and blend art and design with commercial enterprise.

We will continue to build our international brand to attract more people from all around the world to experience our City while also exporting our culture to global audiences. We will also continue to support our local Aboriginal communities to share their stories and culture.

Sport has always been ingrained in our way of life. The redeveloped historic Adelaide Oval has reinvigorated our City and an astonishing 4.3 million people have attended events since its re-opening in December 2013.

The Clipsal 500 Adelaide is Australia's largest domestic motor sport event. It fuses car racing with a full program of entertainment in a festival atmosphere that last year attracted 280,000 people across four days.

Adelaide remains the very essence of a true global village – a melting pot of people from all over the world who have embraced diversity and added their own special contributions to our City. Council will always be devoted to the expansion and strengthening of the remarkable contribution that arts, culture and sports make to our wonderful City.



CREATIVE OBJECTIVES AND ACTIONS

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

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

- Work with partners and key stakeholders to develop Adelaide as the premier international arts market, especially within the Asian region
- Work with the State Government to facilitate the attraction of an additional major annual international event during the winter months
- Promote our UNESCO Live Music accreditation to attract more opportunities for new live music venues
- Work with partners to increase opportunities for live music and performers by developing and implementing a range of policies, programs and services
- Work in partnership with key stakeholders to attract a winter music festival by June 2018
- Work with existing festivals and events to increase the number and diversity of audiences and visitors

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

- By June 2017, develop an Arts and Culture Strategy
- Support businesses, community groups and individuals to grow their contribution to the creative, cultural and artistic life of the City
- Attract and support artists and cultural entrepreneurs to develop commercial opportunities
- Work with businesses and other partners to bring creativity and smart technology into the everyday experience of our City
- Partner with cultural institutions to increase visitations in the City and Park Lands



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

- Work with the South Australian Tourism Commission and the private sector to develop a visitor experience that maximises visitor spend in the City
- Attract people from around the world, especially from China and India, to spend more time and experience more hospitality activities in the City
- 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
- Work with partners to promote a comprehensive calendar of events and activities
- By December 2020, Council will install a network of NBN-enabled interactive wayfinding stations to build on the current roll out
- Work with partners to improve the arrival experience of tourists at Adelaide International Airport and other entry points into the City
- 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

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

- Surprise, delight and attract people by continuing to encourage and support dynamic and changing urban public spaces, heritage, art, laneways, streets, facilities and activities
- Consider policy de-regulation to allow more interesting temporary opportunities in private buildings
- Increase public art and cultural expression in private development by using planning levers and requirements
- Identify opportunities to use specialised lighting to showcase the City's unique attractions, character and heritage





I LOVE THE WALK DOWN
NORTH TERRACE. THERE IS
SO MUCH BEAUTY HIDDEN
IN THE ARCHITECTURE.
THE ART AND CULTURE
SYMBOLISES WHAT MAKES
ADELAIDE SPECIAL.

PAUL FROM PICTURE ADELAIDE 2040

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

- Pursue completion of the North Terrace Boulevard, focusing on the evolving health and biomedical precinct and the Riverbank Precinct
- Upgrade and improve amenity to create a higher quality visitor and trader experience by implementing the Our Market District Plan
- 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

- 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
- Promote and showcase multiculturalism and Aboriginal culture, especially through the Stretch Reconciliation Action Plan, and support local organisations to express this heritage
- Complete the Rundle Mall Master Plan, including Gawler Place, to link major City attractions
- Provide support to key festivals and organisations to assist them in offering events and activities that attract visitors to the City





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Images courtesy of Phillips Pilkington, SA Health, SAHMRI, Saint Aloysius College and SA Tourism Commission

The paper used in this Plan is made with a carbon neutral manufacturing process. It is Forest Stewardship Council COC certified and consists of 100% recycled fibre

